

Ringkasan

Surabaya selain dikenal sebagai kota bisnis juga mulai mengoptimalkan keberadaan potensi pariwisata yang dimiliki dimana Menteri Pariwisata menyatakan Kota Surabaya memiliki performa yang terbaik dalam pengembangan pariwisata. Dalam menunjang keberhasilan dibutuhkan dukungan industri perhotelan, maka terjadi peningkatan pertumbuhan hotel di Surabaya yang mengakibatkan tingkat persaingan meningkat dan akhirnya berdampak terhadap kinerja hotel. Hotel dalam melaksanakan kegiatan harus selalu berorientasi pada pasar, serta membangun manajemen hubungan pelanggan yang baik, dan yang tidak kalah penting memiliki keunggulan dalam bersaing. Selain itu, industri hotel dalam melaksanakan kegiatan tidak lepas dari peran pemerintah melalui kebijakan pemerintah.

Tujuan penelitian adalah untuk menguji dan menganalisis pengaruh orientasi pasar dan *customer relationship management* terhadap keunggulan bersaing, menguji dan menganalisis pengaruh orientasi pasar, *customer relationship management*, dan keunggulan bersaing terhadap kinerja hotel, serta untuk menguji dan menganalisis kebijakan pemerintah memoderasi pengaruh orientasi pasar, *customer relationship management*, dan keunggulan bersaing terhadap kinerja hotel. Adapun responden pada penelitian adalah jajaran manajemen Hotel Bintang 3 di Surabaya sebanyak 150 responden.

Berdasarkan hasil pengolahan data menggunakan WarpPLS dapat dikatakan orientasi pasar dan *customer relationship management* berpengaruh positif dan signifikan terhadap keunggulan bersaing. Orientasi pasar, *customer relationship management* serta keunggulan bersaing berpengaruh positif dan signifikan terhadap kinerja hotel, serta kebijakan pemerintah memoderasi pengaruh orientasi pasar dan *customer relationship management* terhadap kinerja hotel, dan kebijakan pemerintah tidak memoderasi pengaruh keunggulan bersaing terhadap kinerja hotel.

Kata kunci: *Orientasi Pasar, Customer Relationship Managemen, Keunggulan Bersaing, Kebijakan Pemerintah, Kinerja*

ABSTRACT

Surabaya has been acknowledged as the central business. Instead, it precedes optimising its location as a tourism destination. The Minister of Tourism recognizes Surabaya having a potency to develop its best tourism performance. To support the potency, hospitality industry has been increasing. Therefore, there has been strong competitions among hotels which affect their performances. In running the business, the hotel management should greatly oriented on market. The customers' relationship and competitive advantages should also be maintained positively. In particular, the hospitality industry cannot be separated from government's role through its policy.

This research aimed to investigate and analyse the effect of market orientation and customer relationship management on hotels' competitive advantages. It also examined and analysed the government's roles that intervened the effect of market orientation, customer relationship management and its competitiveness on hotels' performance. Furthermore, the samples were 150 respondents including management of three-star-hotel in Surabaya.

As the result of WarpPLS, this research concluded that both market orientation and customer relationship management had positive and significant effect on hotels' competitiveness. Likewise, the market orientation, customer relationship management and competitiveness had positive and significant effect on hotels' performance. Meanwhile, the government's policy moderated the effect of market orientation and customer relationship management on hotels' competitiveness. On the other hand, the policy could not moderate the effect of hotel's competitiveness on hotels' performance.

Keywords: Market Orientation, Customer Relationship Management, Competiveness, Government's Policy, Performance

