

# The Influence of Supply Chain Strategy in Hoteling industry and Intention to Book Hotel Traveloka.com

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**Abstract**— The research investigates the role of supply chain strategy in hoteling industry and intention to book hotel Traveloka.com. The questionnaire delivered to the student that is already experiencing booking hotel via Traveloka.com. The results show that the attitude positively influences the intention to book the hotel. The higher of the individual attitude toward the Traveloka.com application, the higher the intention to book the hotel online. The subjective norms which are how the normative belief of the surroundings which are the community, family friends, and social community are the references for the consumer to do or not to do an act, especially to book a hotel via the Traveloka.com application. The perception of someone or a group of people that are the reference of the consumers to use the Traveloka.com application to book a hotel is beneficial to the consumers. Moreover, the higher the support of the surrounding people to book the hotel via the Traveloka.com application, the higher the intention of the consumers to book the hotel via Traveloka.com application. The perceived behavioral control influence positively the intention to book the hotel. Therefore the higher the easiness perception and fewer obstacles, the higher the intention of the individuals to book the hotel.

**Keywords**— *Hoteling industry, Supply chain management, Subjective Norm, Intention to Book, Traveloka.com.*

## 1. Introduction

The system includes material and information flows both up and down supply chain. Therefore supply chain includes a whole horde of systems such as systems management, operations and assembly, purchasing, production schedule, order processing, inventory management, transportation, warehousing, and customer service. New technology, new product, new market, and new management concept is necessary to develop the company competitive advantage [1]. One of the advances of technology that improve productivity is the information and technology that change consumer behavior and the preferred mode of transaction. Information technology and

communication influence the hotel industry and tourism, since the travel industry highly related to the information of destination [2]. Therefore, the advance of information technology for delivering information related to destination enables the consumer to make a transaction in the smartphone within the consumer's hand, [3]. The growth of trips relevant to the growth of the possession of a smartphone [4]. This data shows that there is a correlation between the smartphone position that could access information and also the willingness to make trips and destination for seeing places worldwide [5, 6].

The consumer also using the Internet and e-commerce to search for a ticket, hotel that. Support their tourism plan. And that is also in an incentive if you want if the consumer wants to book and pay the ticket months before the departure, there will be a discount that is an incentive for the consumer to book earlier. This new phenomenon in the digital era adopting the utility of the Internet and the online system that integrates the hotel industry [7]. The willingness of the consumer to visit destination growing in the last decade. Since the economy is good, the welfare of the consumers and the community is improving; there are needs to experience, seeing places, and destination worldwide. Therefore the tourism industry is growing, and tourism is one of the fastest-growing economic sectors in the world [8].

The online platform influence every aspect of the tourism industry worldwide [9]. Now we could see the designation images in the social media, compared with two decades ago when we want to see places; we will only see it in a poster or books or magazines.

The delivery of images to the consumer two decades ago need cost, and also only selected consumers that could receive the books, magazines, or booklet. Since the images will be delivered directly to the consumer via hardcopy, but now, every people that have access in the smartphone to the Internet could see and could search for the images that they want to look.

The hotel industry is developing since the growing of trips to see destination also generate the needs for a place to live for temporary. Nielsen Global Survey for E-Commerce, state that the market size

of the hotel reservation through the online rank second, 46%, after the plane reservation as much as 55%. The consumer behavior in the online market, especially for booking the hotel room reaches 80% of the respondents, and the other 20% booking via the hotel website. This figure state that there is a growing phenomenon of the consumer to book the ticket via the online platform. Therefore there is a need to research terms of the consumer's behavior reason for making an online hotel booking.

Daily social ID researching Top Brand Index 2018, and the online travel agent that is most favored by the consumer is Traveloka.com. Traveloka is a popular and also rank the first for the hotel booking online website. Traveloka is one of the Indonesian unicorn startups that focus on ticket booking and also the hotel booking.

This research is looking for the reason why the consumers are booking online for the hotel and plane ticket via Traveloka.com. The theory that will be utilized for this research is the theory of planned behavior. Theory of planned behavior reliable to see and to understand, predicting human behavior in technology adoption [10]. Theory of Planned Behavior proven that a behavior will be conducted because every individual has the intention and the willingness to act, influenced by three components, which are attitude, subjective norms, and perceived behavioral control.

Therefore, the research exploring whether there is a significant and positive influence of the attitude toward the intention to book a hotel, the subjective norm toward the intention to book a hotel and also the perceived behavioral control toward the intention to book a hotel for the Traveloka.com application.

## 2. Literature Review

### 2.1 Intention to Book Hotel

One area of the hotel industry that is usually left out in cost cutting efforts is its logistics and supply chain operations. Even though logistics and supply chain is considered an operations management strategy in the hotel and other service industries, they can use these strategies to help add value to their properties. The supply chain is an important element within the hotel and catering industry. In [11] stated that the intention is a significant willingness of the individual to conduct a particular activity and behavior. In [12] stated that intention is a power that could push, influence, and also engage an individual to something from the external.

Therefore, the intention is an indication of how strong the willingness of an individual to conduct a particular behavior. Someone that has an intention to buy will show the attraction toward the product. The stronger the individual's willingness and intention towards a specific activity, it will follow

to a particular action that relates to the consumer intention to buy the product or services.

The intention to buy could defined as specific indicators which are the transactional intention, an intention to buy a product. The referential intention, an individual preference to refer a product or services to someone else. The preferential intention, which is individual behavior that has the preference toward a specific product. Moreover, this preference cold on replacing with the consumer favorite product or services. The exploratory intention, which is the intention of an individual to look for information related to the product.

### 2.2 B. Supply chain in hoteling

Supply chain management has become a potentially valuable way of securing competitive advantage and improving organizational performance since competition is no longer between organizations, but among supply chains. Organizations have realized that it is not enough to improve efficiencies within an organization. To be competitive, their whole supply chain has to be efficient. The understanding and practicing of supply chain management has become an essential prerequisite for staying competitive in the global race and for enhancing profitably [13] stated that attitude is a disposition to respond favorably or unfavorably to an object, person, institution, or event. In the context of consumer behavior, state that attitude is a tendency of an individual to act inconsistent, like or dislike, favorable or unfavorable toward an object [14]. Attitude river to the individual confidence to work the consequences of a particular behavior [15].

From the above definition of attitude, we could simplify that attitude is the behavior of an individual related to the willingness to do a particular behavior. The higher the positive attitude toward an individual, the bigger the probability for the particular behavior.

Define there are two dimensions of attitude. The first one is the behavioral belief, a belief that an individual has to work a particular behavior, and a belief that influence the consumer's attitude [13]. [16], state that behavior belief related to the practicality, security, speed, lifestyle/trend, and cheaper.

The second dimension of attitude is the evaluation of a behavioral belief. Evaluation of a behavioral belief is a positive or negative evaluation of the individual to work based on a particular belief, which is the importance of practicality, security, speed, lifestyle, and low cost.

### 2.3 Subjective Norms

Subjective norm is a perception of an individual toward the other believe that influence the intention to do or not to do an act [17]. Subjective norm is the perception toward an evaluation or other consideration related to an issue which influences an individual behavior to do or not to do an act [18].

From that definition, we could simplify that subjective norms is an individual perception toward others or some groups related to the feasibility to do or not to do an act. Furthermore, if the community in the individuals considered relevant, showing a particular behavior as a positive, and the other individual motivated to fulfill the hopes; therefore, it is a subjective norm. Ajzen & Fishbein stated that the subjective norms have two dimensions, which are: A normative belief. Perception or belief related to the hope of the others unto him or herself that become the reference to do or not to do an act. This belief related to the opinion leader or the other significant person opinion that influence the individual and the role model related to do or not to do an act [13]. Nugroho et al., stated that normative belief could be seen by the family member's perspective, the friends, and the social community perspective [16].

### 2.4 Benefits of Supply Chain Management in Hoteling

The supplier and the hotel benefit from a well-established system of supply chain management. The relationship between the supplier and hotel becomes stronger because of professional management in the form of development of proper purchasing policies. This could also lead to concentrating on a few trusted suppliers, rather than

have a large and inefficient supplier base. Newer and more efficient suppliers could be identified, leading to increased efficiency. Pratana Defined perceived behavioral control as the perception of individual toward obstacle to do a particular act [19]. Perceive behavioral control is a control that is important when the consumer defines the intention to act [20, 21]. The perceived behavioral control is the perception toward skills, resources, and opportunities that could facilitate an act or to stop and act [22]. Behavioral to control is a condition where the consumer believes that an act is an easy or difficult thing to do, it includes the experience of the past and also the challenges that are considered by the consumers. From that definition of perceived behavioral control, we could simplify that the perception of an individual related to how easy to do a specific activity considering the opportunities and also the challenges that are going to confront in the future.

There are three measurements of the perceived behavioral control [23], which are the knowledge, resources, and ability to perform the behavioral.

### 2.5 Conceptual Framework

Based on the existing literature related to the antecedent of intention to book variable, there are three independent variables which are attitude, subjective norms, and perceived behavioral control that construct the research model. The research conducted is a causal research model, which focus on analyzing the intention to book a hotel via the Traveloka.com application. The research will be conducted by delivering a questionnaire targeting the respondent, and the indicator in the questionnaire will be measured in the Likert scale to measure the attitude, opinion, and the perception of an individual or community.

The research model proposed as in figure 1.

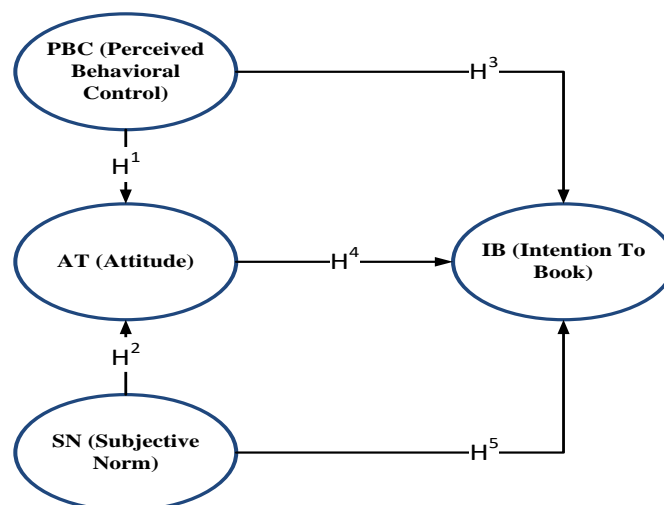


Figure 1. Research model

### 3. Methods

The questionnaire delivered to the target respondent Traveloka.com (Table 1). Respondent eligible to answer the question is respondent that experiencing booking the hotel via Traveloka.com. Structural equation modeling is a statistical model to explain the relationship between variables within the model. The structure of association analyzes for the entire relationship between the construction, which consist of the independent and dependent variable [24].

Structural equation modeling used in this research is the PLS. PLS could estimate a large and complex model and also confirming the variables within a theory [25].

PLS is useful and powerful as a tool of analysis since it could improve the resampling technique with the bootstrap [26, 27]. Therefore we could get a meaningful interpretation of regression coefficients [28]. The regression analysis in the study will analyze the dependent Y variables as a result of the Independent X predictor [29].

**Table 1.** Questionnaire Development

PBC (Perceived Behavioral Control)	
PBC1	I have the information knowledge to buy via online
PBC2	I have the financial resources to buy via online
PBC3	I have the skill to book via online
AT (Attitude)	
AT1	I am confident for the practicality of Traveloka.com application
AT2	I am confident that Traveloka.com application is secure for transaction
AT3	I am confident that Traveloka.com application is the fastest solution when you need a hotel
AT4	I am confident the Traveloka.com application is the trendsetter
AT5	I am confident that the Traveloka.com application offering affordable prices
AT6	The practicality to book the hotel is an important matter for me
AT7	Booking hotel with a secure transaction is an important matter for me
AT8	Booking a hotel fast is an important thing for me
AT9	Booking a hotel online is a new trend for me
AT10	Booking a hotel with affordable price is an important thing for me
SN (Subjective Norm)	
SN1	My family recommended me to book a hotel via Traveloka.com
SN2	My friend said that I should use Traveloka.com application to book hotel
SN3	My community recommend me to book the hotel via Traveloka.com
SN4	I will follow my family opinion and book the hotel via the Traveloka.com application
SN5	I will follow my friend suggested booking the hotel via Traveloka.com application
SN6	I will follow my community recommendation
IB (Intention to Book)	
IB1	Involvement of the upstream supply chain in products/services /marketing plans
IB2	I will use the Traveloka.com application to book the hotel for the next 6 month
IB3	I will refer Traveloka.com application to my friend who wants to book the hotel
IB4	I will make Traveloka.com the first choice to book hotel
IB5	I will not visit any online travel agent website to book the hotel online
IB6	I will look for information about the hotel I like via the Traveloka.com application before booking the hotel
IB7	Traveloka.com application delivering good and complete information about the hotel I like

### 4. Results and Discussion

The major aim of supply chain management is to achieve goals related to total system

performance rather than optimization of a single phase in a supply chain. In essence, supply chain management integrates supply and demand within and across companies. The majority of the respondent is a woman which count

55.7% of the total respondent. Moreover, there are 85% of respondents that have the age between 21 to 30 years old, 47.1% of the respondent have the undergraduate title and followed with the senior high school graduates. There are 62.9% of the respondents have expenses less than Rp 3 million. This descriptive profile of respondents shows that the respondent or mostly the student and just graduated from the University, which makes them only have low expenses below Rp 3 million. This finding shows the respondent that have sensitivity on price, since they have a limited amount of revenue to spend for leisure, and since they are mostly below 30 years old, therefore they are fond of with the smartphone application. This generation called the millennial generation. The respondent is relevant to see how the Indonesian Millennial that graduated from the senior high school or the University student attitude toward the intention to book a hotel via the Traveloka.com application.

This is the future market for the Traveloka.com since they are going to have a better career and also they are going to have a more significant revenue that they are going to spend to leisure and experiencing seeing destination worldwide. The Millennial also highly related to the smartphone or gadget. Therefore they are used to communicate, and also interacting with the community and the social with the smartphone. Since they are closely related to the technology, therefore the Millennial is familiar with the e-commerce and cashless payment. Moreover, this research is relevant for the consumers that are dominated and uniquely influenced by the technology information. The findings show that there is a strong relationship between the subjective norm to the attitude and the subjective norm to the intention to book a hotel (Figure 2).

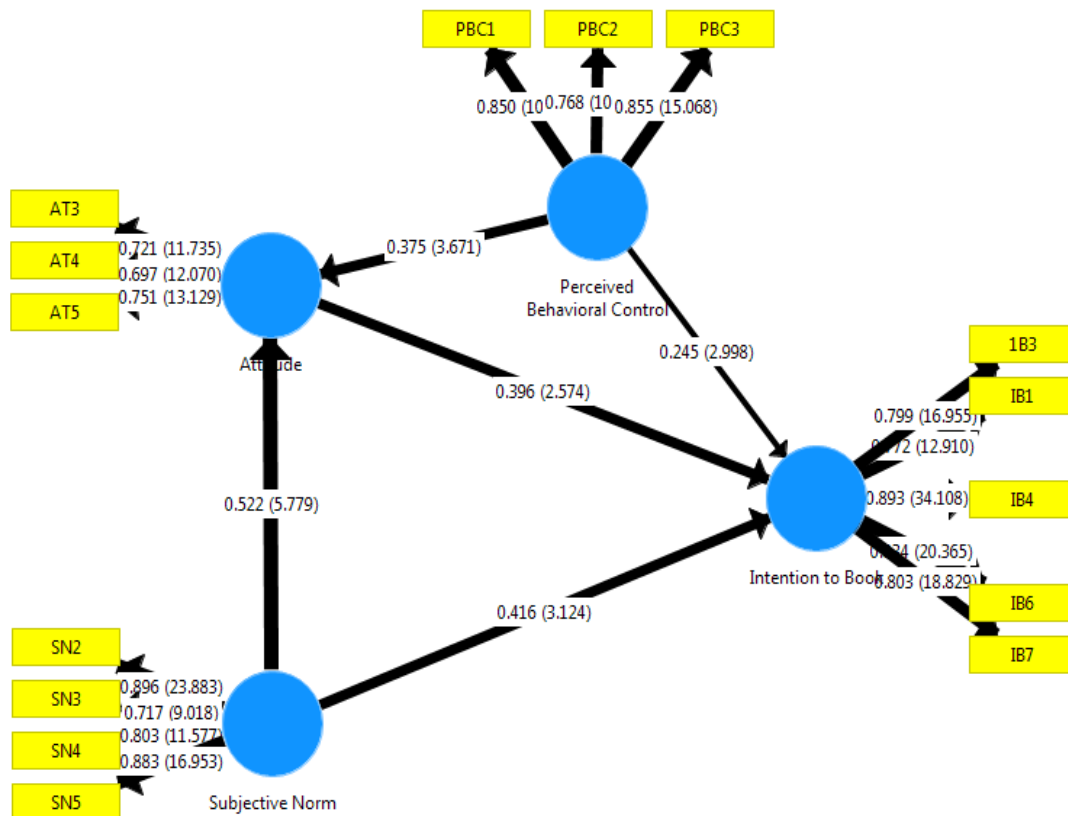


Figure 2. Bootstrap Results

Descriptive findings from the variable attitude indicator show that the belief dimension comparable to the evaluation dimension. In the previous review literature, the belief related to what the consumer state of confidence related to the benefit of the application, therefore this believe influence to do or not to do an act. The outcome evaluation is the dimension of the attitude that refers to the attitude from the evaluation of the

experience and the performance of the application. Therefore, both of this dimension is the attitude that has a different source. Moreover, the findings show a different dominant indicator from the dimension of belief compares with the dimension of evaluation. In the dimension of belief, there are three of the highest indicator which is the practicality of the application, the speed of the application to fulfill the needs to book

the hotel, and the last is the trend to use the application as the lifestyle of the modern and millennial generation. So, the consumer has the belief that practicality, the speed, and the lifestyle form the intention to book a hotel via the Traveloka.com application.

The question related to the outcome evaluation dimension compare with the previous behavior belief indicators is different. The difference is in the belief dimension, the question related to the belief, and in the outcome evaluation dimension, the question related to the consumer evaluation for the attribute of attitude.

The results showed that there is a different preference that the consumer perceives most compare with the behavioral belief dimension. In the outcome evaluation dimension, the highest mean is for indicator related to the security of the application, the affordable prices, and also a fast process to book the hotel. Therefore we could see that in the behavioral belief dimension is different. After the consumers experiencing booking hotel via the Traveloka.com, they perceive that Traveloka.com have a secure transactions system, and it is the most important thing for the consumers.

Moreover, the consumer also states that an affordable price is an essential thing for the consumers, which is in the behavioral belief, this indicator did not reach the highest mean, but the lowest mean. This mean difference shows that Traveloka.com did not perceive to have the lowest price compared with the other application. Moreover, the consumer perceives the other application has a lower price. Moreover, the last indicator that is consistent between the behavioral believes dimension and the outcome evaluation dimension is the fast process to book the hotel online via Traveloka.com application.

The practicality that has the highest mean in the behavioral believe dimension, did not have the highest mean also in the outcome evaluation. This finding shows that the consumer or the respondent perceives the Traveloka.com is not so practical as expected.

Therefore Traveloka.com should look for the idea and also the exact problem related to the practicality of the application. It is developing the system to improve the practicality because it is one of the firmest belief that influence the attitude to use the Traveloka.com application.

The variable subjective norms also have two dimensions, the normative belief dimension and the motivation to comply dimension. The structure of the indicator for this dimension is also relevant. In the first dimension, the indicator is asking about the belief whether the family, the friend, or the social community recommended the consumer to book the hotel via the Traveloka.com application. Furthermore, the motivation to comply dimension

related to the question that asked whether the consumer will follow the recommendation of the family, the friends, or the social committee.

The finding shows a consistent mean for the relevant indicator. The highest indicator in the dimension of normative belief is the family that recommends the consumer to book the hotel for Traveloka.com application. The indicator that has the highest mean in the motivation to comply dimension is also related to the willingness of the consumer to follow the family to book the hotel via the Traveloka.com application.

This is the difference between the first variable, which is the attitude and the second variable, which is the subjective norms. In the attitude variable, there is inconsistency, but in the subjective norms variable, both of the dimension and indicator shows that there is a consistent preference related to the stakeholder that will influence the consumers to do or not to do an act.

In the third variable, which is the perceived behavior control, we do not have any dimension that we could compare. There are only three indicators that directly form the variable perceive behavioral control. The highest indicator related to the resources of finance that the consumer has to book the hotel via online and the second highest is the ability of the skill of the consumer to book the hotel online. Both of these indicator state whether the consumer has the resources and also have the knowledge and skill to book online. Both of these resources show that they can control the behavior toward to book the hotel via Traveloka.com.

There is some dimension in the intention to book variable like the transactional intention, referential intention, preferential intention, exploratory intention. These intentions have different activity one and the other, for the transactional intention means that the consumer has the plan to book the hotel in the future. This indicator has the highest mean score compare with the other indicator in the variable intention to book the hotel. The lowest mean for this indicator is the question related to the preference of whether the consumers are not going to visit or to visit the online travel agent to book the hotel. The lowest score means that there is an opportunity that the consumer has the willingness to look for and book the hotel via the other online travel agent. Therefore we could see that choices are still open, and the loyalty or not merely for Traveloka.

This finding shows that there is competition related to the online travel agent, that makes the consumer are open to see choices from the other online travel agent. One of the highest mean in this variable is the exploratory intention, which means that the consumer related to the information collection. The consumer is doing an exploratory, exploring the prices, the choices of the hotel, the benefit, and also some related in the information that will support

the decision making the process. Therefore the Traveloka.com application will be beneficial for the consumers to look for the information, but it will not going to make the consumer loyal and not open for other choices.

But with the other online travel agent, they will do the same exploratory intention, to look for the information that they like, need, and then they will make considerations related to the decision making. Finally, from the descriptive research findings, we could see that the [Traveloka.com](http://Traveloka.com) application is beneficial for the consumer for the information that available, the practicality of the application, the fast process to book the hotel via the application and also the security of an application.

Nevertheless, prices are the main factors that influence the decision-making process. The exploratory of information related to prices, also makes the consumer did not want to close the option only to search in the Traveloka.com application. However, they will open the choices to look for other online travel agents on the Internet. These descriptive findings could deliver as the consistency and also the relevancy of each dimension and indicator of the variables. Therefore this findings will construct a managerial implication for Traveloka.com, to improve the needs and the ones of the consumer relevant with the service offered from Traveloka.com application.

#### 4.1 Results SmartPLS

To the hotel industry players, findings from this study will provide an insight into the various supply chain management practices in use that have ensured sustained competitiveness in the five star hotel industry. The result of this research shows that attitude influences the intention to book a hotel at Traveloka.com. Therefore the Higher the attitude of the consumer, the higher the intention to book a hotel at [Traveloka.com](http://Traveloka.com). This research supports the previous research from Verma & Chandra that stated there is a significant influence of attitude toward the intention. Therefore the attitude could be a good predictor of intention [30].

The subjective norms also influence positively towards the intention to book a hotel. Therefore if there are more relatives of the consumers that book the hotel via Traveloka.com, the higher the intention of the individual to book a hotel online via Traveloka.com. This research also supports the Amaro et al., that stated the subjective norms have significant influence toward the intention to use the Traveloka.com application, which means the consumer will consider the choices to see the reference of their friends and also their trusted colleagues [31].

The perceived behavioral control also influence positively over the intention to book the hotel. It means that the higher the perceived behavioral control, the higher the intention to book the hotel via Traveloka.com. This research also supports the findings of the research conducted by Carmack & Heiss, that stated there is a significant influence between the perceived give her control tower the intention to use the website [32].

**Table 2.** Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>IB3 &lt;- IB</b>	0.799	0.795	0.047	16.955	<b>0.000</b>
<b>AT3 &lt;- AT</b>	0.721	0.717	0.061	11.735	<b>0.000</b>
<b>AT4 &lt;- AT</b>	0.697	0.697	0.058	12.070	<b>0.000</b>
<b>AT5 &lt;- AT</b>	0.751	0.750	0.057	13.129	<b>0.000</b>
<b>IB1 &lt;- IB</b>	0.772	0.768	0.060	12.910	<b>0.000</b>
<b>IB4 &lt;- IB</b>	0.893	0.892	0.026	34.108	<b>0.000</b>
<b>IB6 &lt;- IB</b>	0.834	0.834	0.041	20.365	<b>0.000</b>
<b>IB7 &lt;- IB</b>	0.803	0.801	0.043	18.829	<b>0.000</b>
<b>PBC1 &lt;- PBC</b>	0.850	0.848	0.080	10.631	<b>0.000</b>
<b>PBC2 &lt;- PBC</b>	0.768	0.769	0.075	10.188	<b>0.000</b>
<b>PBC3 &lt;- PBC</b>	0.855	0.855	0.057	15.068	<b>0.000</b>
<b>SN2 &lt;- SN</b>	0.896	0.892	0.038	23.883	<b>0.000</b>

**Table 3.** Total Indirect Effects

Total Indirect Effects	ATT	PBC	SN	ITB
AT				
PBC				0.151
SN				0.223
IB				

**Table 4.** Specific Indirect Effects

Specific Indirect Effects	Specific Indirect Effects
PBC -> AT -> IB	0.151
SN -> AT -> IB	0.223

**Table 5.** Total Effects

Total Effects	ATT	PBC	SN	ITB
AT				0.417
PBC	0.365			0.398
SN	0.530			0.618
IB				

## 5. Conclusion

This study tries to determine the factors of the supply chain management practices and know the important factors of the supply chain management practices. Professional supply chain management ensures every supplier is committed for top quality product and service standards. An efficient supply chain management helps in significant cost reduction by developing and implement contracts and agreements with suppliers of hospitality products and services, securing for the hotels competitive prices be if for food and beverage, rooms or property operations. There are some summaries from this research; the attitude positively influences the intention to book the hotel. The higher of the individual attitude toward the Traveloka.com application, the higher the intention to book the hotel online.

The perception of someone or a group of people that are the reference of the consumers to use the Traveloka.com application to book a hotel is beneficial to the consumers. Moreover, the higher the support of the surrounding people to book the hotel via the Traveloka.com application, the higher the intention of the consumers to book the hotel via Traveloka.com application. The perceived behavioral control influence positively the intention to book the hotel. Therefore the higher the easiness

perception and fewer obstacles, the higher the intention of the individuals to book the hotel.

## 6. Suggestions

This research shows that some respondent feels that [Traveloka.com](http://Traveloka.com) is proposing a higher price compared with the other online travel agent basedo nits supply chain strategies; this is one of the considerations that should be discussed by Traveloka.com to deliver competitive prices. There are some of the online travel agents like the Agoda.com, which is the competitor of [Traveloka.com](http://Traveloka.com) give fewer prices compare with Traveloka.com. Therefore [Traveloka.com](http://Traveloka.com) should give more value, not only competing in prices, even though it is one of the crucial indicators that the consumers need. However, there is also practicality, security that influence the intention to book the hotel via Traveloka.com.

In the subjective norm variable, some of the respondents stated that their family did not recommend to book the hotel using the Traveloka.com application. This is an essential consideration for [Traveloka.com](http://Traveloka.com) to make a program that could engage the family to book the hotel at Traveloka.com. Therefore there will be a more significant improvement in the subjective norms that influence the future consumers of [Traveloka.com](http://Traveloka.com).

In the perceived behavioral control, some respondent feels that they didn't have relevant information to book the hotel online. Therefore this



finding should be some of the consideration for Traveloka.com to deliver information like a video to show the process to book at Traveloka.com, steps related to the online hotel booking, and also how to book the hotel online that start from browsing the hotel, choosing the hotel, information related to the a choices of hotel, and also the personal information for the guest, and also the payment method for [Traveloka.com](http://Traveloka.com) transaction. The R square of the model is 66.72%. Therefore this is should be a consideration for the next research to improve the reliability of the model by adding some variables that are highly related to book the hotel. It is related to the whole process of booking and also transaction of the hotel, and also how the interaction in the social media, comments related to the experience in staying in the hotel from the comments of the guest, the trip advisor comments related to the hotel experience will influence the intention to book a hotel via Traveloka.com The variables that might be influenced the intention should be integrated into the model, to improve the R square and make a more robust model to predict the intention to book a hotel.

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