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Driving Travel Reservation Performance: The Power of Hotel Partnerships

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Abstract

This study examines the effectiveness of hotel cooperation contracts in enhancing the internal performance of travel agent reservation departments, with a case study at Travel Agency X. Using a qualitative approach, data were collected over five months through interviews, observations, and documentation involving nine respondents from internal teams and hotel partners. Data analysis followed the stages of data reduction, data presentation, and conclusion drawing with continuous verification. The findings reveal that hotel cooperation contracts are generally effective, although their implementation faces several challenges, including coordination constraints, repetitive confirmation processes, and delays in contract renewal. These issues create administrative and communication barriers in reservation operations. Nevertheless, operational performance stability is maintained through proactive initiatives by reservation staff and mitigation measures implemented by the contracting department. These results highlight the importance of contract effectiveness and communication efficiency in supporting operational performance within the tourism industry.

Keywords: effectiveness, hotel contract, reservation, travel agent

A. Introduction

The tourism sector is one of the fastest-growing economic sectors and has a significant part in the global economy, including in Indonesia, the tourism sector is a sector that has a significant contribution to the country's economy because it creates jobs that encourage the growth of other sectors such as transportation and hospitality (Kushariyadi et al., 2025). With the diversity of destinations owned, Indonesia is one of the countries that is in demand as the main destination for foreign tourists, the growth in the number of tourist visits every year encourages an increase in the need for transportation services, accommodation and travel services (OECD, 2026). The quality of service provided by travel services depends on the hotel partners who are invited to work through the reservation team as the frontline (Zimmermann et al., 2025). The cooperation is formalized through a contract that outlines the rights and obligations of both parties: the travel agency (Travel Agency X) and its hotel partner (Hotel Partner Y).

As a travel agency operating within a business-to-business (B2B) framework, Travel Agency X relies on hotel partnerships to support its reservation operations and service delivery. These cooperation contracts serve as an important operational resource for the reservation department, which acts as an intermediary between customers and hotel partners. Through clearly defined contractual terms, both parties can coordinate their responsibilities, maintain service standards, and support the smooth execution of reservation processes. Prasasti et al. (2025) highlighted that the contracting process can improve the quality of services provided by travel agents. However, despite the benefits of this process, companies still face challenges in ensuring that cooperation contracts effectively support the performance of reservation departments as service providers.

The growing importance of effective hotel partnerships in supporting travel agency operations can be understood in the context of Bali's international tourism activity. According to Statistics Indonesia (BPS Provinsi Bali, 2026), in its Tourism Overview of Bali Province, November 2025, foreign tourist arrivals to Bali fluctuated between January and November 2025, reaching a peak of 697,107 visits in July before declining to 483,364 visits in November. The November figure represented an 18.74% decrease compared with October 2025. These monthly fluctuations illustrate the changing volume of international tourist arrivals and provide relevant context for examining how travel agencies manage hotel partnerships and reservation operations. This proves that the need for tourism services has never really decreased, but has continued and developed along with the dynamics of the number of visits. This condition is an important basis for Travel Agency X to review and improve the effectiveness of cooperation contracts with hotel partners in terms of capacity, flexibility and service quality. The process to ensure the effectiveness of the cooperation contract on the performance of the reservation department can be seen from the completeness of the content of the contract which is the main reference in supporting services.

This is in line with a study by Tahiri et al. (2025) that contracts are an important mechanism in improving internal performance because they are able to align interests between parties in the supply chain and reduce uncertainty. However, practice in the field shows a number of obstacles such as repeated confirmations, internal coordination that is not optimal to delays in contract renewal which results in disruption of the service process by reservations at Travel Agency X. Through this background, this study aims to analyse the extent of the effectiveness of hotel cooperation contracts in Bali owned by Travel Agency X and how the form and content of the cooperation contract can be understood and implemented in the practice of the reservation department.

This research concentrates on cooperation contracts with specialized hotels in the Bali region and focuses on its theoretical and practical benefits. This research will be expected to be able to expand the application of organizational effectiveness theory by Gibson (2012) and performance theory by Mangkunegara (2017) in the tourism sector. In practical terms, this research is expected to provide recommendations for improving the company's internal performance through more effective cooperation contracts and serve as a reference for future research on cooperation practices between travel agencies and hotel partners. Accordingly, this study seeks to answer two research questions: how effective are hotel cooperation contracts in supporting the internal performance of the reservation department at Travel Agency X, and what challenges arise in implementing these contracts and how are they addressed to maintain reservation department performance?

B. Literature Review

Theory of Effectiveness

Effectiveness refers to the scope to which an organization's goals are achieved through optimal use of resources. Sanjaya et al. (2022) believe that effectiveness is a crucial concept in the company because it provides an overview of the level of achievement of the goals that have been set, as well as answering the extent to which the plan prepared can be realized. The views of experts, especially regarding organizational effectiveness by Gibson in Kharisma et al. (2017) are measured through two approaches, namely goal attainment and system. By covering three indicators, namely productivity, efficiency, and satisfaction (Naufal & Ramdani, 2023) This framework is relevant to the present study, which examines the effectiveness of hotel cooperation contracts as a strategic resource in supporting the performance of the reservation department.

Theory of Cooperation Contract Management

In tourism business cooperation relationships, contracts are the main instruments that regulate the rights, obligations, and organizational mechanisms between the parties. In the tourism industry, especially travel, contract management is an important tool in management to manage working relationships and control performance within the company. Dinariana et al

(2025) argue that contract management needs to be used to minimize the possibility of disputes occurring during business processes. Turner (2011) views that the contract drafting process aims to create cooperation, not competition between companies and partners in the B2B concept.

Performance Theory

Performance is the level of results realized through the implementation of a certain activity (Harahap, 2023). Mangkunegara (2017) views employee performance as the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with his or her responsibilities. These four things are effective for identifying operational gaps in an organization (Saleh et al., 2025). It emphasizes that the achievement of work targets is highly dependent on the clarity of administrative functions that are in line with the objectives of this study.

C. Research Methods

This research employs a descriptive qualitative design to analyze the effectiveness of hotel cooperation contracts in supporting the internal performance of a travel agency's reservation department. The study was conducted at Travel Agency X in Bali, Indonesia, over six months, from December 2025 to May 2026. A qualitative approach was selected to facilitate an in-depth exploration of stakeholder perspectives and organizational practices related to hotel cooperation contracts while maintaining the confidentiality of the organization involved.

Population and Sampel

The population of this study consists of individuals directly involved in hotel cooperation contracts at Travel Agency X, including personnel from internal departments and representatives of external hotel partners. Informants were selected using purposive sampling based on their knowledge, experience, and direct involvement in contract administration and reservation operations. The study included nine informants: eight internal participants, comprising six reservation personnel and two contracting personnel, and one external participant representing Hotel Partner Y. The reservation personnel provided insights into the implementation of cooperation contracts in daily operations and their implications for departmental performance, while the contracting personnel contributed perspectives on contract preparation, negotiation, administration, and the handling of implementation challenges. The hotel partner representative provided an external perspective on communication, administrative procedures, and coordination between the two parties. This composition enabled the study to address both the implementation of hotel cooperation contracts and their effectiveness in supporting reservation department performance. The adequacy of the data was assessed based on the relevance and depth of the information collected, guided by the principle of data saturation.

Instruments

Primary data were collected through face-to-face in-depth interviews with internal staff and an external hotel partner, using a researcher-developed interview guide comprising 30 structured questions across eight indicators: administrative accuracy, procedural clarity, contract certainty, coordination convenience, work quality, work quantity, task execution, and responsibility. These indicators were derived from Gibson's organizational effectiveness theory and Mangkunegara's employee performance theory. Direct observation was also conducted using a structured observation checklist covering two main components: contract availability, assessed through five items related to internal storage, real-time accessibility, coverage of hotel partners, technical accessibility, and cross-departmental access; and contract completeness, assessed through five items concerning contract periods, future rates, essential contractual details, digital archiving, and regular updates. The observation covered 13 active hotel cooperation contracts selected from the 20 hotels with the highest room-night production in 2025 at Travel Agency X. Secondary data were obtained from relevant literature and supporting documentation.

Data Analysis

Data were analyzed using a qualitative approach by integrating information obtained from interviews, direct observations, and documentation. The analysis followed the three stages of qualitative data analysis described by Sugiyono, as cited in Qomaruddin and Sa'diyah et al. (2024): data reduction, data display, and conclusion drawing and verification. Data reduction involved selecting, simplifying, and categorizing information relevant to the research objectives. The data were then organized into descriptive narratives according to eight indicators derived from Gibson's organizational effectiveness theory and Mangkunegara's employee performance theory. These indicators covered administrative accuracy, procedural clarity, contract certainty, coordination convenience, work quality, work quantity, task execution, and responsibility. In the data display stage, information from the different sources was organized to facilitate comparisons and identify recurring patterns, differences, and challenges in the implementation of hotel cooperation contracts. Finally, conclusions were drawn by interpreting the identified patterns in relation to the research questions. Verification was conducted by rechecking field notes and discussing relevant findings with involved parties to ensure the accuracy and consistency of the interpretations.

Data triangulation was conducted by comparing evidence from three sources. First, in-depth interviews with nine informants, comprising eight internal personnel from the reservation and contracting departments and one external hotel partner representative, provided insights into contractual procedures, operational experiences, coordination challenges, and their perceived implications for departmental performance. Second, direct observations using a structured checklist examined 13 active hotel cooperation contracts selected from the 20 hotels with the highest room-night production in 2025. The observations focused on contract availability, including storage,

accessibility, hotel partner coverage, technical access, and cross-departmental access, as well as contract completeness, including contract periods, future rates, essential contractual terms, digital archiving, and regular updates. Third, documentary evidence included hotel cooperation contracts, contracting standard operating procedures, digital contract archives, and email correspondence between the contracting team and hotel partners. These sources complemented one another by allowing interview accounts to be compared with observed contract conditions and documented administrative procedures. For example, statements concerning digital contract accessibility could be compared with observations of contract storage and accessibility and with records in the digital archive. Differences between interview accounts, observed conditions, and documentary evidence were examined to identify possible inconsistencies and develop a more comprehensive understanding of contract effectiveness. This triangulation process strengthened the credibility of the findings by grounding interpretations in multiple sources of evidence.

D. Result and Discussion

This study collected qualitative data through in-depth interviews, structured direct observations, and document reviews involving nine informants from the internal departments of Travel Agency X and an external hotel partner. The analysis examined three dimensions of contract effectiveness: productivity, measured through contract availability and completeness; efficiency, assessed through administrative accuracy and procedural clarity; and satisfaction, examined through contract certainty and ease of coordination. The internal performance of the reservation department was also examined through work quality, work quantity, task execution, and responsibility. These indicators were adapted to the research context based on Gibson's (2000) organizational effectiveness framework, as discussed in Kharisma et al. (2017), and Mangkunegara's employee performance theory. The findings are presented in relation to two research questions: how hotel cooperation contracts are understood and implemented in reservation operations, and the extent to which their effectiveness supports reservation department performance.

Productivity

Productivity was examined through the indicators of contract availability and completeness, adapted from Gibson's (2000) organizational effectiveness framework, as discussed in Kharisma et al. (2017). These indicators were selected because the availability and completeness of contractual information determine whether reservation personnel can access the necessary terms when processing hotel bookings. The findings below address the first research question by describing how contracts are stored, accessed, and managed in daily reservation operations. They also contribute to the second research question by showing how contractual accessibility and completeness support operational performance. The data were obtained through structured direct observation using a checklist developed for this study. The observation covered 13 active hotel cooperation contracts selected from the 20 hotels with the highest room-

night production in 2025, based on their high frequency of use in reservation operations. The checklist assessed five aspects of contract availability and five aspects of contract completeness. The following table presents the observation results for contract availability.

Table 1. Results of Observation on Contract Availability Indicators

Contract Availability Indicators	Observation Results	Conclusion
Hotel contracts are stored in internal systems	All hotel cooperation contracts are stored digitally in a centralized system (Discopedia)	Available
Contracts can be accessed in *real-time* by the reservation team	The system can be opened at any time.	Available
Contracts are available to all hotel partners in Bali that are invited to cooperate without exception.	85% of hotel partners already have contracts, 15% use adhoc rates.	Available
No technical barriers when accessing the contract (loading and *system errors)*	The system is monitored to be stable when accessed, but sometimes if the contract file size is large enough, there is a slight loading.	Available
Contract access can be done across departments (reservations)	The reservation team can view the cooperation contract, but the added access rights only exist with the contracting team to maintain data validity.	Available

Source: Reasearcher's (2025)

The findings show that Travel Agency X stores hotel cooperation contracts digitally in a centralized internal system, allowing reservation personnel to access contractual information when processing bookings. The observation results indicate that approximately 85% of hotel partners in Bali had formal cooperation contracts, while the remaining 15% operated using ad hoc rates. This distribution suggests that formal contract coverage was substantial but had not yet extended to all hotel partners. Regarding access permissions, the reservation team could view the contracts, whereas the authority to add or modify contract records was restricted to the contracting department to maintain data validity and consistency. The observations also identified occasional loading delays when accessing large contract files, although the system was generally accessible. These findings indicate that contract availability largely supported reservation operations by facilitating access to contractual information and maintaining control over contract records. However, the remaining use of ad hoc rates and occasional technical delays

represented limitations that could affect the consistency and speed of reservation processing. Therefore, contract availability was generally adequate, although some operational constraints remained.

Table 2. Results of Observation on Contract Completeness Indicators

Contract Completeness Indicator	Observation Results	Conclusion
The contract covers a period.	13/13	100%
The contract already contains future rates.	13/13	100%
The contract lists the mandatory points: room type, price, allotment, cancellation policy.	13/13	100%
Contracts are easily transferred on digital archives.	10/13	77%
Contracts are updated regularly.	13/13	100%

Source: Reasearcher's (2025)

The observation involved thirteen active hotel cooperation contracts selected from the twenty hotels with the highest room-night production in 2025. The original list comprised thirteen hotels in Bali and seven hotels outside Bali. The thirteen contracts were selected because they represented frequently used hotel partnerships in reservation operations and were active during the research period. A structured observation checklist was used to assess contract completeness based on five criteria: validity period, availability of future rates, inclusion of mandatory contractual details, ease of transferring documents to digital archives, and regular contract updates. This selection procedure focused on contracts with substantial operational relevance to the reservation department rather than aiming to represent all hotel partners statistically.

The observation results indicate a high level of contract completeness among the thirteen hotel cooperation contracts examined. All thirteen contracts specified their validity periods, included future rates, contained mandatory details such as room type, price, allotment, and cancellation policy, and were regularly updated, resulting in a compliance rate of 100% for each of these criteria. However, the ease of transferring contract files to digital archives reached only 77%, with ten of the thirteen contracts archived without difficulty. The remaining three contracts encountered archiving difficulties because their file sizes were too large. To address this issue, the contracting team coordinated with the relevant hotel partners to obtain contract documents in more suitable file sizes. Although the five criteria produced an average compliance rate of approximately 95.4%, the lower result for digital archiving indicates a specific technical limitation in the contract management process. Overall, the findings suggest that the observed contracts were largely complete in terms of their

essential content and maintenance, while improvements in document handling could further support the efficiency of reservation operations.

Efficiency

Strong synchronization of perception between the contracting department that has a policy in the contract making process with hotel partners and the reservations department as the operational implementer. Through indicators of the accuracy of the administrative process and the clarity of the contract preparation procedure, it is sought to determine the effectiveness of the cooperation contract that already has to support the performance of the reservation department.

The priority scale in the preparation of contract instruments is carried out by the contracting leader Travel Agency X:

> "*For our administrative process in contracting, I focus more on how the contracts that have been agreed upon are ready to be used, so the detailed information that is usually needed by the reservation team such as cancellation policy, allotment, rate and others should be prioritized* first (MA, Contracting Leader Indonesia, 2026)".

However, in practice, time efficiency is hampered by external factors that affect the duration of administrative completion. AS as Indonesia's Contracting Executive explained:

> "*The hotel sometimes sends incomplete contract data, so it makes revisions to the contract many times, this usually takes longer*".

At this pre-contract stage, administrative accuracy is considered important to affect the outcome of the cooperation contract to be used, this is evidenced by the statement of CP, as the Reservation Leader of Indonesia:

> *"To ensure that the process and the content of the contract are correct, we have to wait for the contracting team to finish negotiating with the hotels."*

This process is an effort made to ensure that the content of the cooperation contract remains of high quality to support the performance of the reservation team. The clarity of the procedures determined by Travel Agency X is also a highlight in assessing the effectiveness of a cooperation contract.

A two-way communication pattern between the contracting team and the hotel is key in aligning the data. As explained by AS as Contracting Executive:

> "*If the data sent by the hotel is incomplete or there is something unclear, usually the contracting team will contact the hotel sales via email or during the sales call, after the necessary information is complete and confirmed directly, then we will continue the contract signing back process*".

Accuracy in this administrative stage is also recognized by external parties as a form of company professionalism in maintaining work transparency. TD as Director of Sales and Marketing of Novotel Bali Ubud stated:

> *"The process of administering our contract with Discova was indeed a bit long because it had to be revised many times because they asked for quite detailed information, but I believe because the whole process of cooperation is very transparent*".

The results of the in-depth interview showed that the administration implemented by the Travel Agency X contracting team prioritized detailed information used to support the performance of the reservation department in

processing bookings from clients. In line with Gibson's theory (Widyanti & Basuki, 2025) that efficiency with short-term criteria focuses on the input cycle, process and output obtained by focusing on input and output elements. In this analysis, the input process starts with the acceptance of contracts to the process of reviewing contracts and outputs which will later be used to support the performance of the reservation department.

Meanwhile, process efficiency is assessed through the clarity of procedures implemented by the contracting team, as illustrated in Figure 1.

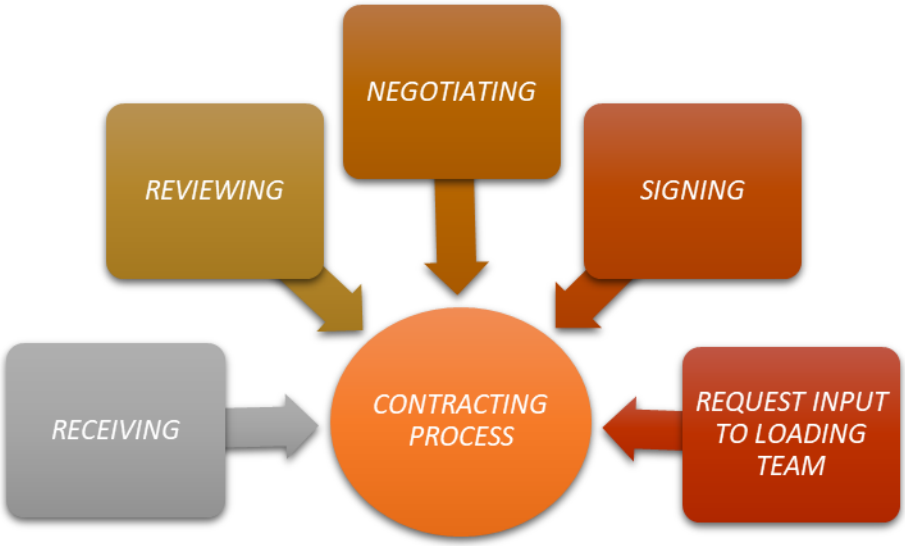


Figure 1. Contracting Implementation Procedure Chart at Travel Agency X

There are five main stages of the contracting process at Travel Agency X which is carried out digitally, starting from receiving whose correspondence process is carried out via email, reviewing which is carried out through the benchmarking process and also increments, when the price has been found a match, it will continue to the signing process, but if not, the negotiation process is carried out via email in order to find a point of advantage that is felt to be balanced by both parties, namely Travel Agency X with Hotel partners, once they are done, the signed contract is sent to the loading team to be processed into the system.

The transformation of the process is carried out digitally in order to create a more responsive data ordering cycle, this digitization process also includes an in-depth verification stage to ensure product competitiveness, as explained by AS, as Contracting Executive Indonesia:

> *"Usually our procedure when getting a contract with a hotel, we review the details such as the contract period, room type, rate given, terms & conditions, seasonality changes, then we benchmark and see if the price increment is competitive or not. If it is competitive, we sign back the contract and ask the product loading team to input it into our system".*

Clear and structured procedures until filing assist the contracting team in creating an effective cooperation contract for the reservation team in carrying out their daily work. The availability of organized data access allows reservation

teams to work independently and systematically as revealed by AP, Reservation Executive Indonesia.

"*If we want to use a contract, we usually immediately go to our storage system, namely Discopedia, after we read and observe, if there is indeed something unclear, before contacting hotel sales, we ask the contracting team first because it is in their domain"*

Overall, the results of the in-depth interview showed that the efficiency approach through indicators of administrative accuracy and procedural clarity at Travel Agency X was determined by the coordination between the contracting team and the hotel sales. The validity of the data generated from the process serves as a strategic resource that minimizes technical barriers for reservation teams in the execution of daily tasks.

Satisfaction

This section examines satisfaction by assessing how the certainty of hotel cooperation contract terms, particularly room allotment and cancellation policies, supports reservation department performance and facilitates coordination with hotel partners. The analysis incorporates three stakeholder perspectives: the reservation department, represented by six participants (CP, PG, AP, GM, DH, and IT), who describe how contractual provisions support booking confirmation, cancellation handling, and risk management; the contracting department, represented by two participants (MA and AS), who explain efforts to ensure contract completeness and the challenges of preparing and updating contractual information; and the hotel partner, represented by TD, Director of Sales and Marketing at Hotel Partner Y, who provides an external perspective on coordination and information exchange between the hotel and the travel agency. By comparing these perspectives, the analysis examines how contractual certainty supports operational satisfaction while identifying limitations that may require further coordination between departments and hotel partners. The strategic role of room allotment in mitigating room availability risks was emphasized by PG, a Reservation Executive:

"*Our contracts on average have allotments which are very helpful, especially during the high season period, as DMC we need allotments to avoid being fully booked when we have inquiries".*

In addition to risk mitigation, the existence of a definite allotment also has a direct impact on the speed of service response to agents. As explained by AP as Reservation Executive Indonesia:

"The allotment in our contract helps me to book if there is an inquiry group, because the rooms have been allocated from the beginning, so we can provide quick information to our agents".

This certainty ultimately creates operational stability that minimizes the need for complex alternative solutions, GM as Reservation Executive Indonesia added:

"So far the contract allotment that we have is very helpful, because I don't need to prepare a worst case or look for another hotel as an alternative when there is an inquiry"

The certainty of the content of the cooperation contract through Allotment owned by Travel Agency X is needed by the reservation team to support their performance in providing services to clients. This is in line with Gibson's theory in (Kasmawati, 2021)that satisfaction is measured as the success of an organization in meeting the needs of its members by considering the benefits received by its members. In addition to allotment, cancellation policy is one of the things needed by the reservation team in doing its work.

The role of cancellation policy as a reference standard in providing a quick response to the victims was affirmed by DH as the Reservation Executive of Indonesia:

> *"The cancellation policy is my reference to provide the fastest information to agents if they have a room cancellation, so far all our contracts have mentioned that part. It's just that sometimes we always make sure if there are any changes from the hotel regarding this.".*

The certainty of this cancellation policy not only speeds up the workflow, but also ensures that the cancellation administration process runs without technical barriers. This was revealed by CP as the Reservation Leader of Indonesia:

> "*With a clear cancellation policy, we can immediately complete the canceled booking smoothly without having to take any more time".*

Based on the results of in-depth interviews, the reservation team assessed that the cancellation policy in the cooperation contract owned by Travel Agency X has made a positive contribution to the level of job satisfaction that supports the smooth running of daily operations. This is in line with Gibson in (Khalisa et al., 2025) that satisfaction is a level at which members of an organization feel after comparing the results they get to their expectations

Overall, the findings from the satisfaction approach through in-depth interviews show that the clarity of allotment and cancellation policies is the foundation for a seamless workflow. Reservation staff find it helpful because their contracts are successful as a source or a strong handle when dealing with requests from agents and hotel partners, even though confirmation of things out of control is still done with hotel sales. The ease of coordination created is not only a matter of good communication, but is rooted in an effective cooperation contract, which directly provides a sense of satisfaction for the reservation team in completing their work targets. This phenomenon is in line with Gibson's theory in (Ismaya et al., 2022) that system theory is used to describe organizational behavior internally and externally, in internal terms can see how employees carry out their individual tasks, and in external terms, can assess how communication is carried out with the organization. This proves that at Travel Agency X, cooperation contracts are not just legal documents, but a system instrument that effectively regulates staff work behavior.

Internal Performance

In this study, Mangkunegara's theory is used as an indicator to measure the performance of the internal reservation department at Travel Agency X through the effectiveness of the contracts owned by the company, the view of

(Mangkunegara, 2017)that performance is the result of work in terms of quality, quantity, implementation of tasks and responsibilities achieved by an employee.

Quality performance is reflected in the reservation team's ability to minimize errors through a deep understanding of the contract, as the cooperation contract has a role in guiding the day-to-day operations of the reservation team. This finding was confirmed by the Reservation Executive to the Reservation Leader of Travel Agency X.

PG, Reservation Executive Indonesia:

"*With cooperation contracts with hotel suppliers, every booking we receive will refer to that contract, so it really helps the reservation team to work."*

While the role of cooperative contracts is crucial, operational dynamics with high volumes of work and variations in document formats are often challenging in maintaining consistency of accuracy. In response to this, CP, Reservation Leader Indonesia explained:

"*Honestly, we in the reservation sometimes also miss in reading the details of the contract, because we don't only read 1-2 hotels per day, each hotel also has a different contract format, well, usually we in the team always focus on making a mistake a lesson"*

The awareness of the importance of precision in understanding contracts has finally transformed into a self-control mechanism for the reservation team in minimizing errors. AP, as the Reservation Executive of Indonesia also conveyed the same thing:

"*Being detailed in understanding the contract helps me, because it already contains important information such as room type, rate, by reading the contract first, I can make sure that the data entered into the system is appropriate so as to minimize my mistakes in doing my work"*

Accuracy in reading contracts is the effort of the reservation team in maintaining the quality of their work, especially in processing existing bookings. Mangkunegara (2017) in (Pancasasti et al., 2022) stating that the quality of the employee's work can show the performance possessed by the employee. The implementation of this precision was explained by DH as the Reservation Executive of Indonesia.

"*Being meticulous in reading and understanding the contract greatly affects me in pursuing inquiries, because hotel contracts are also in different formats, so I have to be extra detailed to avoid mistakes in doing inquiries*" (DH, Reservation Executive Indonesia, 2026).

In line with this view, the challenge of the complexity of document structure is also a major concern. GM, as Reservation Executive Indonesia also emphasized the importance of the aspect of accuracy, especially in documents with a high density of information:

"*The details of the content of the contract help me and are very important, especially contracts that have a fairly dense format."*

In addition to the aspect of work quality, the effectiveness of the cooperation contract also contributes to increasing the quantity of work output that the reservation team is able to complete. The standardization of information in the cooperation contract minimizes technical communication barriers that have an impact on saving operational time for the reservation team

in processing work. Mangkunegara (2017) in (Marlina.N, 2024) said that the quantity of employee work is one of the indicators that determine the performance of an employee.

The correlation between the clarity of the contract and the speed of handling the volume of work was emphasized by PG, as the Reserve Executive of Indonesia.

> "*If the contract is made more efficient and clearer, the reservation process becomes faster and more structured so that the number of reservations that can be handled can also be more, even if the reservation team does not play a direct role in the sale, we are still responsible for processing every enquiry that comes in properly".* (PG, Reservation Executive Indonesia, 2026).

This statement is supported by the leader's observation regarding the efficiency of the workflow, CP, as the Reservation Leader Indonesia, confirms that the availability of efficient contracts has a direct impact on the speed of service to hotels.

> "*So far it feels like we have enough contracts with efficient hotels, it really helps us in responding to inquiries, so it's faster to finish to the agent as well, we can complete the inquiry faster as well, so far our contract at the company is quite efficient in my opinion".* CP, Reservation Leader Indonesia, 2026).

Furthermore, the efficiency of this work quantity is also closely related to administrative obstacles that often hinder the rhythm of work. IT, Reservation Executive Indonesia added that:

> "*A clear contract with the supplier reduces the miss in ordering and payment, thus making the job easier to complete."*

In addition to the clarity of the cooperation contract, the process of updating documents periodically has a significant influence on the smooth implementation of tasks and the fulfillment of responsibilities of the reservation team. Where the timeliness of renewing contracts is a determining variable in maintaining daily operations. Obstacles that arise due to the delay in contract renewal, GM as Reservation Executive Indonesia revealed:

> "*Indeed, some I find that the contract is not updated, so the reservation process will take time, because our SOP must reply to client inquiries 1x24 hours, usually I get back to the contracting team first before going to sales"* (GM, Reservation Executive Indonesia, 2026)

This condition requires the reservation team to take additional initiatives to maintain service quality, DH as Reservation Executive Indonesia also explained the mitigation strategies carried out when facing internal coordination constraints:

> *"My obstacle is that I can't respond to the agent quickly if the contract has not been updated, because I am waiting for confirmation again from the contracting, but if indeed the inquiry is urgent and the contracting team is also hectic, I usually immediately confirm to the hotel sales so that our SOP continues to run"*

The urgency of contract renewal not only has an impact on the aspect of work duration, but is also closely related to the company's risk responsibility. PG, Reservation Executive Indonesia emphasized the crucial impact of the lack of reference used when providing services,

"If the contract has not been updated, it also sometimes makes us have no reference for the offer price, so we are afraid that we offer a lower than the latest contract that we have not received, so the company can lose and we have to pay the difference"

The above series of phenomena shows that the contract renewal process has a significant impact on the performance of staff in the reservation department, through the process of carrying out tasks to the responsibilities they hold, their performance is influenced by clear and up-to-date cooperation contracts. Mangkunegara (2017) in (Syahputra et al., 2020)stating that the implementation of an employee's duties and responsibilities is tangible evidence of his performance.

In the face of operational obstacles due to the unpreparedness of cooperation contract documents, the reservation team shows a form of responsibility through various problem-solving strategies. GM, as Reservation Executive Indonesia, explained the transparency approach to clients,

*"Usually I read in detail first and confirm before the booking process, but if there is an accidental mistake because the contract has not been updated or the contract is not clear, I am honest with the client and give a complimentary" (*GM, Reservation Executive Indonesia, 2026).

As a long step, the reservations team also conducts an internal evaluation to prevent the recurrence of systematic errors in the future.

IT, Reservation Executive Indonesia emphasizes the importance of investigating the cause of the problem:

"*I usually investigate internally first, whether it's because of price discrepancy or purely because the contract is different because it hasn't been updated, if it's different, I try to compensate and immediately ask for contract repairs so that it doesn't happen again".*

Overall, the results of the in-depth interview indicate that the performance dimension of the Travel Agency X reservation team has been aligned with the performance indicators according to Mangkunegara (2017). The findings of the study show the fulfillment of criteria in terms of quality, quantity, implementation of duties and responsibilities supported by the effectiveness of cooperation contracts as the main operational instruments, with the note that there is still an impact of delays in contract renewal to the reservation department which affects the implementation of the duties and responsibilities of reservation staff. The reservation team conducts mitigation efforts to resolve operational constraints by considering the financial and reputational implications for the company. This is supported by the contracting team that seeks to standardize cooperation contracts to optimize the role of these documents as a strategic resource for the reservation department.

E. Conclusion

Productivity, contracts are stored centrally and digitally in the Discopedia system, this system helps reservations access data in real time with limited access rights, while the input-output control remains under the contracting department. Efficiency, contracting workflows from receiving to loading are clearly digitized. This minimizes technical barriers as well as ensures data validity thanks to strong coordination between the contracting team and hotel

partners. Satisfaction, the existence of allotments and cancellation policies in the contract is the main foundation of smooth work that increases the satisfaction of reservation staff. Even so, confirming things that are still out of control still requires direct coordination with hotel partners. Internal Performance, contracts serve as the main operational instrument in supporting the execution of reservation tasks, and the obstacles caused by delays in contract renewal are tactically mitigated by considering financial and reputational risks.

Overall, the hotel cooperation contract at Travel Agency X has been quite effective in improving the internal performance of the reservation department. Although there are still procedural and communication constraints, ongoing risk mitigation efforts can minimize operational obstacles.

F. Conflict of Interest

The authors declare that this study was conducted without any competing interests that could compromise its academic objectivity. Although the research examines contractual arrangements between a travel agency and its hotel partners, the analysis was carried out for scholarly purposes and was not influenced by any commercial agreement, financial benefit, or personal affiliation. The authors' interpretations and conclusions are based on the information gathered during the research process and reflect their independent academic assessment.

G. Declaration of AI Use

During the preparation of this manuscript, the authors employed ChatGPT (OpenAI) as a supporting tool to formulate and organize the research framework. Its assistance was directed toward exploring the conceptual relationships between hotel cooperation contracts, organizational effectiveness, and reservation department performance, thereby helping establish a coherent structure aligned with the study's research objectives. The AI-generated suggestions served only as preliminary input and were subsequently examined, revised, and contextualized by the authors in accordance with the relevant theories and literature. ChatGPT was not involved in conducting interviews, collecting observational evidence, processing research data, or determining the study's findings. All research decisions, interpretations, and conclusions remain the responsibility of the authors.

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