

## Implementation of Tri Hita Karana to increase room occupancy at Hilton Bali Resort

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**Abstract:** This study aimed to determine the effect of implementation of Balinese cultural value named Tri Hita Karana in increasing room occupancy at Hilton Bali Resort located in Nusa Dua, Bali. Data collection technique used were by questionnaire, interview, and document study and data analysis method were mixed (quantitative and qualitative) methods, with a concurrent mixed method strategy, especially the concurrent triangulation. The results of this study indicate that Tri Hita Karana in this hotel has a 16.6% effect on increasing room occupancy. It means Tri Hita Karana has a positive and significant effect on increasing the room occupancy.

**Keywords:** Tri Hita Karana, Catur Paramita, hotel, room occupancy.

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### Introduction

The change in the tourism business in Bali is one of the interesting things to know. Data from the Central Statistics Agency (BPS) of Province of Bali shows that tourist visits to Bali have decreased significantly. Based on the data, the number of tourist visits coming to Indonesia and the island of Bali has decreased drastically because of the Covid-19 pandemic which began enter to Bali in early 2020. This has an impact on the decline in hotel room occupancy rates, so management hotels need to take various innovative steps and efforts to maintain the hotel business.

Providing good service quality can be handled by creating good relationships through the application of the local wisdom concept that is trusted by the Balinese people called Tri Hita Karana (THK). THK value needs to be implemented to maintain a balance between social and environmental interactions Pramesti (2019).

THK can be interpreted as three harmonious relationships. The three are Parhyangan (relationships between humans and God), Pawongan (relationship among human(s), and Palemahan (relationships between humans and the physical environment), to achieve the harmony and peace in the universe (Ahmad et al, 2021; Anggana et al, 2022; Dewi et al, 2022; Mudana et al, 2018a; Mudana et al, 2018b; Suamba & Utama, 2017; Wisnawa, 2020). Pawongan in THK leads to the concept of Catur Paramita or four main conducts and traits consisting of maitri which mean friendliness, karuna which mean politeness, mudita which mean helpness and upeksha which mean respectness. This concept is applied as a consideration in determining the Green Hotel through the THK Awards Astuti et al (2020). By applying the THK Awards assessment

indicators, it requires each department at Hilton Bali Resort inserting those character of local culture in providing services to guests.

THK has been widely adapted by hotels and resorts in Bali. One of the 5-star hotels that has successfully implemented THK is the Hilton Bali Resort. Hilton Bali Resort is located in the Nusa Dua tourism area which has a view of the Indian Ocean which offers a variety of complete facilities. Hilton Bali Resort has a mission to minimize the use of plastic as an environmentally friendly effort and maximize the quality service for guests so that Hilton Bali Resort has received several awards for implementing the THK concept. This award does not escape the contribution and cooperation of all departments, because every department at Hilton Bali Resort has its own role in ensuring the quality of service to guests.

The application of international service standards combined with THK, especially the Pawongan concept which refers to *catur paramita* make a positive contribution and inspire staff performance in providing services at the front office. This will create satisfaction and a sense of comfort for guests, also create a positive image of hotel management which is certainly expected to have an effect on increasing occupancy.

Pramesti (2019) uses qualitative research methods with descriptive data types. The results of this study indicate that Hotel Melia Bali has implemented the THK concept in architectural design and hotel management. Pranata et al (2017) carried out descriptively qualitatively a research combined with SWOT analysis supported by Likert Scale analysis. The results showed that, The Trans Resort Bali employees have a perception that the average assessment indicator of the THK concept variable applied at The Trans Resort Bali is categorized as good. Combines qualitative and quantitative which is presented descriptively. The results of this study are that the application of THK in Puri Agung Karangasem has a positive impact on all aspects involved in tourism activities, such as society, local culture and the environment. Sukarma (2016) uses qualitative approach. Its narrative data is collected by literature study. The data is presented descriptively with an interpretation mechanism. The result of this research is that the understanding of THK is best understood as the basis of Hindu morals and Hindu moral doctrine. Astuti et al (2020) uses qualitative research methods with type of descriptive data. The results of this study indicate that the implementation of the value of *catur paramita* at the front office receptionist is considered effective.

## Methodology

Hilton Bali Resort, is located in Benoa, Bali. Hilton Bali Resort is 15 km from Ngurah Rai International Airport or 30 minutes by car. This research was conducted for 6 month, from March to July 2022.

Room occupancy is a condition to which the number of rooms sold is compared to the total number of rooms available for sale. The indicators of the room occupancy rate according to the ratio of rooms sold is high compared to the number of rooms that can be sold and number of guests staying Singgih (2012). The measurement scale used to measure the variables in this study is a Likert scale with a value range of 1 to 5 and each answer is categorized into 5 categories.

The sampling technique used is purposive sampling, purposive sampling is a sampling technique based on certain goals or certain considerations from Rita (2019). The number of sample members used is 30 respondents in the period March to July 2022. Data collection techniques in this study are observation, questionnaires, interviews, and document study. Document is a record of events that have passed, documents can be in the form of writing, pictures, or monumental works, from someone Sugiyono (2013).

The validity and reliability tests were tested using SPSS version 26. The results are presented in Table 1.

**Table 1.** Validity Test of Tri Hita Karana

Statement	Correlation	r-table value	Information
Believe that success carry out the task not solely because of our own abilities, but also by God's will	0.491	0.361	Valid
There are yoga or meditation activities intended for guests as an action to get closer to God	0.540	0.361	Valid
I try to provide service with full hospitality	0.511	0.361	Valid
The institution and its staff in doing their duties always maintain a harmonious relationship with employees and guests	0.518	0.361	Valid
I have empathy and always try to offer help	0.474	0.361	Valid
Tolerance and mutual respect between employees in doing their duties is an attitude that has been well maintained	0.600	0.361	Valid
I avoid conflicts related to problems in doing tasks	0.652	0.361	Valid
I contribute to general cleaning activities which are the hotel's routine agenda	0.677	0.361	Valid
There are management efforts to minimize the use of plastic as an environmentally friendly effort	0.546	0.361	Valid
Tourists contribute to environmental care activities such as tree planting and turtle release	0.603	0.361	Valid

**Table 2.** Validity Test of Room occupancy

Statement	Correlations	r-table value	Information
Room occupancy rate at Hilton Bali Resort is above 70% on average	0.880	0.361	Valid
Guest demand to stay at Hilton Bali Resort is quite high	0.841	0.361	Valid

**Table 3.** Expected Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.780	12

The data analysis technique used is mixed methods. This study uses a concurrent mixed method strategy, especially the concurrent triangulation strategy. The concurrent triangulation strategy is the process of collecting quantitative data and qualitative data simultaneously to answer different problem formulations Mustaqim (2016). The quantitative data test in this study used a simple linear regression method to determine the effect of THK on the room occupancy.

The type of research design used in this research is sequential explanatory designs. Because in this study more emphasis on quantitative research. Qualitative data is used as a support to strengthen the data Samsu (2017). Quantitative and qualitative methods are used together but independently to answer the formulation of similar problems which will then conclude whether the two data generated are mutually reinforcing, weakening or contradicting.

## Results and discussions

### Results

The results of simple linear regression analysis can be seen in Table 4. The ANOVA table shows that the significance value of 0.026 is smaller than 0.05, so that there is an effect of variable X (THK) on variable Y (room occupancy).

**Table 4.** Simple Linear Regression Analysis Results

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.278	1	5.278	5.559	.026 <sup>b</sup>
	Residual	26.588	28	.950		
	Total	31.867	29			

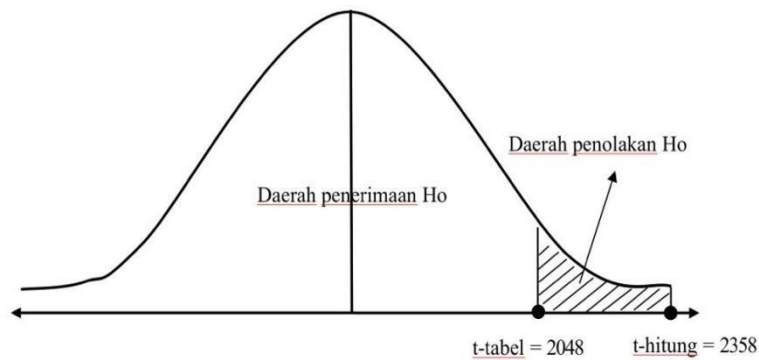
a. Dependent Variable: Room occupancy  
b. Predictors: (Constant), Tri Hita Karana

**Table 5.** Coefficient of Determination Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.407 <sup>a</sup>	.166	.136	.974

a. Predictors: (Constant), Tri Hita Karana  
b. Dependent Variable: Room occupancy

The value of the coefficient of determination R Square is 0.166. The value of the coefficient of determination can be calculated by the formula  $D = 0.166 \times 100\% = 16.6\%$  which means that the influence of the independent variable (THK) on the dependent variable (room occupancy) is 16.6%, while the remaining 83.4% is influenced by other factors, outside of this research.



**Figure 1.** Distribution Table Curve

In Figure 1, the t table is 2048 and the t count is 2358, so it is known that the t count is greater than the t table. Then t count is in the rejection area of  $H_0$  so that  $H_0$  is rejected and  $H_a$  is accepted. This shows that statistically with an error rate ( $\alpha$ ) = 0.025%, THK (X) has a positive and significant effect on increasing room occupancy (Y). The hypothesis is accepted.

Regarding Parhyangan, humans as God's creatures are not free from mistakes, including in carrying out a responsibility or job. Therefore, it is very important to always ask for the blessing of the creator to be kept away from unwanted things and achieve success in carrying out tasks according to the concept of parhayagan. Before starting activities in carrying out their respective duties and responsibilities, all front office staff have a habit of bringing prayer equipment such as canang (offerings) and incense, especially for Hindu staff and praying (praying) for smoothness before starting work. Likewise, staff who are Muslim offer prayers before starting work or on the sidelines of serving at the prayer room which has been provided by Hilton management. In addition, it also holds activities that support the employee's relationship with God, such as holding tirta yatra activities and providing opportunities for Muslims to fast during Ramadan. Employees are also required to develop an attitude of tolerance and solidarity among employees by attending religious activities of one of the employees with a different religion.



(Source: [https://www.hiltonhotels.com/id\\_ID/indonesia/hilton-bali-resort/](https://www.hiltonhotels.com/id_ID/indonesia/hilton-bali-resort/), 2022)

**Figure 2.** Graha Paruman, a Facility for Guests (Pawongan)

Regarding pawongan, the attitudes contained in the catur paramita are applied by Hilton Bali Resort in providing services to guests, especially at the front office. Prioritizing teamwork is one of the roots of success in providing service to guests, while maintaining good and harmonious team relations. This will have an impact on hospitality services to guests. If all staff at the front office feel comfortable at work, there are no conflicts or problems, it will affect their actions in handling guests. Employees will



be more friendly, welcoming and emit positive attitudes which of course can be felt by guests. This can be created because there is no burden for staff, there is nothing to worry about so that even before leaving for work the staff will feel excited and ready to carry out work.



(Source: [https://www.hiltonhotels.com/id\\_ID/indonesia/hilton-bali-resort/](https://www.hiltonhotels.com/id_ID/indonesia/hilton-bali-resort/), 2022)

**Figure 3.** Wiwaha Chapel, a Place for Guests (Pawongan) to See Natural View (Palemahan)

Regarding palemahan, the application of the palemahan concept in the front office at Hilton Bali Resort is by reducing the use of plastic which is replaced with more environmentally friendly materials, using glass cups to serve welcome drinks so that they can be refilled and reused. Increase awareness to protect the environment such as reducing paper use by using email to send the payment receipt or bills to guests, using recycled paper in the check-in or check-out process and other operational related needs which will also have an impact on cost savings or expenses, apart from it can also reduce waste in the front office. The lobby area is equipped with trash cans which are categorized into organic, non-organic, and plastic waste that makes it easier for companies to recycle waste, such as organic waste which is recycled into compost and used for maintaining hotel gardens. In the front office area at the Hilton Bali Resort there are several plants which of course are treated by regular watering. The hotel is located on a cliff and is surrounded by forest, so it is not uncommon for the front office area to be approached by monkeys, but staff or guests are prohibited from harming the monkey. When disturbed, monkeys are chased away by using sound or noise.



(Source: [https://www.hiltonhotels.com/id\\_ID/indonesia/hilton-bali-resort/](https://www.hiltonhotels.com/id_ID/indonesia/hilton-bali-resort/), 2022)

**Figure 4.** Serenity Beach, a Place to See Natural View (Palemahan)

Another effort made by the hotel to maintain human harmony with nature is by making a turtle release program at Sawangan Beach. Turtles are obtained from the community either intentionally or not and then the turtles are purchased to be released back into the sea. This program also invites guests to participate directly in the conservation of turtle release which can indirectly become a tourist attraction for guests and become a special attraction. In addition, this is done because the hotel knows the financial needs of the community, but over time, public awareness of the importance of protecting nature in this case the existence of sea turtles will grow. With the application of this palemahan concept, guests will have more respect, especially for guests who have a high awareness of protecting nature. This will be an added value and will be moved to contribute so that the environment around the hotel can be kept beautiful. This can indirectly invite more guests to come back (repeater guest).

**Discussion**

In general, THK is a concept that has been applied by most hotels in Bali to achieve a balance between the relationship between humans and God, humans and others as well as humans and the environment so as to achieve work productivity for all employees, including front office employees. With the productivity and increase in employee performance, it can have a significant impact on increasing room occupancy. Indirectly, the implementation of this THK greatly affects the increase in room occupancy at the Hilton Bali Resort. Guests will also understand that Hilton Bali Resort applies THK, including eco-green which is part of the human relationship with the environment, so that guests have more respect and even raise awareness to participate in protecting the environment. In addition, many repeater guests also return to stay at the Hilton Bali Resort, which is predicted from the implementation of the THK itself, because apart from seeing guest views, they also see staff services along with their environment.

From before the implementation of THK and after its implementation, according to the hotel duty manager the changes that can be seen are very significant. After the implementation of THK, everything is more focused, so that other people can see the direction. This can be proven where Hilton Bali Resort has received an award from the implementation of THK in 2019.



(Source: Hilton Bali Resort, 2022)  
**Figure 5.** THK Awards & Accreditation

In addition, the effect of implementing THK can also be proven by increasing room occupancy at Hilton Bali Resort as follows.

**Table 6.** Room occupancy at Hilton Bali Resort

Month	Room Occupancy 2019 (Percentage)		Room Occupancy 2020 (Percentage)		Room Occupancy 2021 (Percentage)	
	Actual	Target	Actual	Target	Actual	Target
	January	75,99	70	86,52	80	10,33
February	84,63	75	47,37	45	47,22	40
March	69,20	60	20,23	20	69,40	65
April	88,41	85	-	-	80,04	73
May	85,87	80	-	-	65,29	60
June	88,21	80	-	-	89,22	82
July	87,64	85	-	-	59,43	50
August	82,60	80	2,51	2	74,43	71
September	76,26	70	2,74	2	83,60	80
October	76,06	70	9,42	9	86,06	83
November	67,56	65	25,46	20	87,12	80
December	85,37	80	39,74	30	90,44	83
Average	80,65	75	29,25	26	70,22	65

In Table 6, occupancy experienced a significant decrease in 2020 due to the influence of the Covid-19 pandemic that had entered Indonesia, but room occupancy increased again in 2021, which was 40.97% compared to last year. This indicates that there are factors that affect room occupancy, because even though it is still in a pandemic condition, in 2021 room occupancy at the Hilton Bali Resort still be in a position that can be categorized as quite high. If viewed, this is certainly due to several factors influenced, one of them is influenced of the application of THK.

## Conclusions

The implementation of THK in increasing room occupancy at the front office at the Hilton Bali Resort has a positive and significant impact. The linearity of the two variables is at a fairly strong level indicating that the THK variable affects room occupancy. The implementation of the THK which are concept of Parhyangan, Pawongan, and Palemahan is well implemented by employees has a positive impact in increasing room occupancy.

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