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## Innovative Strategy of Community Strengthening in Realizing Sustainable Tourism at Ciwidey'S Dream Stop

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**Abstract:** This study aims to address this gap by exploring innovative strategies to enhance community capacity, thereby promoting sustainable tourism that benefits both the environment and the local economy. Sustainable tourism has gained prominence in both academic research and industry practice over the past decade, particularly in regions like Ciwidey, West Java, where natural beauty attracts a growing number of tourists. This increase in tourism brings both economic opportunities and significant environmental and social challenges, creating a need to balance economic growth with environmental preservation and community welfare. While existing literature emphasizes the importance of sustainable tourism, there is a noticeable gap in understanding how to build community capacity to manage these challenges effectively. Previous studies have often treated economic, social, and environmental aspects separately, lacking a comprehensive approach that integrates all three dimensions in a local context like Ciwidey. Given the strain on Ciwidey's natural resources and the uneven distribution of tourism benefits, it is urgent to develop strategies that ensure equitable and sustainable economic development. By focusing on these issues, the research seeks to provide practical solutions that empower local communities to actively participate in and benefit from sustainable tourism. The study found that despite a growing awareness of sustainable tourism, significant barriers remain, such as limited resources and a lack of education and training. The success of sustainable tourism initiatives in Ciwidey depends largely on the community's ability to engage effectively and take full advantage of the opportunities presented by inclusive tourism.

**Keywords:** community capacity, community empowerment, sustainable tourism, tourism management.

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### Introduction

Sustainable tourism has increasingly become a central theme in both academic research and industry practices over the past decade. This rise in interest is largely due to tourism's potential to significantly enhance economic development, particularly in regions with rich natural and cultural resources (Bramwell & Lane, 1993). However, to ensure long-term sustainability, we must carefully manage the substantial environmental and social challenges that accompany this potential (Farrell & Twining-Ward, 2004). Ciwidey, a picturesque tourist area in West Java, Indonesia, exemplifies this dual nature of tourism. Renowned for its stunning natural landscapes, Ciwidey is now grappling with the pressure of balancing economic growth with the preservation of its environment. As the number of tourists increases, the strain on local resources and infrastructure becomes more pronounced, highlighting the need for effective sustainable tourism strategies. Therefore, the challenge lies in creating a tourism

model that fosters economic benefits while also safeguarding the ecological and social well-being of the local communities.

Despite the growing body of literature on sustainable tourism, there are still significant gaps in understanding how to effectively build community capacity to manage and benefit from tourism activities. Many studies have highlighted the importance of sustainability in tourism (Butler, 1999; Eagles, et al., 2022; Goodwin, 1998; Liu, 2003, Mowforth & Munt, 1998; Sharpley, 2000; Sofield, 2003; Wall, 1997; Weaver & Lawton, 2007), but they often address either the economic, social, or environmental aspects in isolation. This fragmented approach fails to provide a comprehensive understanding of how these dimensions interact within a specific local context, such as Ciwidey. For example, while economic studies may focus on revenue generation, they might overlook the environmental costs or social implications of tourism development. Similarly, research on environmental sustainability might not consider the economic needs and social dynamics of local communities. These gaps indicate a need for a more integrated approach that considers the complex interdependencies among economic, social, and environmental factors. Addressing these gaps is crucial for developing holistic strategies that can promote sustainable tourism in regions like Ciwidey.

The central issue that this study seeks to address is the need to enhance the capacity of local communities in Ciwidey to support and benefit from sustainable tourism. As tourism continues to grow in this region, there is an urgent need to develop innovative strategies that go beyond economic growth to include environmental conservation and social well-being. Without such strategies, the rapid expansion of tourism could lead to negative consequences, such as resource depletion, environmental degradation, and increased social inequalities (Telfer & Sharpley, 2008). Therefore, this research focuses on identifying and analyzing the obstacles that local communities face in managing these challenges effectively. By understanding these challenges, the study aims to propose actionable solutions that can empower local communities to play a more active role in sustainable tourism. The ultimate goal is to create a balanced approach that ensures economic benefits while preserving the natural and social fabric of the region. This study will thus contribute valuable insights into the broader discourse on sustainable tourism, particularly in regions facing similar challenges.

Ciwidey's natural resources, which include its tea gardens, craters, and hot springs, are under significant threat due to the rising influx of tourists. The increase in tourism has led to greater consumption of natural resources, often at a rate that exceeds the area's capacity to regenerate. This overexploitation not only diminishes the quality of the natural environment but also threatens the long-term viability of tourism itself (Pearce, 1992). For instance, if current trends continue, they may irreversibly damage the delicate ecosystems that attract tourists. Furthermore, increased human activity, such as waste and emissions, generates pollution that exacerbates the degradation of these natural assets. These environmental challenges underscore the urgent need for sustainable tourism practices that can balance human activity with the preservation of natural resources. In dealing with this issue, waste management improvement could be accomplished by raising the participation in an environmentally conscious group, capacity building, and developing an environmentally friendly waste management program (Syamsul, et al., 2023). Thus, effective tourism development strategies are needed in Ciwidey to protect the environment, which is its main draw.

While tourism has the potential to drive significant economic growth in Ciwidey, it also has the potential to create economic disparities within the community. Tourism often generates revenue unevenly, with some individuals and businesses reaping substantial profits while others see little to no benefit. This uneven distribution can exacerbate existing social inequalities, leading to tension and resentment among community members. Moreover, the focus on short-term economic gains can result in unsustainable practices that harm the long-term viability of the local economy. For instance, over-reliance on tourism might discourage the development of other economic sectors, making the local economy vulnerable to fluctuations in tourist numbers. Additionally, the costs associated with environmental degradation and social disruption often outweigh the immediate economic benefits (Higham, & Lück, 2007). Therefore, there is a pressing need for strategies that promote equitable economic growth while also ensuring the sustainability of the tourism sector in Ciwidey.

The local communities in Ciwidey are facing significant challenges in terms of their ability to actively participate in and benefit from tourism management. Many community members lack the necessary education, skills, and resources to engage fully in sustainable tourism practices. This lack of capacity not only restricts their ability to benefit from tourism, but also prevents them from effectively contributing to tourism management and decision-making processes. This significantly hinders the community's potential to shape tourism development in a way that aligns with their values and needs (Okazaki, 2008). External influences that prioritize economic gains over community well-being further exacerbate this capacity-building gap. For instance, external stakeholders often make decisions about tourism development without fully understanding or prioritizing the interests of the local community. Addressing these challenges is crucial to ensuring that tourism development in Ciwidey is inclusive and beneficial for all members of the community. Strengthening community capacity will enable local residents to take a more active role in shaping the future of tourism in their region.

Studying the "Innovative Strategy of Community Strengthening in Realizing Sustainable Tourism at Ciwidey's Dream Stop" is particularly urgent given the escalating pressures on Ciwidey's social, economic, and environmental systems. As tourism continues to expand rapidly, these pressures threaten to cause irreversible damage to both the community's welfare and the natural environment. Without timely and effective intervention, the negative impacts of tourism could outweigh its benefits, leading to long-term harm to the region. As a result, the development of innovative strategies is critical to empowering the local community, ensuring that they are not just passive recipients of tourism but active participants in its management. We must design these strategies to tackle the specific challenges Ciwidey faces, considering the region's unique cultural, social, and environmental context. The study aims to replicate a model of community empowerment in other regions facing similar challenges. The findings of this study will be essential for informing policy and practice in sustainable tourism development.

The core problem that this research seeks to address is the lack of effective strategies that integrate community empowerment, environmental conservation, and sustainable economic development in Ciwidey. While there has been considerable progress in understanding the individual components of sustainable tourism, there is still a need for a comprehensive approach that brings these elements together. This study aims to fill that gap by focusing on how to strengthen community capacity as a means of achieving sustainable tourism. In doing so, it aims to offer practical solutions that stakeholders in the tourism sector can implement. We will design these solutions



to ensure equitable distribution of tourism benefits, environmental protection, and community empowerment for future control. Ultimately, the research aims to contribute to the broader discourse on sustainable tourism by providing a case study that highlights the importance of an integrated approach. This study aims to pave the way for more sustainable and inclusive tourism practices in Ciwidey and beyond.

**Table 1.** Previous Study

Author	Years	Result
Smith	2010	Focused on the economic impact of sustainable tourism in Bali, emphasizing community involvement but lacking in-depth exploration of environmental and social interactions.
Johnson and Barry	2015	Studied cultural preservation in Machu Picchu, highlighting the risk of neglecting cultural aspects without adequate community capacity, but did not tie it explicitly to sustainable tourism principles
Chen et al.	2018	investigated the environmental impacts of tourism in Yellowstone, with limited attention to the social and economic dimensions.
Rodriguez and Cruz	2020	Examined economic empowerment through tourism in the Philippines, stressing the importance of community capacity but with insufficient focus on sustainability.
Garcia and Simmons	2021	Explored sustainable tourism practices in Costa Rica, addressing various aspects of community capacity but lacking a specific focus on the challenges faced by communities like Ciwidey.

## Methodology

This research adopts a qualitative design to explore in depth how the capacity of communities in Ciwidey can be enhanced to support sustainable tourism. The qualitative approach was chosen because it enables researchers to delve into the perceptions, experiences, and perspectives of key actors within the Ciwidey tourism community, providing rich and detailed insights into effective and contextually appropriate strategies for community capacity building. Ciwidey, located in West Java, Indonesia, was selected as the research location due to its status as a growing tourist destination facing significant challenges in managing sustainable tourism. The area offers a diverse context for examining the interaction between tourism, community, and sustainability, with attractions such as tea gardens, white craters, and hot springs—all of which necessitate effective community management and participation. Respondents will be selected based on specific criteria to ensure they provide valuable insights into the research questions. There are four criteria of the respondents, including (1) must be actively engaged in the management of tourism activities in Ciwidey, ensuring they have firsthand experience and knowledge of the strategies and challenges involved; (2) given to individuals who hold leadership roles within their communities or who have significant influence over community decisions related to tourism; (3) should have direct experience with or be knowledgeable about efforts to build community capacity in relation to tourism. This could include involvement in educational programs, community training, or other capacity-building initiatives; and (4) drawn from various sectors of the tourism industry in Ciwidey, including those involved in cultural, environmental, and economic aspects of tourism. Qualitative data

were gathered through three primary methods: (1) In-depth interviews: these interviews was conducted with representatives from five distinct tourism communities in Ciwidey, selected based on the criteria outlined above. The interviews focused on understanding the respondents' perceptions, experiences, and strategies in managing sustainable tourism; (2) Participatory Observation: field observations were carried out to gain a contextual understanding of how communities interact with tourism activities as well as to observe ongoing tourism management practices; (3) Document Study: it involved analyzing relevant documents such as tourism management plans, activity reports, and other materials that offer insights into sustainable tourism management practices and strategies in Ciwidey. The collected data was analyzed using content analysis methods to identify key themes, patterns, and relationships within the data. The analysis will follow these steps: (1) Initial Coding: relevant data segments was identified and categorized into initial codes based on their content; (2) Categorization: similar codes was grouped into broader categories to form key themes; (3) Theme Formation: these categories was integrated into themes that answer the research questions; (4) Interpretation: the findings was interpreted in the context of existing literature and relevant theories to produce insightful conclusions about community capacity building in Ciwidey. This methodological approach is designed to yield findings that can inform both practical and theoretical recommendations for effective sustainable tourism management in Ciwidey, with a particular emphasis on enhancing community capacity.

## Results and discussions

### Results

In this study, five tourism communities in Ciwidey offer profound insights into the impact of sustainable tourism on community capacity. Data collected through interviews and observations provide diverse but complementary perspectives.

**Table 2.** Findings

Community	Findings
Ciwidey Tourism Community	Demonstrates a high level of awareness about the importance of sustainable tourism and has actively trained its members in sustainable practices despite resource constraints.
Ciwidey Nature Lovers Community	Highlights the critical role of community involvement in tourism planning, with noted improvements in resource management due to active community participation.
The Ciwidey Photography Community	Faces challenges in balancing tourism development with environmental conservation, recognizing the economic benefits but expressing concern over long-term environmental impacts.
The Ciwidey Arts and Culture Community	Successfully integrates local cultural values into tourism, attracting tourists interested in authentic cultural experiences, which has increased local income and community pride.
The Ciwidey Culinary Community	Expresses optimism about the potential of sustainable tourism but emphasizes the need for improved education and training for community members to fully capitalize on opportunities.

### Discussions

The findings from these communities illustrate the varied experiences and challenges related to sustainable tourism in Ciwidey. Overall, there is a clear recognition of the value that sustainable tourism brings, but also a shared

understanding of the challenges that must be addressed. This study contributes uniquely by identifying and comparing common themes and specific differences across different community groups, enriching the understanding of sustainable tourism's dynamics. These results align with existing literature, such as the work of Chen et al. (2018) and Garcia & Simmons (2021), by reinforcing the importance of a holistic approach to sustainable tourism that includes economic, social, and environmental dimensions. Furthermore, the study demonstrates that innovative strategies, such as integrating cultural values and increasing community participation, are critical for overcoming identified challenges. By linking these findings to the concept of community capacity, this research provides practical insights for stakeholders looking to develop sustainable tourism strategies that are both inclusive and effective. In conclusion, these insights highlight the need for targeted interventions that not only benefit the tourism sector but also the broader community and environment.

## Conclusions

This research identified key aspects that contribute to building community capacity in the context of sustainable tourism in Ciwidey. The study found that despite a growing awareness of sustainable tourism, significant barriers remain, such as limited resources and a lack of education and training. The success of sustainable tourism initiatives in Ciwidey depends largely on the community's ability to engage effectively and take full advantage of the opportunities presented by inclusive tourism. To address these challenges, the study recommends developing comprehensive training programs that focus on sustainable tourism principles and enhancing community participation in decision-making processes. Additionally, there is a need to facilitate better access to resources, including financial, technical, and informational support, to empower communities in implementing sustainable practices. Future research should focus on conducting comparative studies with other tourism locations to gain broader perspectives and assess the long-term impacts of sustainable tourism initiatives. By doing so, Ciwidey can optimize sustainable tourism as a tool for inclusive and sustainable development, benefiting the community, environment, and visitors alike.

Based on these findings, several practical recommendations can be offered to stakeholders in Ciwidey. First, to increase the community empowerment should, the stakeholders should develop and implement comprehensive training and education programs focused on sustainable tourism principles, enabling community members to engage effectively in the tourism sector. Second, to gain the better access to resources, the stakeholders should facilitate better access to financial, technical, and informational resources for the community to support the implementation of sustainable tourism practices. Third, in elevating the participation in decision making, the stakeholders should encourage broader community involvement in tourism-related planning and decision-making processes, ensuring that the voices of local residents are heard and respected. Last, to have the cultural and environmental integration, the stakeholders should Promote the integration of cultural values and environmental preservation into the development of tourism products and experiences, enhancing the sustainability of tourism offerings.

Besides, the current study also faced several limitations which could be addressed in the future research. It is recommended for further research to Conduct comparative research with communities in other tourism locations to gain a broader perspective on how community capacity can be improved in different contexts, focusing on innovative strategies. Then, further study also needs to Assess the long-term impact of sustainable tourism initiatives on community well-being and

environmental sustainability to identify successful strategies and areas needing improvement. Last, it is necessary to investigate how local and national policies can better support community capacity and sustainable tourism, providing targeted recommendations for policymakers to enhance the effectiveness of such policies.

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## Implementation of Green Hotel at New Sunari Lovina Beach Resort in Increasing Staff's Environmental Concern

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**Abstract:** This research aims to analyze the implementation of the Green Hotel concept at New Sunari Lovina Beach Resort, Bali, and its impact on staff environmental awareness. Using qualitative descriptive methods, this research explores the practices implemented by efforts and eliminates factors influencing success and challenges in their implementation. This research shows that New Sunari Lovina Beach Resort has successfully integrated eco-friendly initiatives that increase environmental awareness among staff and optimize overall hotel operations. Practices such as energy efficiency, effective waste management, and ecological education for staff have been shown to play an essential role in promoting mortality. However, this research also identified challenges, including limited resources, the need for more comprehensive training, and difficulties in quantitatively measuring environmental impacts. Based on this analysis, the study recommends increasing investment in green technologies, developing more in-depth ecological training programs, and implementing more robust effectiveness measurement methods. The conclusion of this research is the commitment of New Sunari Lovina to maintaining tourism sustainability, including energy savings, effective waste management, and environmental education programs.

**Keywords:** green hotel; environmental awareness; New Sunari Lovina Beach Resort; sustainability practices; sustainable tourism.

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### Introduction

As a global tourism destination, Bali is witnessing rapid growth in its hospitality sector, highlighting the importance of adopting practices that minimize negative environmental impacts (Suryawardani, et al., 2020), such as Green Hotel. Green Hotels are closely related to eco-friendly tourism products, which are an integral part of the concept of sustainable tourism. Sustainable tourism is defined as travel that aims to achieve sustainability by preserving natural resources and cultural heritage and making economic contributions (Hartawan, 2022). Meanwhile, a green hotel is an eco-friendly property whose managers want to implement programs that save water and energy and reduce solid waste while saving money to help protect the earth as a company that prioritizes environmental sustainability. On the other hand, non-eco-friendly hotels are often associated with the degradation of the surrounding environment and neglect of resource use. Conventional or non-eco-friendly hotels have posed a serious threat to the environment through single-use or non-recyclable products, high water consumption, use of energy for heating and ventilation, and providing air temperature such as electricity and gas (Leonardo, 2021). "Green" actions, as explained by Chen & Chen

(2012), include efforts to do self-examining in green purchase, environmental policy, management system, employee education, and consumer education respectively. According to Soni, et al. (2022), an essential reason for becoming a green hotel is green practices play a key role in achieving customer loyalty through the mediating effect of customer satisfaction.

Research on the implementation of Green Hotels in this resort has special relevance, considering that Bali is facing challenges from the impact of mass tourism, which can threaten the preservation of its natural and cultural resources. Through this research, it can be understood how sustainable practices can be integrated on a hotel business scale, evaluate their impact on staff environmental awareness and behavior, and assess their contribution to preserving local culture. This is important to determine the effectiveness of the sustainability strategies adopted and identify improvement areas that can be implemented in other hotels in Bali and similar tourist destinations. In 2017, 40 five-star hotels, 43 four-star hotels, 10 one to three-star hotels, 18 boutique category hotels, and 5-star hotels spread throughout Bali (Darmaputra et al, 2020). According to articles on the official website [depasarkota.go.id](http://depasarkota.go.id), the implementation of the environmentally friendly hotel concept in Bali has continued to increase every year since 2018, both in terms of quantity and quality. This reflects the serious commitment of policymakers and four hotel managers in Bali to creating hotels that strive to care for the environment. To accommodate the needs of these tourists, hotels in Bali are starting to implement environmentally friendly accommodation management due to environmental conditions that are getting more apprehensive every day (Setiawan, et al., 2021).

In this study, sustainable tourism is an approach in the tourism industry that prioritizes wise use of resources, minimization of environmental impacts, and positive contributions to local communities. This concept has become increasingly important in today's global context, where sustainability has become part of the main criteria in hotel evaluation and selection by consumers and industry stakeholders. In Setiawan's view (2014:59), Sustainable Tourism is a form of tourism that is growing rapidly, including growth in accommodation capacity, local population, and environmental impacts. However, in its development, sustainable tourism must avoid adverse effects that can harm the environment and local communities. Another point of view highlights that the potential of sustainable tourism that integrate local populations and both natural and human environments of host countries (Triarchi & Karamanis, 2017). This concept prioritizes the importance of maintaining a balance between all stakeholders and preventing environmental damage. Sustainability communication aims to bring the principles of sustainable development into social discourse, and to shape a critical awareness among the public towards the (negative) impacts of a human–environment relationship (Ahmad, et al., 2021). Specific focus is given to introducing and implementing Green Hotels, emphasizing waste reduction, energy efficiency, and responsible use of natural resources. In short, hotels around the world, including in Bali, have begun to adopt these sustainability principles to meet regulatory demands and enhance their reputation and appeal in the eyes of increasingly environmentally conscious consumers.

This research focuses on New Sunari Lovina Beach Resort, which has taken concrete steps to integrate sustainability principles into its operations. This research explores the implementation and effectiveness of Green Hotel practices at New Sunari Lovina Beach Resort, analyzing how these initiatives influence environmental awareness and behavior among staff. This includes considering factors influencing implementation success, such as internal policies, resources, and management's commitment to



sustainable practices. Implementing the Green Hotel at New Sunari Lovina Beach Resort marks an essential step for sustainable tourism efforts in Bali, an island whose reputation as a global tourist destination relies heavily on its natural beauty and rich culture. In this context, New Sunari Lovina Beach Resort translates sustainability principles into operational practices to reduce carbon footprints, optimize resource efficiency, and promote local environmental preservation. This initiative not only raises the ecological profile of the resort but also plays a crucial role in maintaining Bali's appeal as a responsible and sustainable tourism destination. Implementing a green hotel strategy positively impacts the intention to stay, attitudes, and hotel image (Setiawan, 2022). Implementing a green hotel strategy also affects the hotel's gross operating profit, as seen in the case of The Haven Suites Bali Berawa. Apart from that, a green hotel strategy can also reduce hotel operational costs. Energy is the fastest-growing operational cost in the hotel industry. Through a strategic approach to energy efficiency, a 10 percent reduction in energy use can have a significant positive impact on reducing operational costs and increasing business profits (Dharmaputra et al., 2020) as the Green Hotel concept, which prioritizes resource efficiency, waste reduction, and environmental awareness, has become a global trend (Putranto, et al., 2023). This initiative not only meets increasing customer expectations for sustainable accommodation but also helps in mitigating the ecological impact of hotel operations (Cooper et al., 2005).

Furthermore, this research contributes to the broader discussion regarding sustainable tourism, providing practical and theoretical insights into how hotels can adapt their operations to support environmental sustainability goals without compromising service quality or guest comfort. By analyzing the case of New Sunari Lovina Beach Resort, this research offers concrete evidence of the benefits and challenges of implementing Green Hotel practices, providing a model that stakeholders in the hospitality sector can follow to strengthen their commitment to sustainable development.

In addition, the Tri Hita Karana concept, which originates from local Balinese wisdom, was introduced as a unique framework for sustainable tourism and hospitality management (Budarma & Suarta, 2017). Tri Hita Karana emphasized the importance of maintaining a harmonious balance between the relationship between humans and God, humans and each other, and humans and nature. In the hospitality context, this reflects the integration of cultural values in sustainable business practices, which are economically profitable and improve social welfare and maintain environmental integrity (Jones et al., 2014). A review of previous research explored how environmentally friendly practices in hotels, such as using renewable energy sources, efficient waste management, and implementing environmental management systems, impact customer satisfaction and hotel operational performance. This analysis shows that sustainability initiatives meet consumers' expectations of ecological responsibility and influence their preferences and purchasing decisions. From an operational perspective, these practices are proven to reduce hotel operational costs by saving energy and water, optimizing resource use, minimizing waste, and increasing financial returns (Jackson, 2013).

With the aforementioned concerns, the current study sought insight into how green policies impact a hotel's brand image and reputation, often leading to increased customer loyalty and competitive advantage in the marketplace. The results of these studies highlight the importance of integrating sustainability strategies in hotel business plans, not only as a response to external pressures but also as a strategic opportunity for innovation and sustainable growth. Therefore, the current study aimed to investigate the green hotel implementation at the New Sunari Lovina Beach Resort.



## Methodology

Present the materials, methods, survey, questionnaire, etc., used for the study. Author In this research, the methodological approach used is descriptive qualitative, focusing on New Sunari Lovina Beach Resort as the research location. This approach was chosen to enable an in-depth understanding of the resort's sustainability practices, how these practices interact with various operational aspects, and their impact on staff environmental awareness (Merriam & Tisdell, 2016). This method allows for a nuanced exploration of the subjective experiences of staff and the complexity of operational changes. Thus, the descriptive qualitative design assisted in capturing the perspectives, motivations, and subjective experiences of the individuals involved, providing a comprehensive picture of the implementation and impact of Green Hotel practices at the site.

Data sources in this research include primary and secondary data. Primary data was obtained directly from field observations on green practices implementation in the hotel, in-depth interviews with hotel staff, and direct interaction with the resort's operational environment to gain insight into the sustainability practices adopted. Meanwhile, secondary data was collected through literature reviews, documentation studies related to hotel policies and procedures, and analysis of reports and publications related to the hotel industry and sustainability. Combining these two types of data ensures that the study is carried out with multiple perspectives and valid information. Data collection and analysis in this research were carried out systematically to support the findings and conclusions. Observations provided a first-hand view of daily operations and sustainability practices, while interviews helped understand staff perceptions and attitudes towards sustainability policies. Reviewing documents, such as sustainability reports and promotional materials, provides additional context for how Green Hotels are articulated and promoted to the public. This process allows research to identify what is being done regarding sustainability and how and why these practices are being implemented, providing a strong basis for in-depth analysis and understanding of the topic.

## Results and discussions

### Results

In this research, an in-depth analysis was carried out on implementing the Green Hotel at New Sunari Lovina Beach Resort, focusing on evaluating how this practice influences environmental awareness and staff behavior. Findings show that the resort has adopted various sustainable initiatives, such as the use of renewable energy by having control of public area lights (Figure 1), effective waste management by using recyclable packaging (Figure 2), and environmental education programs for staff, all of which contribute to increased awareness and more responsible ecological actions.



(Source: Sunari Lovina, 2023)

**Figure 1.** Tools that control public area lights



(Source: Sunari Lovina, 2023)

**Figure 2.** Hotel Products That Use Recyclable Packaging

An evaluation of specific practices undertaken by the resort highlighted efforts such as installing energy-efficient lighting systems, using rainwater for irrigation and implementing a comprehensive recycling program. These steps demonstrate the resort's commitment to environmental sustainability and yield operational benefits, including reduced utility costs and increased resource efficiency. The attitudes of New Sunari Lovina Beach Resort towards sustainability practices were also investigated, revealing that training programs and environmental awareness campaigns have significantly increased staff understanding of the importance of sustainability. This includes improving the staff's ability to implement daily environmentally friendly practices and motivation to contribute to the resort's overall sustainability goals.

## Discussions

Factors supporting the successful implementation of Green Hotel practices at this resort include strong support from top management, investment in sustainable technology, and establishment of a clear environmental policy. Leadership committed to sustainability plays a key role in integrating environmentally friendly practices into the resort's operational culture (Nisar et al., 2021). Employee education also one of the major aspect taken into consideration for green hotel (Chen & Chen, 2012). The New Sunari Hotel has successfully implemented green practices, including energy savings, effective waste management, and environmental education programs.

However, there are also barriers to implementing Green Hotel practices, such as limited budgets for new initiatives, resistance to change from some staff members, and challenges in directly measuring the environmental impact of implemented practices. These difficulties highlight the need for a more structured and sustainable approach to overcome barriers to implementing sustainable practices. In Kuntiar's (2023) perspective, staff awareness is a key element that plays a vital role in achieving company goals and realizing the expected ideals. Again, from the explanation above, it can be seen that New Sunari Lovina Bali Resort has strengthened staff awareness through concrete steps such as training and daily sustainable practices.

The impact of Green Hotel practices on reducing the resort's carbon footprint is also explained, emphasizing measures such as reducing the use of fossil fuels, increasing energy efficiency, and promoting environmentally friendly transportation for guests and staff. These efforts demonstrate the resort's commitment to not only improving its operations but also making a positive contribution to environmental conservation efforts. This is in line with what Pradita (2019) said, emphasizing that management commitment is a vital key foundation in achieving success for a company in implementing concepts to achieve better company goals.

Overall, the discussion in this chapter provides a comprehensive picture of how New Sunari Lovina Beach Resort implements and experiences the benefits of Green Hotel practices. The analysis highlights that, despite some challenges, the implementation of

sustainability has had a significant positive impact from an operational and environmental perspective (Hyland & Gieskes, 2004). This confirms that with the right strategy and firm support, Green Hotel practices can become integral to a successful and sustainable hospitality operation.

## Conclusions

Research on the implementation of Green Hotel at New Sunari Lovina Beach Resort shows that this initiative has increased environmental awareness among staff and has positively impacted overall resort operations. Practices such as energy savings, effective waste management, and environmental education programs have solidified the resort's commitment to sustainability. However, challenges remain, including limited resources, the need for more in-depth staff training, and difficulties in quantitatively measuring the environmental impacts of these practices. Suggestion:

1. Increase investment in environmentally friendly technologies to strengthen sustainability practices and reduce environmental impact.
2. Develop and implement a comprehensive environmental training program for staff to increase their understanding and involvement in sustainability initiatives.
3. Introduce a better measurement system to evaluate the effectiveness of Green Hotel practices, enabling resorts to monitor and continually improve their sustainability operations.
4. Explore the direct influence of customer satisfaction on implementing Green Hotel policies, providing insight into the relationship between sustainability and consumer preferences.
5. Assess the long-term impact of implementing sustainable practices on the hotel's financial and operational performance to understand sustainability's economic benefits deeply.
6. Conduct comparative studies between hotels that implement sustainable practices and those that do not to gain a broader perspective on the effectiveness and influence of these practices in the hospitality industry.

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## Green Action by Front Office Staff in Increasing Environmental Concern at the Sofitel Bali Nusa Dua Hotel

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**Abstract:** The hotel industry is increasingly under pressure to implement sustainable practices due to environmental concerns. This research explores the implementation of environmentally friendly actions carried out by front office staff at the Sofitel Bali Nusa Dua Hotel, which aims to increase environmental awareness among guests and employees. Using descriptive qualitative research methods, data was collected through interviews, observation and document analysis. These findings reveal a significant commitment to sustainability in front office operations, reflected in waste reduction, energy efficiency and guest engagement in environmentally friendly practices. This research shows that the hotel's commitment to sustainability has fostered a culture of environmental awareness, leading to positive behavioral changes and increased guest satisfaction. The integration of environmentally friendly practices into hotel operations and the active participation of staff and guests in these initiatives have proven instrumental in advancing the hotel's sustainability agenda. This study contributes to understanding the practical application of environmental sustainability in the hospitality industry, highlighting the important role of front office staff in promoting environmentally friendly initiatives.

**Keywords:** front office, green action, hotel, sustainability.

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### Introduction

Sustainable practices in the hospitality industry have gained significant momentum globally as environmental awareness increases among consumers, investors and regulators. The industry faces the challenge of balancing operational demands with the need to reduce environmental impact, leading to the adoption of environmentally friendly practices such as energy and water conservation, waste reduction, and sustainable resource procurement (Isrososiawan et al., 2021). Hotels around the world are implementing these practices to improve their ecological footprint, meet growing consumer demand for eco-friendly accommodations, and comply with increasingly stringent environmental regulations. The shift towards sustainability is also driven by the understanding that long-term environmental management can contribute to operational efficiency, cost savings and a positive brand image (Sjioen et al., 2023). Therefore, the ecotourism hotel concept which supports the sustainable practice could help to maintain the nature and its resources (Thenmozhi & Maheswari, 2023).

In Bali, which is a well-known tourist destination, the importance of sustainable practices in the hospitality industry is especially pronounced due to the fragile ecosystem of the island and the important role tourism plays in its economy. Balinese

culture, with its deep respect for nature, complements the move towards sustainable tourism (Pemayun, 2017). Hotels in Bali are increasingly adopting eco-friendly certification, implementing eco-friendly operations such as the use of solar energy, water recycling systems and plastic reduction initiatives. This shift is a response to global trends as well as local pressures and an opportunity to maintain Bali's natural beauty and cultural heritage, which is critical to the island's tourism appeal (Sutaguna & Ariani, 2017). Also, prior research also unravelled the benefits of implementing sustainable practices in Bali hotel industries, including brand image improvement, cost efficiency, risk reduction, and innovation encouragement (Iswara, Astawa, & Darma, 2024).

The increasing demand for environmentally friendly operations in Bali and globally is driven by the increasing number of informed and conscious travelers who prioritize sustainability in their travel choices. This consumer trend is encouraging hotels to adopt and promote environmentally friendly actions more visibly and effectively (Kesuma et al., 2023). To accommodate the needs of these tourists, hotels in Bali are starting to implement environmentally friendly accommodation management due to environmental conditions that are getting more apprehensive every day (Setiawan, et al., 2021). As a result, sustainability is becoming a key factor in competitive differentiation in the hotel industry. In Bali, where the natural and cultural environment is a major attraction, sustainable practices are essential for the long-term viability of the tourism sector. These practices not only help preserve the environment but also enhance the guest experience, contributing to the economic and social sustainability of the region (Juniawan, 2023).

The research questions for this study were designed to investigate specific sustainable practices adopted by the front office at the Sofitel Bali Nusa Dua Hotel, investigating the nature and implementation of these environmentally friendly actions. The first question seeks to identify what environmentally friendly measures are implemented by the front office department, aiming to understand the scope and variety of existing environmentally friendly practices. This includes exploring initiatives such as energy efficiency measures, waste management strategies and sustainable guest services. The aim is to catalog the specific actions taken by the hotel to promote sustainability in its front office operations, thereby providing a detailed picture of the hotel's commitment to environmental management.

The second question examines how these environmentally friendly actions are implemented by the front office, with a focus on processes, policies, and employee involvement in these practices. This involves assessing the integration of sustainable practices into daily operations and the extent to which these actions are supported by training, resources and management commitment. The goal is to understand the operationalization of green initiatives, how they are managed and maintained over time, and their alignment with the hotel's overall sustainability goals. This part of the research aims to reveal the challenges and successes in implementing environmentally friendly measures, providing insight into the practical aspects of implementing sustainable practices in a hotel environment.

Lastly, this research aims to measure tourists' perceptions regarding environmentally friendly actions implemented in hotels, especially those managed by the front office. These questions explored guests' awareness, approval and response to the hotel's sustainability efforts, and whether these initiatives influenced their satisfaction and perception of the hotel brand. Understanding tourists' perceptions is important as it reflects the effectiveness and impact of environmentally friendly actions not only on a hotel's environmental impact but also its reputation and attractiveness in

the competitive hospitality market. This aspect of the research will provide valuable feedback on how environmentally friendly practices are received by guests and their potential to contribute to a positive hotel experience.

Sustainability in the hotel industry encompasses a set of practices aimed at minimizing the environmental impact of hotel operations while ensuring economic and social benefits. Environmentally friendly actions in this context refer to specific initiatives undertaken by hotels to promote sustainability, such as energy conservation, waste reduction, water conservation, and the use of environmentally friendly materials and products (Putri et al., 2023). These actions are becoming increasingly important in the industry as they are a response to environmental challenges and meet increasing consumer demand for responsible and sustainable travel options. Green action research at the front office at Sofitel Nusa Dua Bali highlights that sustainable practices in the hospitality sector not only contribute to environmental protection but also increase customer satisfaction and loyalty, showing a positive correlation between environmentally friendly actions and business performance.

A hotel's front office plays an important role in raising environmental awareness, acting as a liaison between the hotel's sustainability initiatives and its guests (Maiti & Bidinger, 1981). This is important in communicating and implementing environmentally friendly practices, from encouraging guests to participate in energy savings programs to providing information about the hotel's sustainability efforts. Customers' perceptions of environmentally friendly practices are significantly shaped by their interactions with front office staff, whose attitudes and knowledge about sustainability can influence guests' views and willingness to engage in environmentally friendly behavior (Utami, 2021). According to Sari & Yogantara (2020), a hotel's environmental commitment, as perceived by guests, can significantly improve its image and increase customer loyalty. Therefore, the front office not only contributes to the operationalization of sustainability practices but also plays an important role in embedding environmental awareness in the guest experience, thereby strengthening the hotel's reputation as a responsible and sustainable business.

Reviewing and synthesizing relevant studies, theories and models regarding environmentally friendly actions in hotel operations forms a comprehensive framework that integrates sustainability into the hospitality sector. At the heart of this framework is the concept of sustainable tourism, which includes economic, environmental and social dimensions, ensuring that hotel operations contribute positively to the community and its ecosystem while remaining economically viable. According to Michael et al (2019) the Triple Bottom Line theory is often applied, emphasizing the need to balance economic growth with environmental protection and social justice. It includes the ecological, social, and economy (Widiana, et al., 2022). Research in this area often focuses on how hotels can implement environmentally friendly measures, such as energy efficiency, waste management, and sustainable supply chain practices, to achieve these goals. According to Hasmidyani et al (2022) models such as the Theory of Planned Behavior offer insight into understanding and predicting how organizational behavior towards sustainability can be influenced by attitudes, subjective norms and perceived behavioral control, thus facilitating the implementation of more environmentally friendly actions. strategic in hotel operations.

Research has also examined the role of certifications such as Green Globe or LEED in standardizing and promoting sustainable practices in the hotel industry, providing benchmarks and guidelines that hotels must follow. Research conducted by Dimas Jayadi & Batubara (2023) and others has highlighted the importance of management commitment, staff training, and customer involvement in the successful



implementation of environmentally friendly practices. Wadud (2021) Resource-Based View underlies strategic advantages that can be gained from unique resources and capabilities in sustainability, suggesting that hotels with innovative environmentally friendly practices can achieve competitive differentiation and enhance reputation. By integrating these theoretical perspectives and empirical findings, the framework for analyzing environmentally friendly actions in hotel operations becomes multifaceted, combining internal organizational factors with market influences and the external environment, thereby providing a holistic understanding of sustainability in the hospitality sector.

Thus, under the concerns aforementioned, the current study's research question is "How is the implementation of environmentally friendly actions initiated by the front office in Sofitel Bali Nusa Dua?".

## Methodology

A qualitative approach to researching sustainable practices in hotel operations, particularly in the front office context of the Sofitel Bali Nusa Dua Hotel, involves a detailed and nuanced exploration of the subject. Data collection was carried out through semi-structured interviews, which allowed for an in-depth understanding of the experiences, attitudes and insights of both staff and guests regarding the environmentally friendly actions carried out by the hotel. These interviews were complemented by direct observation, where the researcher dived into the situation to witness firsthand the implementation of sustainable practices. This method provides contextual background to the verbal data collected, offering a comprehensive view of practices in hotel operations. Additionally, document analysis was conducted to examine the hotel's internal policies, reports, and promotional materials regarding its sustainability initiatives. This multifaceted data collection process allows for comprehensive analysis, combining different perspectives and data sources to gain a holistic understanding of how environmentally friendly actions are integrated and perceived within the hotel's front office operations.

The Sofitel Bali Nusa Dua Hotel is an ideal research site to study environmentally friendly actions in the hospitality industry due to its well-documented commitment to sustainability and innovative environmental practices. The hotel is known for its comprehensive green initiatives, including waste management, energy conservation and community engagement programs, making it a representative example for examining the effectiveness and impact of sustainable practices in the luxury hotel sector. The participant selection criteria in this study focused on individuals directly involved in or impacted by the hotel's sustainability initiatives, including front office staff, management, and guests. These participants were selected based on their ability to provide insight into the implementation, management and perception of environmentally friendly actions in hotels. The data for this study were selected to provide a comprehensive view of the hotel's sustainability efforts, including internal documents, sustainability reports, and customer feedback, thereby ensuring a thorough analysis of the hotel's environmentally friendly practices and their acceptability.

## Results and discussions

### Results

Research at the Sofitel Bali Nusa Dua Hotel revealed a series of environmentally friendly actions initiated by the front office, reflecting the hotel's commitment to



environmental sustainability. These actions include implementing energy-efficient lighting and air conditioning systems, using digital check-in and check-out processes to reduce paper use, and providing reusable amenities and recycling bins in guest rooms. The front office also plays an important role in communicating the hotel's sustainability ethos to guests, promoting programs such as towel reuse and local community support initiatives.

Staff response to these eco-friendly measures was overwhelmingly positive, and employees expressed a strong sense of pride in their contribution to the hotel's sustainability efforts. Training sessions and workshops are held regularly to ensure that all team members are knowledgeable about the hotel's environmental policies and motivated to actively participate in these initiatives. Staff highlighted the importance of these actions in not only preserving the environment but also enhancing the guest experience and increasing operational efficiency.

Guest feedback, gathered through interviews and online reviews, shows a high level of appreciation for the hotel's environmentally friendly initiatives. Many guests specifically mentioned their satisfaction with the hotel's efforts to minimize environmental impact, such as avoiding the use of single-use plastics and promoting local culture and heritage. This positive reception is reflected in the hotel's guest satisfaction scores and contributes to the hotel's reputation as a leader in sustainable hospitality in Bali.

Internal documents, including sustainability reports and policy manuals, provide further evidence of the hotel's systematic approach to environmental management. These documents outline the hotel's goals, strategies and achievements in areas such as waste reduction, energy and water conservation and community engagement. They also revealed the hotel's plans for future sustainability initiatives, demonstrating a long-term commitment to environmental stewardship.

Analysis of these findings shows that the Sofitel Bali Nusa Dua Hotel has successfully integrated environmentally friendly measures into its front office operations and broader hotel management. The positive reception from staff and guests underscores the importance of this initiative in today's hospitality industry, where environmental awareness is increasingly influencing consumer choices and business strategies. The hotel's proactive approach to sustainability not only contributes to environmental preservation but also enhances its competitive advantage and aligns with the broader goals of the global hospitality sector.

## Discussions

The implementation of environmentally friendly actions at the Sofitel Bali Nusa Dua Hotel has had an important impact in increasing environmental awareness among both hotel guests and staff, fostering a culture of sustainability that permeates various aspects of the hotel experience. For guests, the visibility and communication of these initiatives has increased understanding and appreciation of sustainable practices in the hospitality context. Guests receive regular information about the hotel's environmental efforts through in-room information materials, digital platforms and direct interactions with staff. This active involvement helps educate guests about the importance of sustainability and encourages their participation in environmentally friendly programs, such as recycling, conserving water and supporting local sustainability projects.

For hotel staff, these environmentally friendly actions serve as an educational tool and source of motivation. Training programs and regular sustainability meetings ensure that employees are well versed in the hotel's environmental policies and understand their role in implementing these practices. This education fosters a sense

of responsibility and empowerment among staff, who become active participants in the hotel's sustainability journey. Commitment to environmentally friendly actions has also been integrated into staff performance evaluations, further embedding environmental awareness in the hotel's operational culture.

The environmental awareness generated through these actions has brought about a real change in behavior among both guests and staff. For example, there has been a marked reduction in waste generation and an increase in recycling efforts, demonstrating a collective commitment to minimizing the hotel's ecological footprint. Water and energy consumption data also shows an increase, which is due to improvements in technology and changes in individual behavior driven by environmentally friendly initiatives undertaken by hotels.

Moreover, the impact of these actions goes beyond the hotel's boundaries, affecting the wider community and the hotel industry in Bali. The hotel's sustainability efforts have been recognized at various industry forums and have inspired other hotels in the region to implement similar practices. This ripple effect contributes to a larger movement towards sustainability in Bali's tourism sector, highlighting the role of companies like Hotel Sofitel Bali Nusa Dua in driving change across the industry.

In conclusion, the environmentally friendly actions implemented by the Sofitel Bali Nusa Dua Hotel have significantly increased environmental awareness among guests and hotel staff. This increased awareness is not only important in achieving hotel sustainability goals but also plays an important role in shaping the sustainable development of the hospitality industry at large. The case of the Sofitel Bali Nusa Dua Hotel provides an example of how targeted and well-communicated sustainability initiatives can produce positive environmental outcomes and foster a culture of responsibility and concern for the environment.

Based on research conducted by the Sofitel Bali Nusa Dua Hotel, it is in line with previous literature which shows that effective implementation of environmentally friendly actions can significantly increase environmental awareness and participation among hotel guests and staff. Studies such as those conducted by Suprastayasa & Indrayani (2023) have emphasized the role of sustainability initiatives in improving environmental performance and guest satisfaction in the hotel industry. Similar to these findings, the case of the Sofitel Bali Nusa Dua Hotel shows how integrated sustainability practices not only contribute to environmental preservation but also improve the overall guest experience, reinforcing the positive correlation between environmentally friendly practices and customer satisfaction mentioned in the literature.

However, in contrast to some aspects of previous literature, research at the Sofitel Bali Nusa Dua Hotel highlights the important role of staff involvement and education in the success of environmentally friendly initiatives. Although previous research, focused primarily on guest perceptions and behavior, findings from Sofitel Bali Nusa Dua illustrate the importance of hotel staff empowerment and education as key drivers for implementing sustainable practices. This suggests that internal culture and employee support are as important as guest participation in achieving sustainability goals, an area that has received less attention in some previous research.

This research also highlights the operational and strategic challenges faced in implementing sustainable practices, a topic widely documented in the literature. For example, research conducted by Rahayu (2023) has discussed barriers to implementing environmentally friendly practices in hotels, such as financial constraints and lack of staff training. Although Sofitel Bali Nusa Dua has demonstrated significant progress in integrating sustainability into its operations, these findings align with the

literature's identification of ongoing challenges, including the need for ongoing training and alignment of sustainability with economic goals.

Additionally, these findings contribute to the literature by providing a more nuanced understanding of the relationship between sustainability practices and brand image. Based on research by Syafi'i et al (2023) Sofitel's efforts in sustainability are not only related to operational efficiency and environmental impact but also about building a strong and responsible brand image. These dual benefits of sustainability efforts, although acknowledged in previous literature, are clearly illustrated in the case of Sofitel, which offers a concrete example of how environmentally friendly actions can improve brand reputation and guest loyalty.

In summary, the findings from the Sofitel Bali Nusa Dua Hotel are largely in line with existing literature on the positive impact of green actions in the hospitality industry, but also add depth to understanding of staff engagement and the broader strategic implications of these initiatives. They underscore the need for a holistic approach to sustainability, involving both guests and staff, and highlight the balance between operational, environmental and branding objectives in implementing eco-friendly practices.

## Conclusions

Research conducted at the Sofitel Bali Nusa Dua Hotel offers valuable insights into the practical implementation of environmentally friendly measures in the hotel industry and their impact on environmental awareness among staff and guests. This research shows that the hotel's commitment to sustainability has fostered a culture of environmental awareness, leading to positive behavioral changes and increased guest satisfaction. The integration of environmentally friendly practices into hotel operations and the active participation of staff and guests in these initiatives have proven instrumental in advancing the hotel's sustainability agenda.

The results of this study are in line with previous literature on the importance of sustainable practices in the hospitality industry, which emphasizes the benefits of such initiatives in terms of operational efficiency, customer satisfaction and brand reputation. However, they also highlight the need for ongoing education and involvement of hotel staff to ensure effective implementation and sustainability of environmentally friendly practices. This underlines the role of internal stakeholders as important agents in the success of environmental initiatives.

Based on the research, it is recommended that hotels wishing to increase their sustainability efforts should focus on comprehensive staff training and engagement programs to foster a strong culture of environmental responsibility. Additionally, hotels must continually evaluate and adapt their environmental practices to reflect changing environmental standards and guest expectations. Collaborating with environmental experts and integrating innovative sustainability technologies can also help advance hotels' green initiatives.

The Sofitel Bali Nusa Dua Hotel serves as an interesting case study in the successful implementation of sustainable practices in the hospitality industry. The observed positive results not only contribute to environmental goals but also strengthen the hotel's position in the competitive hospitality market. Future research could explore the long-term impacts of these eco-friendly measures and investigate the potential for replicating similar sustainability models in other hotel contexts, both in Bali and globally.

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## Implementation of Green Communication in the Front Office Department at New Sunari Lovina Beach Resort

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**Abstract:** Green communication is one of the crucial things in realizing an environmentally friendly concept in the hotel industry because the environmentally friendly concept is not only about the natural environment but also how humans communicate well and effectively to start ecologically friendly programs. This research explores the application of green communication. It was carried out by front office staff at New Sunari Lovina Bali Resort, which aims to make communication more effective in transmitting the work obtained and to impact how employees view environmentally friendly management. Data was collected through interviews, observation, and document analysis using descriptive qualitative research methods. These findings show that New Sunari Lovina Beach Resort has implemented green actions, starting with cooperation, coordination, communication, comfort, and problem-solving. Though, implementing green communication at the front office of New Sunari Lovina Bali Resort also faces several obstacles. Lack of staff awareness of sustainable principles, lack of clarity regarding concrete benefits, and operational constraints such as the availability of resources and technology are challenges that must be overcome. The results of this study provide an essential basis for developing effective, sustainable communication strategies in dealing with environmental issues.

**Keywords:** front office, green communication, hotel, cross selling

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### Introduction

Support for green tourism in the Bali tourism sector comes not only from the government but also from more and more people who know the importance of protecting the environment. This awareness has encouraged tourists to choose accommodation or hotels that adopt environmentally friendly principles. (Budiasa et al., 2019). Many hotels with ecologically friendly concepts have been built in the North Bali area, one of the favorite tourist destinations in Bali. One example of a hotel that applies this concept is the New Sunari Lovina Beach Resort. In an era where concern for nature is deepening, tourists have an essential role in driving positive change in the tourism industry. They actively choose accommodation committed to protecting and preserving the environment, which encourages the development of green tourism in Bali and throughout the world. Thus, environmental awareness has become a key factor in changing how tourism is carried out in Bali (Kirana et al., 2020).

The front office or guest relations generally functions as the main information center in a hotel. Guests rely on them for all the information they need during their stay. Therefore, it is vital to implement effective communication between hotel staff and guests (Wibawa, et al., 2022). One aspect that needs to be considered is using

sustainable technology, such as email or WhatsApp, to communicate with guests, reducing the use of paper or physical letters, thereby supporting sustainable practices called green communication (Ganggasa, et al., 2022). Apart from that, it is also essential to create environmentally friendly communication between colleagues and between departments in the hotel by collaborating as a team on various projects and tasks. This will help create a work environment that supports sustainable practices and better resource management within the hotel. Thus, the cross-selling concept can increase hotel revenues and contribute to efforts to maintain environmental sustainability in hotel operations.

Green communication is a form of oral communication between individuals who do not consider the message commercial, even though the message is related to a particular brand, product, or service. (Chang & Zhang, 2015). Green communication is most effective when implemented in the form of teamwork. However, it should be noted that having a strong team is not enough to ensure smooth operations. For this reason, job training and communication training are needed. (Lee & Oh, 2014). This training aims to increase staff knowledge so that they have the needed skills to convince customers to buy the various products offered by the hotel. For example, apart from selling rooms, staff must also be able to sell additional products at the hotel, such as cultural attractions from local communities, spa treatments using natural ingredients, and local food and drink menu choices. Served in the hotel restaurant. This training will help staff communicate effectively with guests, explain the benefits of additional products offered, and promote a more complete experience during their stay at the hotel. In this way, hotels can increase their income while promoting sustainable aspects, such as local culture and natural ingredients in spa services, aligning with green communication. Thus, practical communication training is essential in supporting the success of cross-selling strategies and encouraging sustainable practices in hotel operations.

The research question for this study was designed to investigate the application of green communication in the front office department in increasing cross-selling at New Sunari Lovina Beach Resort. The first question seeks to implement green communication at the front office of New Sunari Lovina Beach Resort, which aims to understand the scope and variety of environmentally friendly practices of green communication, including cooperation, coordination, communication, comfort, and problem-solving. The aim is to make communication between employees much more effective and efficient to provide optimal employee performance. The second question examines the obstacles in green communication carried out by New Sunari Lovina Beach Resort front office employees. The aim is to find the right strategy to increase cross-selling in the future from the obstacles employees face when implementing the green communication concept, which has already been indirectly implemented. Furthermore, answering the final question about the strategies that the front office can carry out to increase cross-selling from the efforts to implement green communication that have been carried out. The aim is that in the future, solutions will be found for the existing obstacles so that the implementation of green communication will be much more optimal in supporting cross-selling carried out by the front office department at New Sunari Lovina Beach Resort.

Finally, this research was conducted to investigate in-depth the implementation of green communication by the Front Office at New Sunari Lovina Beach Resort. This research will also identify concrete obstacles that the Front Office may face in implementing green communication in the New Sunari Lovina Beach Resort environment. No less important, this research will explore the creative strategies implemented by the Front Office in cross-selling practices by paying attention to the use of the Green

Communication model as a basis for strengthening their interactions with guests and cross-product sales efforts.

The Front Office Department has a vital role in providing the first and last impression to guests because they interact directly with guests from the check-in process, who are staying to the check-out process. As a result, the front office significantly influences creating a lasting impression on the guest experience. Overall, the Front Office is crucial in maintaining the quality of service and guest experience inside and outside the hotel (Harwindito & Khairulizza, 2021). The front office is essential in providing the best service to guests because they are the first people to interact with guests and create a positive first impression on the guest experience (Krestanto, 2021). The Front Office is the guest's gateway to the world of hotels and has a key role in providing friendly and helpful service. They are responsible for welcoming guests with a smile, assisting with check-in, providing information about hotel facilities, coordinating guest requests, and answering questions or complaints efficiently. The Front Office Manager, as the department leader, ensures that all these processes run well and that the Front Office staff works professionally. The front office also plays a key role in creating a positive first impression when guests arrive at the hotel, as well as leaving an unforgettable last impression when guests leave the hotel (Damiyana & Sari, 2020)

Sustainable communication, or what is often called green communication, refers to the practice of selecting communication technologies and products that are efficient in energy use, intending to reduce resource consumption, and as far as possible, can be applied in various aspects of communication (Vinay & Rudresh, 2018). The term "green communication" may be new to many people. This concept encourages efforts to incorporate environmental protection aspects, often called "green," into formulating and delivering policies in the business context of companies and institutions by implementing comprehensive, practical, and substantial strategies. One strategy is currently developing the use of various social media platforms by companies and institutions to communicate their efforts to support sustainability and environmental preservation. This allows them to convey messages focused on sustainability and ecological conservation more effectively and strategically. Thus, green communication is becoming increasingly important in an era of environmental awareness, and people are increasingly concerned about environmental issues. (Danciu, 2018).

Later, implementing more effective communication will positively impact front office employees who will try to increase cross-selling of hotel products. Cross-selling is a sales method that benefits sellers and buyers by using the main product as a trigger for additional sales. In marketing strategy, cross-selling can be considered an art that encourages repeat purchases. Cross-selling refers to offering additional products and services to customers who have already purchased something from the Company (Tama, 2012). In cross-selling, an attempt is made to complement the initial product purchased by a customer with additional relevant products, often through product recommendations based on previous purchases. Thus, cross-selling becomes a way to increase sales and meet consumer needs (Munthe & Ramantoko, 2020). From the concepts explained, it can be concluded that cross-selling is a popular and effective marketing strategy for increasing sales. This involves offering a different but related product or service to the product the customer has already purchased, intending to increase the total value of sales. In cross-selling, efforts are made to encourage customers to buy additional complementary products as additional purchases that can enrich their experience. Thus, cross-selling becomes an effective tool in optimizing sales and providing benefits for sellers and consumers.



Based on the description above, the current study focused on identifying the implementation of green communication at New Sunari Lovina Beach Resort and how the implementation of green communication is applied.

## Methodology

This research was conducted at the New Sunari Lovina Beach Resort, located in North Bali, precisely in Kalibukbuk Village, which is located at Jalan Raya Lovina Singaraja Jalan Kalibukbuk-Anturan Village, District. Buleleng, Buleleng Regency, Bali The distance from Singaraja city is around 20 minutes, and from New Sunari Lovina Beach Resort to Lovina Beach is around 5 minutes. This research period was over 5 months from August to December 2023. The subjects in this research, the population identified, consisted of front office staff who worked at the New Sunari Lovina Beach Resort and knew about implementing green communication. A purposive sampling technique will be used for respondent selection. Respondents who will be selected must meet several specific criteria, such as a good understanding of green communication. The respondents have various roles in the Front Office Department, including FO Manager, Receptionist, bellboy, and other relevant roles in this research. Thus, this research will involve various Front Office staff with diverse knowledge about green communication and its potential impact on cross-selling practices. Meanwhile, the object of this research is Green communication in increasing Cross-Selling in the Front Office Department at New Sunari Lovina Beach Resort.

Two types of data were used in this research, namely qualitative data that is relevant for this research, such as descriptions of interview results, document analysis, or observations. In addition, qualitative data also includes a visual description of the New Sunari Lovina Beach Resort obtained through photography. Then, there is quantitative data in the form of information about hotel revenues for the last three years, namely from 2019 to 2022, at the New Sunari Lovina Beach Resort. This data is used to support statistical analysis and to understand the potential impact of green communication practices on increasing cross-selling in the hotel front office department. Then, the data sources are divided into primary data, which refers to data obtained directly from informants or individuals involved in implementing green communication in cross-selling at New Sunari Lovina Beach Resort. Secondary data includes total room revenue for the last three years, 2019 to 2022, at the New Sunari Lovina Beach Resort. Secondary data also provides information about products sold through cross-selling practices at this hotel, such as herbal products, spa services, and transportation, using data collection methods, observation, interviews, documentation, and literature study.

This research uses qualitative descriptive analysis techniques. Researchers directly interact with data sources in qualitative studies using participant observation and in-depth interviews. This approach requires a deep understanding of the individuals who are the source of research data (Sugiyono, 2015). Data was collected through interviews with eight New Sunari Lovina Beach Resort respondents. The qualitative analysis process, as explained by Miles & Huberman (2014), involves a series of steps in data processing. These steps include data condensation, the data display, and conclusion drawing and verification.

## Results and discussions

### Results

Research by Putri et al. (2021) emphasizes the importance of the Five C concepts - cooperation, coordination, communication, comfort, and problem-solving - as an

indicator for evaluating green communication. Analysis of the New Sunari Lovina Bali Resort shows that the concept of cooperation has been well realized there. Resort staff accept responsibility well and collaborate effectively, creating a positive and collaborative work environment. In addition, efficient coordination is evident from a clear division of labor and consistent agreements, reflecting strong environmental responsibility. Effective communication between staff is also a highlight, improving collaboration and ensuring operational information is conveyed well across the team.

The high comfort level among resort staff is also significant, creating a working atmosphere conducive to collaboration and innovation. This shows New Sunari Lovina Bali Resort's commitment to sustainable green communication principles. In addition, the resort's ability to resolve conflicts satisfactorily also stands out, reflecting a responsive and professional approach to resolving problems. Overall, these findings paint a positive picture of the implementation of green communication at the resort, providing a strong foundation for more effective communication strategies in the future.

In implementing green communication by the New Sunari Lovina Bali Resort front office, several obstacles were identified that hampered achieving sustainable goals, such as using paper, sticky notes, or memos. One of the main obstacles is the lack of awareness and understanding of some staff regarding green communication principles. Front Office Manager Pak Yudik highlighted the need for increased training and education so that staff better understand and actively participate in practices that support the environment. Besides, uncertainty regarding the implementation and concrete benefits of green communication is also an obstacle, requiring more straightforward and transparent communication from management. Other obstacles relate to operational aspects, such as the availability of resources and technology needed to support green communication. The challenges of finding environmentally friendly and sustainable solutions, the costs, and the initial investment for implementing sustainable practices are also a concern. The efforts required include increasing awareness, intensive training, and developing environmentally friendly operational strategies so that the New Sunari Lovina Bali Resort front office can be more effective in implementing green communication. Changes in culture and habits among staff are also an obstacle, requiring time and effort to change old mindsets and practices to align with sustainable principles. Strong support from upper management is also crucial in ensuring the successful integration of green communication in the resort's front office.

The implementation of green communication at the New Sunari Lovina Bali Resort is considered very good, with a positive impact that extends not only to the environmental aspect but also to the business side, especially in increasing cross-selling. Based on the interviews with front office managers, staff have improved product knowledge, understanding of guest needs, and overall service standards thanks to the implementation of green communication. Green communications increase product awareness and deepen staff understanding of guest preferences, resulting in more personalized relationships and services that better suit individual needs. This finding is in line with research by Cui & Shinb, (2018), which emphasizes the importance of professional workers with good communication skills, especially in the front office department, in cross-selling efforts. Therefore, green communication practices between staff and guests and team collaboration in hotels are the key to increasing the effectiveness of cross-selling through modern communication methods and collaboration between departments.

## Discussions

These findings illustrate the successful implementation of green communication at New Sunari Lovina Bali Resort, which not only reflects environmental responsibility but also significantly positively impacts business aspects, especially in increasing cross-selling. By emphasizing green communications, resort staff have increased their knowledge of the products offered, better understood guest needs, and raised overall service standards. This is in line with the findings of Cui & Shinb (2018), who highlighted the importance of good communication skills in the front office department in cross-selling efforts.

However, obstacles were also identified when implementing green communication at New Sunari Lovina Bali Resort. One of the main obstacles is the lack of awareness and understanding of some staff regarding green communication principles. According to Mr. Yudik, front office manager, increased training and education are needed so that staff better understand and are actively involved in practices that support the environment. The staff could take some workshops or seminars on elevating green communication practices with some experts. Apart from uncertainty regarding the implementation and concrete benefits of green communication, it is also an obstacle, requiring more explicit and transparent communication from management.

However, overcoming these obstacles can strengthen the potential for increased cross-selling at the resort. Through a better understanding of products and guest needs and improved green communications, staff can be more effective in designing appropriate cross-selling strategies. Thus, increasing cross-selling can be one of the further positive impacts of implementing green communication at the New Sunari Lovina Bali Resort.

In this context, it is essential to note that the integration of green communication is related to communication between staff and guests and between departments in the hotel. Team collaboration in implementing sustainable practices can create greater synergy in achieving business goals, including increasing cross-selling. Thus, management needs to focus on developing a supportive work culture and integrating green communication in every aspect of operations to ensure the continuity of these efforts.

Overall, these findings show that implementing green communication at the New Sunari Lovina Bali Resort brings environmental benefits and has a significant positive impact on business aspects, especially in increasing cross-selling. Although certain obstacles may be encountered in the implementation journey, efforts to overcome these obstacles can provide momentum to strengthen the potential for increased cross-selling in the future, including regular assessments, continuous improvement plans, and integration into organizational SOP.

## Conclusions

The conclusion of this research indicates that implementing "The Five C" concept in green communication at New Sunari Lovina Bali Resort has reached an excellent level. This approach is reflected in the staff's ability to work well together, efficient coordination, effective communication, high comfort in the work environment, and solution-oriented conflict handling. These findings provide an essential basis for the development of more effective sustainable communication strategies in dealing with environmental issues in the hotel industry.

However, implementing green communication at the front office of New Sunari Lovina Bali Resort also faces several obstacles. Lack of staff awareness of sustainable principles, lack of clarity regarding concrete benefits, and operational constraints such

as the availability of resources and technology are challenges that must be overcome. Changes in culture and staff habits that are not in line with green communication principles are also obstacles, requiring educational efforts and cultural change. Insufficient top management support can also hinder the integration of green communication, emphasizing the importance of commitment from all levels of the organization.

Nevertheless, implementing green communication at the New Sunari Lovina Bali Resort has significantly impacted environmental aspects and increased business, especially in cross-selling. Increased Product Knowledge, Knowing Your Customer, and Service Excellence by front office staff reflect the success of green communication in increasing product understanding, understanding guest needs, and improving service standards. Suggestions for further research include exploring the vertical integration of green communication at high management levels and measuring the economic impact of its implementation, including analysis of increased cross-selling. Practical suggestions for improving the implementation of green communication in the front office of New Sunari Lovina Bali Resort include intensive training and education for all staff, more transparent communication from management, development of operational strategies, and the importance of collaboration between departments in maximizing the effectiveness of implementing sustainable principles throughout resort operations.

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## Analysis of Service Quality and Customer Satisfaction at Spice Beach Club Lovina

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**Abstract:** This research is a descriptive qualitative study that aims to analyse service quality and customer satisfaction, especially at Spice Beach Club Lovina. The discussion of the research leads to an explanation related to factors that are important in service quality and customer satisfaction as well as the strategies used by Spice Beach Club to maintain service quality and customer satisfaction. This research was conducted for four months with data collection methods, namely observation, interviews, and documentation. The interview in this research were conducted with one person operational manager, one person restaurant manager and two employees of Spice Beach Club and using 50 guest comment card samples to determine guest reviews on service quality. The results of this research show that employees and facilities owned by Spice Beach Club are strategies used to maintain service quality and customer satisfaction as well as friendliness, politeness, always responsive to guests, provide assurance to the guests, and reliable employees are important factors in service quality.

**Keywords:** service quality, customer satisfaction, Spice Beach Club Lovina.

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### Introduction

Service quality is a basic factor that can influence consumer choices to choose or even buy a product provided by a company or industry. According to Novi, et al. (2019) service quality is the level of service related to customer expectations and needs in a product or service presentation according to the standards applicable in the place where the product is held and the delivery is at least the same as what consumers want and expect. Service quality is the most important factor in the success of the industry in attracting consumer interest. A restaurant is a type of tourism accommodation that provides services for providing food and drinks. A restaurant (Nifati & Purwidiani, 2018) is a place or building organized commercially, which provides food and drinks with good service to all consumers. There are restaurants inside the hotel and there are also stand-alone ones. The restaurant industry has experienced rapid development from year to year, restaurants have become very popular among the public as a place to relax, gather with family to enjoy a meal, or hold an event or meeting. There are several restaurants available (Anjarsari et al., 2018) such as fast food restaurants, casual dining restaurants, fine dining restaurants. According to (Tambunan, 2020) a fine dining restaurant is a restaurant that offers an elegant atmosphere and has high quality service for its visitors, therefore in fine dining restaurants service is an important part of maintaining the restaurant's image. Every restaurant has standard operational procedures for ordering food and drinks by consumers, as a guideline for providing service to guests, starting from welcoming

guests and taking guests to the table until guests make payment. The aim of having standard operational procedures (Taufiq, 2019) is to provide the same quality of service to every guest who comes without distinguishing between guests. This can maintain the quality of waiter service in a restaurant to minimize the occurrence of complaints submitted by visitor. Service quality is one of the most important things to maintain in a restaurant.

Spice Beach Club is a restaurant in Bali, precisely in the Lovina area. The Spice Beach Club restaurant has been part of the tourism industry since the 1970s. This restaurant has a Fine Dining type of service, where every guest who visits will be served from the moment the guest arrives until the guest pays the bill. Built on February 14 2013, by Nyoman Arya Astawa (Indonesian Citizen) and Mr. Jeroen Fanken (Foreign Citizen), this restaurant has a land area of around 70 m<sup>2</sup>, equipped with facilities such as parking, restaurant, bar, swimming pool and kitchen. The location is strategic because it is close to several tourist destinations such as Krisna Oleh Oleh Khas Bali, Krisna Water Sports, Hot Spring Banjar, Brahmavihara-Arama Banjar, and also its location on the beach. In the following years, Spice Beach Club continued to grow with the addition of facilities such as a stage for live music performances, pizza bar, mini bar on the beach, and Spa & Therapy in the west. Its strategic location makes it easy to access various tourist attractions such as Lovina Beach, Krisna Oleh Oleh, Krisna Water Sport, Hot Spring Banjar, and Brahma Vihara Arama Banjar, as well as other important facilities such as shops, money changers, and ATMs.

The target market for this restaurant is families, usually guests who come from Europe and Australia. The types of guests who visit also vary greatly, from teenagers to old people. Spice Beach Club provides guest comment cards to every guest who visits the restaurant for the first time, this aims to measure the first impression felt by guests regarding the quality of service and food provided (Rosidah, 2015). The guest comment card is a reference for Spice Beach Club to see customer satisfaction when they come. Apart from that, it is also used to find out what guests need (Safitri & Andriyani, 2020), what guests complain about and also what guests prioritize when coming to Spice Beach Club. Based on initial observations and interviews conducted by the author with the operational manager as well as analysis of 50 guest comment card samples that had been filled in by guests, the author obtained the following data.

**Table 1.** Guest Comment Card

<b>Category</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Quality	35	13	2	0
Value of Money	25	21	4	0
Presentation	40	9	1	0
Food Temperature	35	13	2	0
Time Waiting	42	7	2	0
Service	48	2	0	0
Entertainment	25	4	0	0

Source: Hertina (2024)

From the data that has been obtained, the results show that the average quality of service provided has received good and very good comments from visiting guests. Providing good service will certainly increase a good image for Spice Beach Club, which is why many repeat guests come to this restaurant. The quality of service provided will certainly increase customer satisfaction (Setiadi & Manafe, 2021). In a restaurant or hotel, if you only prioritize product quality without paying attention to service quality, it

will certainly have a negative impact on customer satisfaction. So it is hoped that a restaurant and hotel will be able to provide and maintain quality service and also customer satisfaction, which of course will have a good impact on the company (Herlambang & Komara, 2022). To maintain service quality and customer satisfaction, of course there are factors and strategies used by a restaurant or hotel, such as the Spice Beach Club.

Based on the description of problem identification, this research focuses on identifying what factors are important in service quality and customer satisfaction as well as the strategies used to maintain service quality and customer satisfaction and this research was conducted at the Spice Beach Club restaurant located in the Lovina area.

In the seductive natural beauty of the beach, Spice Beach Club has become a leading destination for tourists looking for an unforgettable experience. However, behind the stunning panorama, there is the essence of the quality of service that makes this club special. As the main objective of the first question, we will explore the key factors that form the foundation of service quality at Spice Beach Club. More than just a place to relax, the club has embraced aspects that are important in meeting customer expectations and creating a memorable experience. In an effort to maintain service quality standards and ensure the satisfaction of every visitor, Spice Beach Club has designed a smart and effective strategy. Aiming to find out more about this strategy, the second question will lead us to explore the concrete steps implemented by the club in maintaining superior service quality and ensuring customer satisfaction remains a top priority.

The concept of Service Quality has been written about by many experts before, the following are several definitions related to service quality obtained according to experts. According to Pramono, et al. (2021) service quality is activities that focus on meeting needs and requirements as well as timeliness to meet customer expectations. According to Ali, et al (2021) service quality is an action to provide satisfaction to customers or employees by employing high quality service. Service quality can be seen from a service received by consumers to meet their needs and desires. Service quality has a very significant role for the company, service quality has the function of providing a sense of satisfaction and also meeting consumer needs well, so it will have a good impact on the company and also consumers.

According to Pasuramman (Tinggogoy et al., 2020) the concept of service quality which is related to satisfaction is determined by five elements which are known as "RATER" (responsiveness, assurance, tangible, empathy and reliability). The explanation of the term "RATER" is as follows.

1. Responsiveness, namely the ability of employees to help customers and respond to customers' wishes or requests quickly and precisely.
2. Assurance, namely the ability of employees to convince customers that the service is provided appropriately so that it will increase the customer's sense of self-confidence.
3. Physical evidence (tangibles), namely things related to attractiveness such as facilities, materials provided by the company, and the appearance of employees.
4. Empathy, which is often related to the ability of employees in a company to be friendly and polite towards customers.
5. Reliability, that is, every employee is expected to have the ability in terms of knowledge, expertise, mastery and high work professionalism, so as to produce a satisfactory form of service without making mistakes and being reliable.



Customer satisfaction is the feeling of happiness or disappointment felt by consumers or customers after comparing the performance or results of the product obtained with the customer's hopes or expectations. According to Kotler (2002) the definition of satisfaction is the feeling of pleasure or disappointment felt by consumers regarding employee performance, a product obtained and their expectations. According to Tse & Wilton (1988), customer satisfaction is the customer's response to the perceived evaluation of the difference between initial expectations before purchasing or using a product and the actual performance of the product as perceived after use. There are four methods used to measure customer satisfaction identified by (Kotler, 2002). Spice Beach Club has a method used to measure guest satisfaction upon arrival. This is done as a form of concern for guest comfort. Spice Beach Club usually gives guest comment cards to guests who come for the first time. From prior observation, some of the comments provided by the guest on the comment card ask for improvements. Thus, the guest comment card is used as a reference by the beach club to improve the performance, service and products provided to get satisfaction and comfort in accordance with the guests' expectations (Yuniartika, 2022).

Based on the aforementioned background, the question proposed in this research is: what strategy is used by the Spice Beach Club Bali to maintain the service quality?

## Methodology

Research on service quality analysis at Spice Beach Club uses qualitative methods with a descriptive approach. In this approach, the research aims to describe aspects in the field based on guest perceptions obtained from guest comment card analysis, as well as through interviews and observations conducted by the author.

The research was carried out at the Spice Beach Club which is located in North Bali, on Jl. Seririt-Singaraja No. 225, Banjar Dinas Bunut Panggang, Kaliasem Village, Banjar District, Buleleng Regency, Bali 81152. In the research period which lasted for 4 months from August to December 2023, the Spice Beach Club was the main object of research. The location is strategic with good accessibility, close to famous tourist attractions such as Krisna Oleh Oleh, Krisna Water Sport, and Lovina beach.

Research data sources consist of primary data and secondary data. Primary data was obtained through observation, interviews and analysis, while secondary data came from guest comment cards. The combination of these two data sources provides a strong foundation for the analysis and findings in this research.

Data collection methods used include observation, interviews and documentation. Observations were carried out directly at Spice Beach Club to observe the situation, conditions, employee work systems, facilities and interactions between employees and guests. Interviews were conducted with related parties such as operational managers, restaurant managers and employees. Meanwhile, documentation was carried out to support the data obtained from observations and interviews.

In this analysis, data obtained from observations, interviews and documentation are described and presented to systematically describe the facts and relationships between the phenomena studied. The indicator used is the concept of service quality which consists of five RATER elements: responsiveness, assurance, physical evidence, empathy and reliability. Data analysis stages include data collection, data reduction, data presentation, and drawing conclusions.

## Results and discussions

### Results



(Source: Operational Manager Spice Beach Club, 2024)

**Figure 1.** Beach Restaurant Spice Beach Club

With a vision to become the main destination in Lovina, Spice Beach Club implements a mission that includes building a solid team, maintaining food and beverage quality standards, creating a comfortable atmosphere, and prioritizing customer satisfaction. Based on research results and interviews with operational managers, restaurant managers and Spice Beach Club employees, the crucial key factor in improving service quality is the caring employee. There are five characters that have to be owned by the employee to maintain the service quality and customer satisfaction, including friendliness, politeness, responsive, satisfaction assurance, and reliable employees. The second key factor is maintaining the facility. The facilities on offer include a variety of options, from an eye-catching bar with stunning views, lounges for relaxing, swimming pools for fun, to stages for music and dance performances. With the addition of facilities such as the Sunset Bar, Spa & Therapy, and a wide selection of quality food and drinks, Spice Beach Club ensures an unforgettable experience for every guest who visits. The third is surveying the guest needs. This key factor is relevant to the expected output from the service received by the guest. The employee needs to figure out the needs of the guests and fulfill it to achieve the customer satisfaction.

The research results highlight Spice Beach Club's strategy in maintaining service quality and customer satisfaction. The primary focus is employee recruitment and training, with emphasis on appropriate educational background, skills and experience. Each employee undergoes a rigorous training period to ensure a deep understanding of work procedures and proper service to guests. Also, some of the employees are required to achieve certain certification and attended workshop to gain practical insight to perform better. In addition, adequate facilities that match the restaurant's theme are also carefully maintained, including free shuttle service and cleanliness of the facilities. To ensure customer satisfaction, Spice Beach Club regularly conducts surveys via guest comment cards, collecting direct feedback from guests for continuous improvement. In the guest comment cards, several complaint and review given by the guests were evaluated and further planning to maintain the service quality was decided. In addition, initiatives such as giving birthday cakes and free drinks to birthday guests show extra attention to the customer experience that makes them feel

valued and cared for. With this strategy, Spice Beach Club strives to maintain its reputation as a destination that not only provides high-quality services but also provides an unforgettable experience for every guest who comes.

## Discussions

In order to maintain service quality and customer satisfaction at Spice Beach Club, the strategies used include caring employee, facility improvement, and surveying guest needs. A caring employee is very important because employees are the spearhead in interactions with guests. The employee needs to have a welcoming attitude, including speaking politely, interacting in a friendly manner, and showing attention to guests' needs. Also, the employee is required to be alert in responding to guest needs quickly and accurately, respecting guests without discrimination, and avoiding mistakes with double checks and full focus. Building guest confidence and trust through comfortable service is a skill which is crucial in becoming the caring employee. Last, the employee also needs to serve dishes accurately, explain the menu correctly, and provide the best solution for guests' special needs such as food allergies. The importance of these characters in building good service quality is reinforced by discussions about employee politeness, friendliness and responsibility. Awareness of the importance of welcoming guests well, maintaining polite interactions, and providing guarantees for service quality is the foundation for a satisfying experience for every guest. This illustrates the importance of the human aspect in the hospitality industry, which is often the main determinant of the success of a tourist attraction or restaurant. By implementing these characters, Spice Beach Club aims to improve the quality of its services and provide a satisfying experience for every guest who visits.

Facility improvement is essential for enhancing service quality in the tourism industry. Regarding the facilities improvement, Spice Beach Club offers a variety of options for customer to expose their satisfaction. Spice Beach Club provide an eye-catching bar with stunning views, lounges for relaxing, swimming pools, and stages for music and dance performances. Upgrading spaces like rooms, dining areas, and recreational facilities creates a more enjoyable and comfortable environment, leaving a lasting positive impression on guests. With the addition of facilities such as the Sunset Bar, Spa & Therapy, and a wide selection of quality food and drinks, Spice Beach Club ensures an unforgettable experience for every guest who visits. By accommodating diverse needs, it can attract a wider range of visitors and gain better satisfaction from the guests.

Understanding guest needs through surveys is essential for enhancing customer satisfaction in the tourism industry. It enables businesses to personalize their offerings, thereby making guests feel valued and understood. By identifying pain points, businesses can address areas of dissatisfaction, significantly improving the overall guest experience and reducing the likelihood of negative reviews. Furthermore, guest feedback provides critical insights into which services are performing well and which require improvement, guiding staff training and operational adjustments effectively. In a highly competitive market, regularly assessing guest needs allows businesses to stay ahead of trends and adapt to evolving preferences, ensuring relevance and appeal. When guests feel that their opinions matter, they are more likely to return and recommend the business to others, fostering loyalty that is vital for long-term success. Additionally, this feedback can enhance marketing strategies, helping businesses to target the right audience with tailored messages. Ultimately, understanding and addressing guest needs leads to higher satisfaction levels, which often translates into increased bookings, positive reviews, and repeat customers, boosting overall revenue.

To improve the quality of service in the future, Spice Beach Club can continue training efforts for employees to deepen their understanding of service procedures and standards. Maintenance of facilities in accordance with beach club standards must also be continuously considered. Furthermore, further research could focus on new innovations in customer service to ensure that Spice Beach Club remains a top destination in Lovina and continues to strengthen its reputation in the Bali hospitality industry.

## Conclusions

The Spice Beach Club aims to establish itself as the premier destination in Lovina by focusing on key strategies to enhance service quality and customer satisfaction. Central to this mission is the recruitment and training of caring employees, who embody essential traits like friendliness, politeness, responsiveness, reliability, and a commitment to customer satisfaction. The club also emphasizes maintaining high-quality facilities, including an inviting bar with stunning views, lounges, swimming pools, and performance stages, which contribute to a memorable guest experience. Regularly surveying guest needs helps personalize services and address any areas of dissatisfaction, ensuring guests feel valued and understood. By implementing feedback mechanisms and recognizing special occasions with personalized gestures, Spice Beach Club fosters loyalty and positive word-of-mouth. Future improvements will include ongoing employee training and facility maintenance, alongside exploring innovative customer service strategies, solidifying the club's reputation in Bali's competitive hospitality market.

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