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A Study on the satisfaction of Chinese bed and breakfast based on big data reviews

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Abstract: Purpose B&B stays have enjoyed popularity in China over recent decades. Online reviews can truly and objectively reflect consumers' satisfaction. Using the network text analysis method, this study analyses the overall satisfaction, the trend of satisfaction, and the main factors affecting consumers' satisfaction by taking the TOP50 online reviews of China B&B as the sample. The results show that the overall satisfaction degree of the Top 50 of China's B&B List is relatively high, and it has continuously improved in the past three years. But there are still some negative evaluations. The core competitiveness is service, focusing on personalized needs and humanistic care, while the weakness in the room hardware is also important to improve satisfaction. The personalized service, infrastructure, the service process, and internal & external environment should be improved to improve consumers' satisfaction with the homestay. The research attempts to provide theoretical and practical references for improving service quality.

Keywords: big data, homestay, reviews, satisfaction

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Introduction

In 2015, the general office of the State Council of the People's Republic of China issued guiding opinions on accelerating the development of the living service industry and promoting the upgrading of consumption structure, which pointed out the need to develop subdivided business forms such as Inn and homestay actively. With the transformation and upgrading of China's tourism, the improvement of residents' consumption and personalized demand development promote the homestay industry's rapid development. However, the homestay industry has not formed a unified standard, and the quality varies greatly, resulting in low consumer satisfaction, which affects consumers' purchase behavior and the future development of the homestay industry to a certain extent. Currently, only a little research about the homestay industry mainly includes the behavior of residents and tourists in the community, the development and countermeasures of homestay, and the related industries of homestay (G. H. Zhang & Meng, 2017).

Foreign research on B&B began in the 1980s. Dawson and others conducted a sampling survey on the current situation of B&B tourism in New York State. The results show that the choice of B&B tourism is diverse (Dawson & Brown, 1988). Fang Chi-Kuo and others believe that the management of B&B tourism is closely related to the development of ecotourism (Kuo & Kuo, 2012). Rasoolimanesh surveyed the homestay tourists in Linglong Valley and proved that tourists' perceived value positively affects consumers' satisfaction (Rasoolimanesh et al., 2016). It can be seen that foreign scholars on the research of B&B mainly use cases for empirical analysis, pay more attention to the research on operation and management, and analyze it from the perspectives of the target market population of B&B and the relationship between host and guest.

Domestic scholars' research on B&B mainly focused on describing concepts and phenomena before 2010. Qualitative methods are mostly used, and academic attention is not much. After 2010, scholars paid attention to operability and practicality. Wang Huiling and

others used text analysis to study the high-frequency words in the comments and constructed the evaluation scale of the family hotel (H. L. Wang & Wu, 2015). Zheng introduced the development of B&B in mainland China and summarized the experience in the development and management of B&B in Wanjia hotels in Zengcheng, Guangzhou (Zheng, 2015). According to Shi & Han (2019), explored the elements of resident experience in metropolitan residential Inns through a comprehensive theoretical analysis of the guest evaluation on the international homestay reservation platform Airbnb.

The development of big data makes more and more people pay attention to comment data. In addition, the internet has become important for consumers to release and obtain tourism information. Therefore, online comments are becoming increasingly important for B&B. However, the existing research on B&B satisfaction is mainly based on the qualitative questionnaire method, and there is less research on big data comments. Therefore, this paper studies the consumers' satisfaction with the homestay industry, and the results significantly improve service quality and sustainable development.

Methodology

This study uses the network text analysis method. Network text analysis mainly focuses on content under the background of big data. It is a scientific method to deeply analyze the research object's content and discover the phenomenon's essence (Qiu & Zou, 2004). This method can convert text data into quantifiable data. Many scholars use it in tourism research, mainly in image perception and tourist satisfaction (Zhao & Chen, 2019) (Chen & Huang, 2008) (Fu & Wang, 2012). Network text analysis usually uses ROST CM for analysis. ROST CM is a content mining system software developed by Professor Shenyang, School of Information Management, Wuhan University. It carries out word segmentation, word frequency statistics, and semantic network analysis for web pages, forums, and other network information sources to achieve the purposes of content mining and text analysis. Besides, this paper uses emotional analysis to evaluate the emotional polarity of the top 50 network comments of the B&B and to get the emotional score. Then it divides the positive and negative comments to obtain the overall satisfaction of the top 50, the change of satisfaction in the past three years, and the consumer satisfaction under various indicators of the B&B. It also analyzes the main advantages and disadvantages of the top 50 of the B&B.

This research data is taken from the Ctrip website, one of China's most famous tourism websites, with rich travel notes and comments (Zhao & Chen, 2019). At the same time, Ctrip has a clear classification of homestays, and the online comment system is relatively mature and comprehensive, which is conducive to acquiring accurate data for this study.

This paper uses data from representative homestays with widespread popularity in China, which are the top 50 from the "black truffle" award list of China homestays list (from now on, referred to as "China homestay top 50"). At the same time, to conduct a longitudinal analysis of the satisfaction trend, this study uses the comment data of China's top 50 B&Bs from 2017 to 2019. Because some B&Bs are not registered on Ctrip Website, and the list of top 50 coincides yearly, the total amount of data acquired is 21981.

To solve the problems of data invalidity and redundancy, data preprocessing needs to be carried out, mainly including: first, the processing of duplicate data regards the same continuous evaluation of the same user as the duplicate data. Therefore, it deletes them, and only one item is retained (Wei & Yangjie, 2013). The second is the processing of invalid data. The content and text are irrelevant to this study, and the data that cannot obtain text information are regarded as invalid data and deleted. For example, one only publishes pictures without text comments and the comment without useful information about consumers' attitudes toward B&B, which are judged as business advertising, B&B publicity, malicious comments, etc.

After preprocessing, the sorted comment documents are transformed into TXT format that can be identified by ROST CM software. Finally, 5361 valid comments on the top 50 of B&B are obtained.

Results and Discussions
Results

By the ROST CM software, this paper analyzes the word frequency of the top 50 comments of China B&B from 2017 to 2019. The top 100 high-frequency words in Table 1 are selected for this research. Regarding the part of speech, high-frequency words mainly include nouns, adjectives, and verbs. Most nouns are related to the homestay, and adjectives mainly reflect consumers' subjective feelings and evaluation of homestays. The number of verbs is relatively small, which shows the activities and action contents (such as pick-up, help, prepare, etc.) of consumers or homestay staff in the whole process of check-in. The top six high-frequency words are hotel, service, room, breakfast, housekeeper, and environment. Further analysis of its characteristics leads to the following judgments:

1. In addition to "hotel", which ranks first in terms of word frequency, "service", "room," and "environment" frequently appear in consumers' comments, and the number of occurrences is more than 1000. It indicates that the homestay, the software and hardware facilities, and services are still the most concern by the consumer.
2. The frequency of "service" is higher than that of "room". It reflects that service also affects consumers' satisfaction to a great extent. Unlike hotels, B&B has the characteristics of home atmosphere, humanistic care, and experience sense, which is also reflected in the high frequency of the word "housekeeper", "enthusiasm," and "considerate". The operator (service provider) is an important factor affecting consumers' satisfaction.

Table 1. The top 50 comments on high-frequency words of homestay

S/N	Vocabulary	Word freq	S/N	Vocabulary	Word freq	S/N	Vocabulary	Word freq	S/N	Vocabulary	Word freq
1	hotel	3927	26	place	392	51	brother	222	76	minutes	150
2	Service	2606	27	photo	377	52	This b&b	305	77	whole	149
3	Room	2034	28	Choose	345	53	sister	222	78	organic	149
4	Breakfast	1462	29	Friends	338	54	Health	218	79	Balcony	147
5	Butler	1361	30	View	328	55	details	217	80	various	146
6	Environ-ment	1223	31	Attitude	328	56	Thanks	209	81	Aunt	146
7	position	726	32	Reception	324	57	Help	204	82	go-out	144
8	Enthusiasm	688	33	style	314	58	advance	199	83	store	142
9	Check in	688	34	comforta-ble	304	59	dinner	195	84	Geography	142
10	intimate	683	35	quiet	300	60	beautiful	195	85	happy	141
11	next	604	36	children	297	61	Heart	194	86	guests	140
12	Experience	538	37	PM	293	62	This time	190	87	Inn	140
13	suitable	535	38	luggage	286	63	time	188	88	Suggested	139
14	clean	509	39	erhai lake	284	64	circumspect	188	89	Accommoda-tion	139
15	Design	494	40	boss	279	65	parking-lot	184	90	Arrange-ments	137
16	facilities	491	41	decoration	270	66	Periphery	180	91	best	137
17	convenient	473	42	views	242	67	Huangshan	179	92	five-star	137
18	Super	467	43	Taste	240	68	Perfect	175	93	Question	132
19	Satisfied	463	44	Worth	236	69	ready	173	94	Wharf	129
20	evening	455	45	Restaurant	232	70	Fruit	172	95	morning	128
21	Delicious	445	46	features	231	71	Sea view	170	96	daily	128
22	comfortable	439	47	exquisite	231	72	warm	168	97	feel	126
23	free	413	48	rich	227	73	supplies	168	98	Praise	125
24	weeks	410	49	shuttle	226	74	Vacation	165	99	whole	124
25	personnel	400	50	scenic	225	75	Swimming pool	154	100	children	124

3. The frequency of "satisfaction" is relatively high, indicating that most consumers are satisfied with the top 50 homestays. ROST CM software is used to conduct semantic network analysis on the review text and construct visual graphics in Figure 1 with the structural characteristics of "core-sub-core-periphery", spreading from core to periphery. The words with more connecting lines represent a higher frequency of occurrence. Core words are in the center with a higher frequency. Closer to the core words, closer

relationship with the core words. For example, most comments are around "hotel" (indicating that consumers cannot differentiate between B&B and hotel). "Service", "room", "breakfast", "butler", and other words in the center indicate that consumers pay attention to the main aspects of the homestay. "Comfortable", "satisfied", "clean", and other adjectives are in the periphery, related to the secondary core words and core words. Generally, the semantic network structure of consumers' perception of homestay presents a system with the homestay and hardware and software facilities as the core, with consumers' feelings on the periphery.
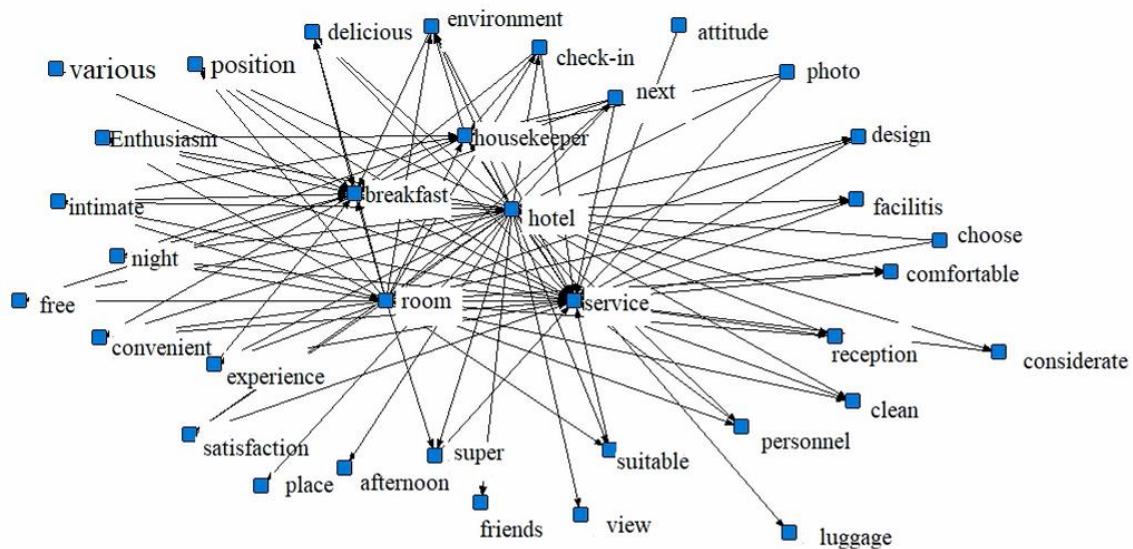
Figure 1. Semantic network diagram

Consumers' emotional cognition is an important reflection of their satisfaction with B&B. The ROST CM software is a popular tool for analyzing sentiment (Lang, 2017). According to previous studies, satisfaction can be divided into positive, neutral, and negative (Cai et al., 2015). Statistical results are shown in Table 2.

Table 2. Sentiment analysis results

Emotion Classification	Statistical Result		General		Moderate		High Degree	
	Number / item	proportion /%	Number / item	proportion /%	Number / item	proportion /%	Number / item	proportion /%
positive emotion （5，+∞）	5193	87.51	1450	22.44	1011	17.04	2732	46.04
neutral emotion [-5，5]	35	0.59						
negative emotion (-∞，5)	706	11.9	95	1.60	37	0.62	14	0.24

Note: the segmented intervals of positive emotions are normal (5,15], moderate (15,25), and high (25, +∞). Negative emotions are normal (-5, -15), moderate (-15, -25), and high (-∞, -25). Neutral emotions are not divided.

Table 2 shows that in the past three years, the overall satisfaction rate of consumers with the top 50 B&B has reached 87.51%, with high, moderate, and generally positive emotions accounting for 46.04%, 17.04%, and 24.44%, respectively. It indicates that most consumers are satisfied with B&B and make positive comments. The negative comment accounted for 11.90%, with general, moderate, and high negative emotion accounting for 1.60%, 0.62%, and 0.24%, respectively. It indicates that some consumers are not satisfied with B&B and a few of them are strongly discontent. There is much room for improvement in consumers' satisfaction. We can

know the trend of the overall satisfaction with China's top 50 homestays by analyzing the change in the proportion of consumers' positive and negative comments in the past three years. By visualizing the proportion of comments with different emotional tendencies in the past three years, the annual trend chart of satisfaction is obtained (Figure 2), in which positive comments increased from 79.3% in 2017 to 89.2% in 2019, and negative comments increased from 19.8% to 10.3%. The results show that the proportion of positive comments has increased, and the proportion of negative comments has decreased yearly. It shows that consumers are more and more satisfied with the top 50 B&B. However, there are still 10% negative evaluations and much room for improvement.
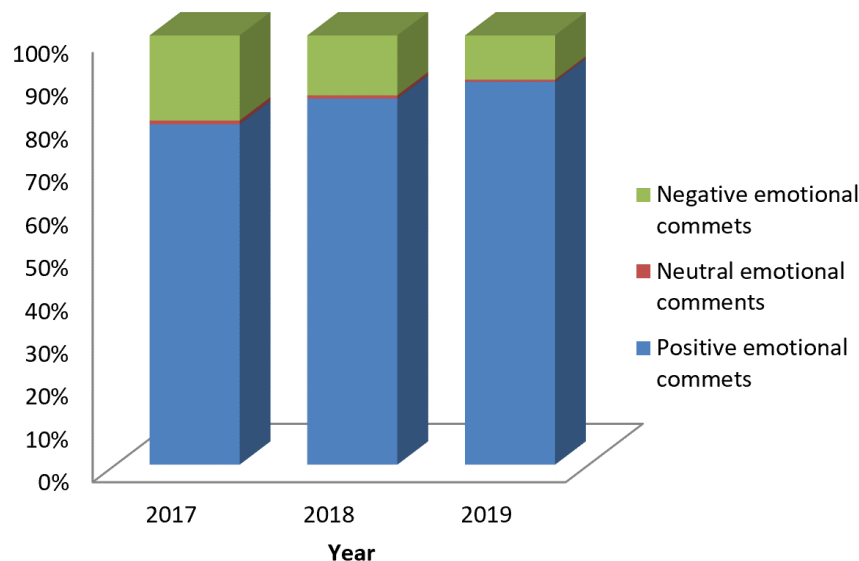
Figure 2. Annual trend chart of satisfaction

1.   Analysis of consumers' attitudes.

Emotional orientation reflects a person's likes and dislikes, and consumers' attitudes towards homestay are intuitively reflected in their emotional orientation (Wang & Zheng, 2020). Referring to the research of Wang & Zheng (2020), comments are divided into positive comments (87.51%) and negative comments (11.9%) according to different emotional tendencies. Review texts with different emotional tendencies are the research object, and high-frequency word analysis is carried out to get consumers' attention to homestay under different emotional tendencies. We calculate repeated terms and the percentage of the top 30 high-frequency words, as shown in Figure 3. It shows that housekeepers and services have more good comments than bad reviews. It is because the consumers are satisfied with the service and servants. A good review of "environment" and "design" is more than a bad one. It means that the homestay environment can greatly improve the consumer's satisfaction. However, comparing the dissatisfaction rate, the negative comment rate of "room" is much higher than the favorable one. The room is still a disaster. For the consumer, the "room" factor has high attention but does not win much satisfaction. Comments about "experience" and "facilities" show there is still much room to improve hardware and software facilities. In short, consumers are more satisfied with the services and external environment but discontent with the hardware and software facilities.

2.   Analysis of satisfaction with homestay elements.

To further understand customer satisfaction with elements of the homestay, this paper constructs an evaluation index system of homestay factors. It classifies the factors into four categories, based on the text of the high-frequency words, semantic network analysis,

combined with the domestic evaluation system of homestay quality and development of the B&B, referring to research by Fan (2019), Pi & Zheng (2017) Zhang & Yang (2017). By deleting useless words such as "hotel", "afternoon", and "elder brother", classifying the top 30 high-frequency words by referring to previous studies (Hu, 2020) obtains the data of homestay factors with good or bad reviews, as well as the word frequency ratio of homestay factors. Among these homestay elements, the rate of consumers' satisfaction is high in "service", "environmental location", and "catering", but low in "room hardware", "catering", and "environment". An inductive table of factors of homestay satisfaction is shown in Table 3, while the statistical table of the affective tendency of factors of homestay satisfaction is shown in Table 4.
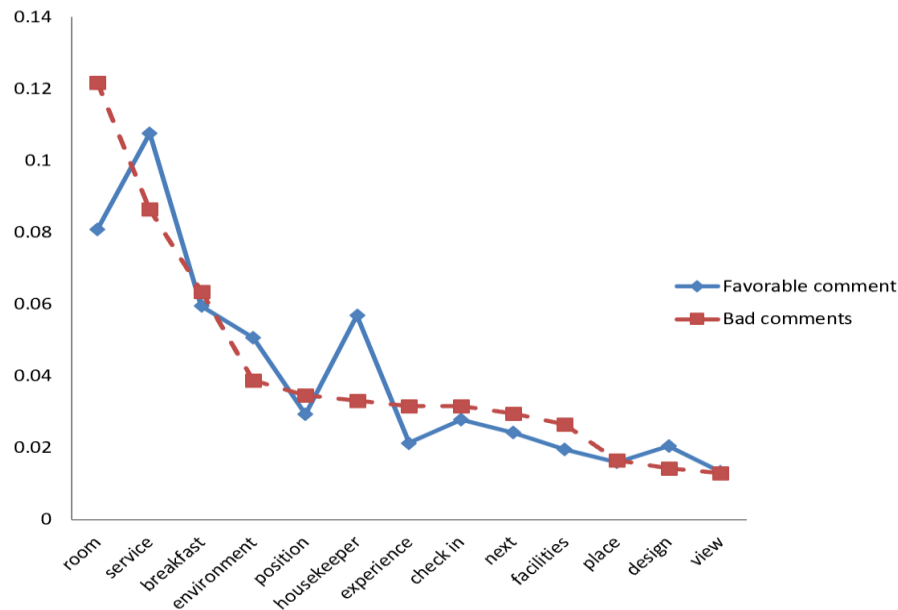
Figure 3. Repeated item statistics of high-frequency words

Table 3. Inductive table of factors of homestay satisfaction

Elements	High-frequency words
Room hardware	Rooms (2,034), Facilities (491)
Environmental location	environment (1,223), Location (726), Cleanliness (509), Design (494), Place (392), View (328), Style (314), quiet (300), decoration (270), View (242)
service	service (2606), Butler (1,361), Hospitality (688)), thoughtfulness (683), thoughtfulness (410), Personnel (400), Attitude (328), Reception (324), Boss (279), shuttle (226)
catering	breakfast (1,462), Restaurant (232), Taste (240)

Table 4. Statistical table of the affective tendency of factors of homestay satisfaction

The proportion of emotional tendency%		Elements	The proportion of influencing factors%	
positive comments	negative feedback		positive comments	negative feedback
11.03	19.19	Room Hardware Evaluation	93.0	7.0
26.6	27.68	Environmental location evaluation	95.70	4.30
38.89	28.65	Service evaluation	96.92	3.08

| 0.089 | 11.27 | Catering evaluation | 94.80 | 5.20 |

Note: Emotional tendency proportion is calculated based on all good and bad comments. The proportion of homestay factors is calculated based on comments of four categories.

In the negative emotional tendency, there are a lot of problems with the room hardware. The main problems are:

(1) Hardware. Comments are mainly about the room sound insulation. "We can hear noise in the room at night." "The floors are crunchy, and the sound insulation is poor. "Complaints about design and light: " room lighting is very poor", "power socket distribution is not reasonable". Most homestays are built by renovating ordinary houses, so the sound insulation effect is unsatisfactory. At the same time, the room's design also needs to improve.

(2) Facilities. Consumers complain that some facilities are lacking, such as "there is no towel rack or laundry basket in the room" and "the room does not provide a refrigerator". These reflect consumers who stay in the top 50 B&B have higher requirements, but the B&B is not up to standard. At the same time, the equipment is old and of poor quality. "Service facilities need to be improved. Air conditioning is not hot, and there is no hot water in the morning". "Facilities are old". For the consumers, safety is particularly important, but the current facilities are not safe enough. These complaints reflect that the homestay fails to consider practicality and security, though it offers new facilities. It provides a novel experience but acquires decreased satisfaction.

(3) Hygiene. "The room is small and full of a strange smell. The bed stinks with sweat." "There are bugs and spiders in the room and stains on the sheets". All comments show that there are still health problems in the homestays on the top list. There is room for improvement in health standardization.

In the positive emotional tendency, there are several aspects of "service":

(1) Service subject: butler and servants, etc. Reviews include "In the whole process, Butler always helps me", and "shopkeeper's service is very good". The core competitiveness of the top 50 B&B is service, in which butler is an important part. From the comments, we know that the service staff of the top 50 B&B are more considerate and provide good and satisfying service.

(2) Personalized satisfaction. Besides accommodation, guests' other needs should be considered (such as shuttle and food). Comments include "offer paid airport pick-up service for guests" and "we will do our best to meet guests' requests." In other words, B&B should meet the personalized requirements of consumers, which can greatly increase the emotional added value and improve their satisfaction of staying.

(3) Humanistic care. "The host is amiable and enthusiastic", "family warmth", and "your needs will be quickly met". Unlike a hotel, B&B provides a good home atmosphere and humanistic care. As a result, the top 50 B&B greatly improve consumers' sense of experience and satisfaction.

Next is the environment, which includes the external environment. The comments are "quiet", "peaceful" and "beautiful". Comments about the internal environment are "clean" and "sweet". Most homestays boast a beautiful natural environment and good internal environment, with which consumers are satisfied. Other comments, for example, "the location of the hotel is remote", "the location is difficult to find", and "the surrounding in the village is messy, and it is dusty outside", reflect the remote location of the B&B ensures a beautiful environment but results in poor surroundings and poor accessibility.

The last is catering. In the negative emotional tendency, there are several comments such as "breakfast is very delicious and delicate though there are not many varieties", "breakfast is packed too simply", "breakfast is too late", and "breakfast varieties are not enough". It reflects the homestay does not pay much attention to breakfast. Besides, there are other problems, such as unpunctuality, incomplete preparation, and few varieties. Consumers who stay in TOP50 B&B have high standards and requirements for breakfast. Other comments, for example,

"the breakfast is enough" and "breakfast is very rich" are mainly about the good taste and sufficient portion of breakfast. Exquisite preparation is the reason for consumers' praise.

In short, the analysis results show that high-frequency words respond to satisfaction. The top six high-frequency words reflect what the tourists need. In high-frequency words, "service" is more important than other words. It indicated that service quality is the core competitiveness of B&B. It is necessary to strengthen the training of the staff because enthusiasm and attention to detail can increase consumers' happiness. Among other factors that affect satisfaction, infrastructure is more important. The operators should strictly follow the industry standards issued by the National Tourism Administration and improve infrastructure to ensure that supplies are fully equipped, and the guest rooms are clean. Attention should be paid to strengthening the sound insulation of the room to ensure that consumers can have a good rest. Specialty products can increase satisfaction, such as catering services. However, the satisfaction degree of catering is not high. The operators should standardize the service process for a higher level of catering service.

Conclusions

Taking China's TOP50 homestay as an example, this study uses ROST CM to conduct word segmentation on the review texts of China's top 50 homestays. Following conclusions are drawn through high-frequency word analysis, semantic network analysis, and sentiment analysis of the texts. First, the overall satisfaction of the top 50 B&B is high. The positive comment rate is 87.51%, the negative comment rate is 11.90%, and only a few consumers are strongly discontent. Second, overall satisfaction has increased year by year. For example, the proportion of positive top 50 evaluations increased year by year from 2017 to 2019, reaching 89.2% in 2019. However, there are still nearly 10% negative evaluations. Third, among the satisfaction factors of homestay, the degree of satisfaction with "service" is the highest, reflected in the home atmosphere and sufficient humanistic care. However, the low degree of satisfaction with "hardware" is mainly reflected in the outdated and incomplete facilities. Besides, the lack of practicality and security of new facilities leads to a poor experience. So, the operators should provide personalized service, improve infrastructure, standardize the service process, and upgrade the internal and external environment for higher satisfaction.

Acknowledgments

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Marketing mix strategy for MICE in preparation for meeting package sales in Bintang Bali Resort in the new normal era

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Abstract: *The aims of this study are to (1) analyze the MICE marketing mix strategy in selling meeting package planned by Bintang Bali Resort in the new normal and (2) formulate the MICE marketing mix strategy in preparing the meeting package sales at Bintang Bali Resort in the new normal. This study uses three key informants consisting of Assistant Director of Sales and Marketing Bintang Bali Resort, Account Director of The Westin Resort Nusa Dua Bali and Assistant Director of Event Services Bali Nusa Dua Convention Center. Data collection techniques used are observation, in-depth interviews and documentation studies. Data analysis techniques used are data reduction, data presentation, drawing conclusions and testing the validity of the results with source triangulation. Based on the analysis done, there are two results showed, The first (1) the MICE marketing mix in planning the sales of meeting pckage on the new normal at Bintang Bali Resort was mostly well implemented. The second (2) Bintang Bali Resort needs to implement product strategies in the form of digital innovations such as procurement of hybrids and virtual meetings, utilizing digital promotion systems on social media to the fullest, making variations of meeting package based on hotels/venue comparisons can be improved in the future and pay attention to products with system using 4 R (reuse, reduce, recycle and replace) in sustainable environmental aspects in the new normal.*

Keywords: marketing mix, meeting package, MICE, new normal

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Introduction

The rapid development of the hospitality industry requires hospitality stakeholders to be more creative in developing their business. The thing that hospitality stakeholders can do to be able to compete is to optimize marketing activities so that they can maintain their performance to achieve a certain level of growth. According to Kotler & Makens (2010:11) marketing is the art and science to discover, retain, and grow profitable customers. Companies can use marketing mix strategies to increase sales and attract consumers to buy the products and services offered. Marketing mix describes the set of tools that management can use to influence sales (Amelia and Rizky 2015). The marketing mix strategy includes product, place, price, promotion, physical evidence, people and processes. Marketing activities in the hospitality industry today cannot be carried out optimally, this is due to the Covid-19 that is sweeping the world. Covid-19 cases were first discovered in Indonesia on March 2, 2020, the addition of new cases every day caused the Indonesian government to carry out Large-Scale Social Restrictions (PSBB) on March 16, 2020 in several regions. According to the global economy, it has decreased due to the impact of the Covid-19 pandemic, in the first quarter of 2020 the national economy could only grow by 2.97% due to external influences from countries such as China which experienced the Covid-19 pandemic starting in early 2019 (Narto, Junianto, and HM 2022). On March 11, 2020 the WHO (World Health Organization) declared that Covid-19 had become a Pandemic. Since WHO announced that Covid-19 is a world pandemic, a very significant impact has had an effect on the economies of Indonesia and Bali, of course. The impact of the Covid-19 pandemic has caused tourism actors such as tourist attractions, hotels, restaurants, spas and entertainment to be closed to the public (Paramita and Putra 2020).

MICE is an acronym for Meeting, Incentive, Convention and Exhibition which consists of various hospitality service sectors including accommodation, food and beverages, catering, convention services, convention facilities, transportation, tourism, retail and entertainment (Buathong and Lai 2017). According to Kesrul (in Prayoga, 2020:29) said that MICE is a tourism activity whose activity is a combination of leisure and business which usually involves a group of people together. The MICE industry is one part of the hospitality industry that has also been affected by the COVID-19 Pandemic. Based on data from the Indonesia Event Industry Council (Ivendo) in 2020, the Ministry of Tourism and Creative Economy (Kemenparekraf) said that there were around 96.43% of events in 17 provinces that had to be postponed and another 84.20% were forced to cancel. Considering that the MICE industry has a great influence on other economic driving sectors, such as hotels, travel agencies, restaurants, travel agency agencies, site provider services, exhibition contractors, music and entertainment industries that automatically exert a strong influence on people's sources of income. Efforts to restore the MICE industry sector must be carried out, the government and business actors in this sector need to prepare a new strategy so that the MICE industry can be adapted to the new normal.

Research conducted by (Aburumman, 2020) shows that in terms of the MICE industry, it is necessary to maintain good work by using competencies, building modern communication systems and promoting digitalization in its business. Optimization of the 5 P marketing strategy is the best solution for survival and recovery strategy in the MICE industry. Meanwhile, the results of the research conducted by (Ranasinghe et al. 2020) in the MICE industry, this research suggests that the strategy that can be used is to implement virtual and hybrid events which can later be useful in increasing financial profits and increasing attendance. Research conducted by (Ho and Sia 2020) recovery strategies that can be applied by the MICE industry in the new normal era are strengthening health guidelines and 14 safety during the event, increasing offers to use virtual event platforms, using mobile applications to promote interaction with audiences, limiting international events and creating small events in a large venue.

Bintang Bali Resort is a five-star hotel located at Jalan Kartika Plaza, Tuban, Kuta. This hotel became one of the hotels affected by the COVID-19 Pandemic, so they were forced to close hotel operations in April 2020. Bintang Bali Resort has target markets such as China, Indonesia, Australia, government, NGOs, private corporate and travel agents. The promotion system carried out by Bintang Bali Resort is to collaborate with several governments, NGOs, private corporates and travel agents in Bali. In achieving the previous level of sales, Bintang Bali Resort not only sells rooms but offers several packages such as meeting packages, lunch packages, dinner packages and wedding packages. Meeting package is the product that provides the highest income among all type of package offered by Bintang Bali Resort. Sales of meeting packages at Bintang Bali Resort have decreased and fluctuated in terms of inquiries, confirms and lost over the past three years.

Based on the results of an interview conducted with the Assistant Director of Sales &Marketing of Bintang Bali Resort, the decline was due to the tight competition with competitors who provided competitive prices, so Bintang Bali Resort had to reduce the price of meeting packages to increase sales volume in 2019. Bintang Bali Resort was forced to close hotel operations in April 2020 so that meeting package sales could only be optimized until March 2020. Based on the results of an interview conducted with the Assistant Director of Sales & Marketing of Bintang Bali Resort, during the closure of hotel operations carried out since April 2020, the hotel renovated two buildings they owned, namely the south wing and north wing. This renovation aims to prepare for the reopening of hotel operations in July 2021, but the opening of the hotel cannot be carried out according to the original plan due to the development of COVID-19 cases that are increasing in Indonesia. Bintang Bali Resort in preparing for the opening of the hotel is not enough to prepare the building alone, but must prepare a new marketing mix strategy in this new normal.

According to Kotler and Amstrong (2012:80) "the marketing mix is a set of marketing tools that companies use to continuously achieve their company's goals in the target market". Service marketing requires a more expanded marketing mix with the addition of elements of people, processes and physical evidence so that it becomes seven elements (7P). In the service industry there are 7 elements of the marketing mix, according to Kotler and Keller (2014: 78) there are 4

elements, namely product, price, promotion, place, and Tjiptono (2014:42) there are 3 more elements consisting of people, physical evidence, and process. Mice marketing mix strategies really need to be prepared in meeting package sales in the new normal. Considering that meeting packages are the biggest contributor to revenue at Bintang Bali Resort after room sales. According to (Arlene 2020) "the new normal consists of five strategies in its application, namely resolve, resilience, return, re-imagination and reform". The community must be able to adapt in carrying out changes in new behavior patterns and must be implemented globally by implementing health protocols in an effort to prevent the COVID-19 virus. This is in line with the Program of the Indonesian Ministry of Tourism and Creative Economy in issuing a Guidebook for the Implementation of Cleanliness, Health, Safety and Environmental Sustainability in the Implementation of Meetings, Incentives, Conventions and Exhibitions (MICE) (2020). Based on the above background, the author is interested in taking the title "MICE Marketing Mix Strategy in Preparation for Meeting Package Sales at Bintang Bali Resort in the New Normal".

Methodology

This research was conducted at Bintang Bali Resort located on Jalan Kartika Plaza, Kuta District, Badung Regency. The object of this study is the MICE marketing mix strategy in preparation for the sale of meeting packages at Bintang Bali Resort in the new normal. The types of data used are qualitative and quantitative data. The data sources used in this study are primary and secondary data. The data collection techniques are through observation, documentation studies and interviews. Sugiyono (2015: 275) mentions that there are three types of triangulation data, i.e. source triangulation, method triangulation and time triangulation. Triangulation of sources used through interviews with three sources. The key informant determination technique used is purposive sampling, with three key informants including Assistant Director of Sales & Marketing Bintang Bali Resort, Account Director of The Westin Resort Nusa Dua Bali and Assistant Director of Event Services Bali Nusa Dua Convention Center. The data analysis techniques used are data reduction, data presentation and drawing conclusions by testing the validity of the results using source triangulation.

Results and Discussions

Results

1. Current Situation Situation MICE Marketing Mix Strategy on the New Normal at Bintang Bali Resort
   Based on the results of an interview with the Assistant Director of Sales and Marketing of Bintang Bali Resort regarding the current situation of the MICE marketing mix in the new normal at Bintang Bali Resort, it can be explained as follows:
   a. The strategy carried out by the hotel in supporting MICE activities in the new normal era is to carry out building renovations (rebuilding) and updating room facilities equipped with COVID-19 protocols. All rooms have been equipped with COVID-19 protocol facilities such as a room service menu that has been equipped with a barcode, the availability of a Badung Regency COVID-19 telephone call center number and a room disinfectant sign installed in front of the room when the room attendant will clean and sterilize the room. The renovation of this building was carried out from February 2020 and was completed in April 2021. The opening of the hotel was planned to be carried out in July 2021 but has not been realized due to the implementation of the extended PPKM.
   b. The 1.5 m distance adjustment and 50% meeting capacity adjustment have been carried out by Bintang Bali Resort. The application of this distancing refers to the Handbook for the Implementation of Cleanliness, Health, Safety and Environmental Sustainability in the Implementation of Meeting Activities, Incentives, Conventions and Exhibitions (MICE) by the Indonesian Ministry of Tourism and Creative Economy.
   c. The use of hybrid meetings and virtual has not been implemented at Bintang Bali Resort because it requires a fairly high cost budget, but Bintang Bali Resort will consider the use of this digital innovation in the future.

d. The strategy they carry out in preparation for meeting package sales in the new normal era is to adjust the price of the meeting package according to the customer's budget. This price adjustment is considered not optimal due to the fierce competition in the Kuta area, and Bintang Bali Resort which is still closing hotel operations.

2. Empirical Comparative Analysis with the comparator hotel/venue

Empirical comparative analysis of MICE marketing mix strategies in the new normal era at Bintang Bali Resort is compared through interviews with The Westin Resort Nusa Dua Bali and Bali Nusa Dua Convention Center as hotels/ venues that have carried out MICE activities in the new normal era, as follows:

a. Product

The Westin Resort Nusa Dua Bali and Bali Nusa Dua Convention Center implement hybrid products and virtual meetings, providing facilities and infrastructure related to COVID-19 protocols. Bintang Bali Resort has implemented facilities and infrastructure related to COVID-19 protocols and has not implemented hybrid innovations and virtual meetings.

b. Place

The Westin Resort Nusa Dua Bali pays attention to the distance setting of 1.5 m with a capacity the room used is 25%, Bali Nusa Dua Convention Center adjusts a distance of 1 m with a room capacity of 50% and Bintang Bali Resort pays attention to the distance setting of 1.5 m with a room capacity of 25%.

c. Price

The Westin Resort Nusa Dua Bali, Bali Nusa Dua Convention Center and Bintang Bali Resort have similarities in determining prices with a flexibility system and in accordance with the customer's budget.

d. Promotion

The Westin Resort Nusa Dua Bali and Bali Nusa Dua Convention Center utilize a digital promotion system, Bintang Bali Resort has not utilized the digital promotion system to the fullest.

e. People

The Westin Resort Nusa Dua Bali conducts online training and vaccinates their employees, Bali Nusa Dua Convention Center conducts training and vaccinates their employees and Bintang Bali Resort conducts offline training and vaccinates its employees.

f. Physical Evidence

The Westin Resort Nusa Dua Bali and Bali Nusa Dua Convention Center have waste and waste treatment systems handled by ITDC, while Bintang Bali Resort collaborates with third parties in handling waste treatment and wastewater treatment that is managed by itself.

g. Process

The Westin Resort Nusa Dua Bali, Bali Nusa Dua Convention Center and Bintang Bali Resort have made SOPs in handling COVID-19 and monitored the SOPs made.

3. Theoretical Comparative Analysis with CHSE handbook of the Indonesian Ministry of Tourism and Creative Economy

Theoretical comparative analysis aims to analyze how the application of mice marketing mix strategy in planning the sale of meeting packages in the new normal with the theoretical conformity of the handbook for the implementation of cleanliness, health, safety and environmental sustainability in the implementation of meetings, incentives, conventions and exhibitions (MICE) by the Ministry of Tourism and Creative Economy of Indonesia based on the MICE 7 P marketing mix indicators (product, place, price, promotion, people, physical evidence and process), which can be presented as follows:

a. Product

Bintang Bali Resort has implemented facilities and infrastructure regarding the COVID-19 protocol according to the guidebook, but has not yet prepared digital innovations in hybrids and virtual meetings, the use of products made from plastic is still found and does not yet have a CHSE certificate from the Ministry of Tourism and Creative Economy.

b. Place

Bintang Bali Resort has implemented a 1.5 m distance adjustment system with a capacity of 50% and according to the guidebook.

c. Price

Bintang Bali Resort has implemented a pricing strategy system based on budget customer and pays attention to flexibility.

d. Promotion

Bintang Bali Resort has not utilized digital promotions to the fullest. Promotions are carried out only by making videos of the implementation of CHSE in hotels.

e. People

Bintang Bali Resort has held offline training with employees, risk analysis and mitigation of exposure to COVID-19, conducted regular checks on employees and has carried out COVID-19 vaccinations, this is in accordance with the guidebook.

f. Physical Evidence

Bintang Bali Resort conducts waste treatment with third parties and treats waste water that is reused to water plants. This has been in accordance with the guidebook.

g. Process

Bintang Bali Resort has made SOPs in handling COVID-19 and has monitored these SOPs.

Discussions

Based on the analysis of the current situation, empirical and theoretical analysis of the MICE marketing mix strategy in preparation for meeting package sales at Bintang Bali Resort can be formulated a 7 P marketing mix strategy consisting of Product, Place, Price, Promotion, People, Physical Evidence and Process.

a. Product

Product adjustments in the new normal era have been noticed by Bintang Bali Resort, namely with a capacity used of only 50%, seating distance arrangements set at 1.5 m to implement social distancing, microphone settings and covers that are always disinfected and replaced when reused by speakers, provision of isolation rooms, provision of hygiene and health equipment such as masks, gloves, and digital thermometers have been set aside as well as social distancing position markers, medicine boxes and closed bins. Disinfecting the room will be carried out once every four hours, sterilization of food and beverage equipment is carried out using a steam machine. A flexibility system in the new normal era such as plans to use lunch boxes and coffee break set ups is also planned. Bintang Bali Resort has received a certificate from the Bali Provincial Tourism Office in September 2020 regarding the certificate of the new era life order in the field of tourism, but has not received a CHSE certificate from the Indonesian Ministry of Tourism and Creative Economy and the Ministry of Health. Bintang Bali Resort has not taken advantage of the use of digital innovation in the implementation of MICE in the new normal era. Bintang Bali Resort can use product strategies in providing hybrid and virtual meetings with platform zoom and Google meet in the new normal era according to the results of interviews from comparative hotels/venues. Bintang Bali Resort can use a thermometer scanner to check body temperature to make it more flexible so that guests can check their own body temperature. The provision of products with the reduction of plastic waste can be done by replacing them using single-use materials, no plastic and less paper in order to maintain environmental sustainability.

b. Place

Bintang Bali Resort has prepared a place or location for mice activities to be held cleanly and safely in the new normal era. The strategy carried out by the hotel in the field of location is to ensure the circulation of fresh air and sufficient sunlight in the area venues, distancing of 1 m and capacity reductions in venues, toilets, places of worship and waiting rooms, provision of hands, hand sanitizers and installation of information regarding COVID-19 protocols in strategic locations passed by guests and employees. Based on the results of an interview with the Bali Nusa Dua Convention Center, Bintang Bali Resort can use a venue strategy by utilizing digital innovations such as the use of information media in the

form of running text that can be provided at the crucial location passed by guests and employees.

c. Price

Bintang Bali Resort makes price adjustments by paying attention to flexibility and according to the customer's budget when holding meetings. Bintang Bali Resort has currently created a new meeting package called residential package which is intended for guests who want to book a meeting package including with a room. The price reduction was carried out by Bintang Bali Resort in the new normal era with a cashless payment system and barcodes. Based on the results of interviews with comparative hotels/venues, Bintang Bali Resort can carry out a pricing strategy with a customized system, because it cannot use fixed prices in the current situation.

d. Promotion

Bintang Bali Resort conducts a promotional mix in terms of sales promotion and public relations and establishes a good relationship with loyal customers via Whatsapp. Another promotion that was carried out was by making a video of the implementation of the new normal at Bintang Bali Resort and uploaded to their social media. The use of promotion in digital form has not been implemented by Bintang Bali Resort. Based on the results of interviews with the hotel / comparative venue, promotional strategies that can be used in maximizing the preparation of meeting package sales in the new normal era by creating interesting content in the form of preparations that have been made and uploading them to social media owned by Bintang Bali Resort such as Instagram and Facebook, so that potential buyers know how mice readiness in the new normal era at Bintang Bali Resort.

e. People

Bintang Bali Resort in preparing employees who are competent and ready to serve customers in the new normal era has conducted training on the prevention and handling of COVID-19 and made standard operating procedures in the new normal era. The right division of tasks in the new normal era must be carried out, therefore the hotel also formed a COVID-19 TASK FORCE. The hotel also always checks all the health of their employees and vaccinates in preparing to welcome guests in the new normal era. Bintang Bali Resort also requires all participants or delegates who will later hold a meeting at their hotel to fill out the COVID-19 risk self-assessment formula or e-HAC. The preparation of Bintang Bali Resort in terms of human resources in preparing for the new normal era has been carried out carefully. Based on the results of an interview with The Westin Resort Nusa Dua Bali as a comparison hotel, the people dimension strategy that can be used by Bintang Bali Resort is to take advantage of innovation by making online training using the zoom platform or google meet and holding exams afterwards to measure how employees understand the training provided. The management also needs to establish a good relationship with employees even though hotel operations are still closed by conducting online gatherings through the Zoom meeting platform.

f. Physical evidence

Physical evidence is an important part of MICE activities in the new normal era. Guests will feel safe when they see exactly how the conditions of the venue they are using are. The physical evidence applied by Bintang Bali Resort is that it has a typical Balinese interior and exterior design, waste processing is very much considered by cooperating through third parties. Wastewater treatment is carried out by Bintang Bali Resort which is reused to water gardens or plants. Based on the results of theoretical analysis from the Guidebook for the Implementation of Cleanliness, Health, Safety and Environmental Sustainability in the Implementation of Meetings, Incentives, Conventions and Exhibitions (MICE) published by the Indonesian Ministry of Tourism and Creative Economy, Bintang Bali Resort can provide a physical evidence strategy by providing organic/ inorganic and special waste bins to make it easier for customers to sort waste in the future.

g. Process

Services used in the new normal era must pay attention to no touch, high sanitation and flexibility. This has been implemented by Bintang Bali Resort in the new normal era, this process is in the form of a series of tasks and responsibilities carried out by each person/

their respective fields. This process is regulated in the SOP made by the hotel and has been mutually agreed upon. Monitoring of the SOPs made has been carried out, risk analysis and technical engineering in crowd prevention to reduce the spread of COVID-19 have also been carried out. The sterilization process is very strictly enforced by disinfecting the room and things once every four hours.Traffic arrangements in social distancing have also been observed. Based on the results of empirical analysis with comparative hotels/venues, Bintang Bali Resort can make a process strategy by disinfecting the room every two hours to keep the room clean and sterile.

Conclusions

Based on the results of the analysis and discussion in the previous chapter, the conclusions that can be drawn from this study are MICE marketing mix strategy in the sale of meeting packages planned by Bintang Bali Resort in the new normal with indicators 7 P (product, place, price, promotion, people, physical evidence and process) based on the results of empirical analysis through hotels / comparison venues and the results of theoretical analysis through the Guidebook for the Implementation of Cleanliness, Health, Safety and Environmental Sustainability in the Implementation of Meeting Activities, Incentives, Conventions and Exhibitions (MICE) by Indonesia's Ministry of Tourism and Creative Economy are largely well planned. Product strategies with the use of technological innovations such as hybrids and virtual meetings, the provision of waste bins that are divided into organic/ inorganic and special as well as reuse and recycle utilization systems have not been implemented by Bintang Bali Resort.

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Management model of tourism village based green tourism through a holistic approach in Blimbingsari Tourism Village, Melaya District Jembrana Regency

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Abstract: This study aims to design a tourism village management model in empowering the potential of tourism attractions and communities based on green tourism in Blimbingsari Village by using a holistic approach effectively. Data collection using survey methods, interviews, and Focus Group Discussion with judgment sampling method. Data analysis used descriptive methods based on input from selected people such as village heads, hamlet heads, youth association leader, tourism awareness groups and tourism actors in Blimbingsari village. Based on the results of the analysis, it shows a tourism village management model based on green tourism with a holistic approach seen from two aspects. In general, the management model related to the management of personal and communal tourism products goes through two stages, namely: 1) determining the unit according to operational demands, 2) making fair policies and rules in creating stability in operations. From the component aspect, management is carried out by involving all stakeholders who contribute to the development of the Blimbingsari tourism village, namely: government, private sector, community and managers. A holistic approach is applied when making fair policies that can meet the interests of the village and tourism product providers in Blimbingsari village. Its application also involves all stakeholders, because it can help develop a comprehensive tourism village that can create an integrated tourism village. So that the tourism village management model through a holistic approach will be able to create harmony in the community and be able to maintain environmental sustainability in the context of green tourism.

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Introduction

Tourism Village is a rural area that offers an overall atmosphere that reflects the authenticity of the countryside both from socio-economic, socio-cultural, customs, daily life, has a typical village architecture and spatial structure, or unique and interesting economic activities and has potential. for the development of various components of tourism, for example: attractions, accommodation, food-beverage, souvenirs, and others tourist need. A tourist village is A rural area that has a unique and distinctive attraction in the form of: the physical uniqueness of the rural natural environment as well as the socio-cultural life of the community, which is managed and packaged naturally and attractively with the development of tourism support facilities in a harmonious environmental arrangement and good and planned management or one of the tourism activities that offers an overall atmosphere that highlights the authenticity of the village such as beautiful village natural scenery, culinary delights, souvenirs, homestays and so on (Sudibya, 2018). Based on the concept or definition of the tourist village above, the potential that can be developed can be in the form of historical heritage objects, areas or areas provided

by nature, and human works in the form of cultural works and traditions that develop in the community concerned.

In managing an institution, it is necessary to pay attention to the use of available resources in the region, the importance of analyzing the specific needs of the target group, and the weak points that must be overcome in implementing the program as a system (Hasanbasri, 2007) So that in the management of tourist villages it is necessary to pay attention to the elements or elements included in the tourist village and need to pay attention to the existence of all these elements and the system that has been implemented. In the management of the institution, it is necessary to implement the functions effectively in achieving the goals of an institution (Hamdi, 2020). Besides that, it is also necessary to have a management model which is a simplified pattern or picture that contains information about the process of a series of activities that will be carried out with the right synergy and interaction between the government, the community and the value of local wisdom to achieve the expected goals (Ari Atu Dewi, 2018). If the management system applied is still partial, there is a risk of various complications that tend to interfere with the development of the tourist village. So it is necessary to apply a management system with a holistic approach, namely the tourism development system including institutions, environmental and socio-economic impacts must be analyzed and planned comprehensively(Bahri et al., 2020). In the management of the tourist village, it is necessary to pay attention to and analyze the existence of the existing potential and the interests of the stakeholders involved in the tourism village that will be developed.

Regional Autonomy Law (UU.NO.10/2009, 2009) in which in the Law, development will be more focused in rural areas, so that social changes will occur from urbanization to ruralization (city people are happy/will go to the village for recreation) To provide benefits, both to the community in the tourism village in question and to the people who go on recreation to the village, an effective management model is needed. With an effective management model, it is also expected to create a tourism village that is green tourism (environmentally friendly tourism), which has a great influence on sustainable tourism because the concept of green tourism prioritizes the concept of being friendly with nature and the environment and makes a major contribution to the economy of local communities that are economic empowerment has not been affected by the government (Adnyana, 2020). The concept of developing green tourism with a focus on commitment from stakeholders by establishing synergy between the government, academics, tourism business actors and the media (Wardhani, R. S., & Valeriani, 2016). Therefore, the concept of green tourism is a form of tourism that has the best appearance in fostering learning experiences and appreciation in a sustainable manner in managing and improving the sustainability of the natural, cultural, social environment, destination resources and promoting higher quality survival in the future.

In the management of tourist villages, it is necessary to start with integrated village planning in order to create comparative and competitive advantages and to create sustainable tourism village development which is one indicator of green tourism. Where integrated planning or integrated planning approach is defined as a planning approach that prioritizes synchronization between sectors and actors and promotes innovation in various fields as a technique (Suharyanto & Sofianto, 2012) So that in regional development planning, several things are needed, such as the direction of function areas, spatial planning directions, facility and utility plans, transportation plans, indications of priority area programs, and activity development plans (Ariani & Suryawan, 2019)

In addition, in the management of tourist villages, it is very necessary to have a tourism village development strategy, especially management strategies. who often uses the term management strategy which is a science that combines management functions in the context of making strategic organizational decisions, in order to achieve organizational goals effectively and efficiently (Adam, 2018).

In the application of management strategies in the development of tourist villages, it is necessary to have technological support, in order to create efficiency and effectiveness in developing tourism villages or digitalization-based management. Because digitization is developing effectively in advertising, promotion, marketing, distribution of ideas/ goods and the provision of fast, precise and accurate information services (Ting, Wong, de Run, & Lau, 2015).

The digital marketing strategy through mobile applications in increasing room sales is through the promotion of products and services for brand awareness, strengthening online reputation and traffic growth, through social media, online banners on landing pages, optimization of SEO, SEM and keywords to facilitate search/ browsing, collaborate with influencers and travel bloggers and provide extra benefits in transactions made through mobile applications. With this strategy, it has an impact on ordering through mobile applications which dominate the market segment by 85% of the total market and increase sales from year to year (Nurtirtawaty, I Gusti Ayu Suci, Murni, Bagiastuti, & Ruki, 2021)

It seems that the management of tourist villages along with tourism facilities and infrastructure in the Belimbingsari tourist village does not involve all existing components, especially those outside Bali and outside Bali, namely the diaspora community. So that the existing potential has not been utilized optimally, because the management is still partial. Where at this time, there is a lot of potential, especially the natural potential that has not been managed properly, so there are not many tourism products that can be developed to be offered in the Belimbingsari tourist village.

Based on the description above, where the management of the Belimbingsari tourism village, especially regarding its potential and facilities and infrastructure, is still partial, the problems raised by this research are: it is necessary to design an effective tourism village management model through a holistic approach in the Belimbingsari tourism village.

Methodology

The approach used in taking respondents as a data source is purphosive sampling (Utama, *et.al.*, 2012) which involves tourism stakeholders such as the village head, church leaders, neighborhood heads, head of Village-owned enterprises, Head of tourism awareness group, village leaders and farmer groups who work together. is in Blimbingsari Village. The method used to collect data, there are 4 methods, namely: observation, interviews, documentation, literature study and Focus Group Discussion (FGD). According to (Umar, 2005), the ideal number is 7-11 respondents who are selected to become FGD members taken from competent parties who know very well the condition of the Blimbingsari Tourism Village which involves tourism stakeholders such as the village head, church leaders, head environment, head of BUMDES, chairman of the Tourism Committee, village leaders and head of farmer groups. The analytical techniques used are: 1) Descriptive analysis techniques to explain the results of the analysis and help draw conclusions about the research results, 2) Synthetic analysis techniques are analytical techniques to develop an effective tourism village management model by considering the potential, natural existence of the village and tourism products. offered in the Blimbingsari Tourism village combined with the ideas that emerged in the implementation of the FGD.

Results and Discussions
Results

1. *Overview of Blimbingsari Tourism Village*

Blimbingsari village is one of the villages in the western part of the island of Bali, about 17 kilometers from Gilimanuk, precisely in the melaya sub-district, Jembrana district. This village was founded in 1939. Regarding the history of the formation of the village of Blimbingsari, it started with a riot in the city of Denpasar which was allegedly due to a conversion of belief, from Hinduism to Christianity. That's why the Dutch government had the desire to move a group of residents, at that time it was the served as assistant to Yansen as a representative of the Dutch Government. He approved the move plan to determine which land they would move to. A team consisting of Made Sela, Made Rungu and Nyoman Regig set out to inspect the land on foot for 3 days. They decided to choose the Malay forest which is now called Blimbingsari. With the development of development and tourism, the current atmosphere of Blimbing Sari village can be described as follows:

(Source: Research Doc, 2022)
Figure 1. Blimbingsari Tourism Village Today

The picture above is the Blimbingsari village office which is the center of the Blimbingsari village government which has been beautifully arranged. The environment and atmosphere of the village office is decorated with flower gardens and roads in the Blimbingsari village environment has been hotmic, so access to objects and tourist attractions in Blimbingsari village runs smoothly.

2. Tourism Potential and Attraction in Blimbingsari Village

In developing tourism in an area, especially the development of tourism facilities and infrastructure that will be used as tourism products to be offered to tourists, it is necessary to pay attention to the potential and attractiveness of the area concerned. The potential and attractiveness of an area is the appearance of existing resources in the area concerned, both natural resources and human resources as well as existing cultural resources that have their own charm. Each village has its own potential, some even have developed potential, but some have undeveloped potential to become a popular tourist attraction.

For natural resources in Blimbingsari village that have the potential to be developed into tourism products, in the form of:

a. Dams and rivers

This dam is named the Oraet Labora dam which is quite high, and has two sources of water, namely from Tukad Balian and Tukad Sanghyang. These dams and rivers have the potential to be developed into media for tourist attractions, where the current condition is as shown below

(Source: Research Doc, 2022)
Figure 2. Oraet Labora Dam

b. Fountain

The fountain is one of the sources of water that has a high historical value for the people of Blimbingsari, because it was here around 1939 that the founders of the village looked for water for drinking and other purposes. The shower water has the potential to be developed into a tourist attraction, where the condition can be seen below.

(Source: Research Doc, 2022)
Figure 3. Fountain

c. *Waterfall*

This waterfall is in the middle of the forest with quite clear water which is a historic place for the people of Blimbingsari. This waterfall is visited by many people around the village, even tourists, whose current condition is as shown below

(Source: Research Doc, 2022)
Figure 4. Waterfall

d. *Bali starling bird breeding*

Bali starling bird breeding is a community activity that synergizes with the government in preserving the environment, especially the endemic bird population that only exists on the island of West Bali.

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(Source: Research Doc, 2022)
Figure 5. Bali starling bird breeding

e. *People's Garden*

Sometimes there are tourists who come and stay for a few days, such as tourists from Japan and Jakarta. To fill the time, they were invited to the garden to carry out activities starting with the introduction of agricultural tools, making planting media and seeding and planting techniques in the style of Blimbingsari Village, as shown in Figure 6.

(Source: Research Doc, 2022)
Figure 6. Tourist Activities in Residents' Gardens

f. *Forest and Fauna atmosphere*

Blimbingsari village is accompanied by the beautiful, cool and peaceful West Bali National forest with natural scenery that soothes the eyes and the melodious chirping of birds that live freely in their natural habitat. Especially for the Bali Curik bird or Bali starling, an endemic bird that only exists on the island of Bali, a beautiful bird with a melodious song that became the mascot of the West Bali National Park, where the atmosphere is as below.

(Source: Research Doc, 2022)
Figure 7. Forest and Fauna atmosphere

For human resources in Blimbingsari village, where their presence plays an important role in the development of tourist villages. Regarding the human resources in Blimbingsari, most of the young generation are outside, some even abroad whose education level is mostly highly educated in the tourism sector. Besides, there are some who become entrepreneurs (entrepreneurs), higher education educators (lecturers), teachers and ASN with great potential, most of whom are also outside. Seeing the potential of existing human resources, it is possible to help the development of the Blimbingsari tourism village into a more advanced tourist village

While the cultural resources, in the tourist village of Blimbingsari there are several cultural products in the form of churches and artistic creativity, namely jegog, in detail the cultural potential in Blimbingsari village, including:

a. *Church and Contextual Worship*

In the village of Blimbing sari there is a church called the Blimbingsari Pniel Church, a unique and historic church that has been named one of the churches with the most unique architecture in the world by the world church council, with carvings that tell the history of mankind and which have witnessed the history of God's inclusion of mankind, especially the people of Blimbingsari whose existence is as follows:

(Source: Research Doc, 2022)
Figure 8. Pniel Blimbingsari Church

While Contextual Worship is held once a month on the first Sunday from 09.00-11.00 local time. The implementation uses Balinese customs and culture, be it traditional Balinese clothing, Balinese language, or accompanying music using Balinese Gamelan percussion, the procession of which can be described in Figure 9 below.

(Source: Research Doc, 2022)
Figure 9. Contextual Worship at Pniel Blimbingsari Church

b. Musical Instruments and Jegog Dance

The jegog musical instrument is a traditional music from Jembrana Regency made of bamboo. At first, this art was used as entertainment to fill time when farmers chased away birds in the fields. In subsequent developments Jegog was developed by an artist named Kiang Gliduh from Sebual Hamlet, Dangintukadaya Village around 1912. Besides being presented instrumentally, the art of jegog also serves to accompany a typical dance from the Jembrana region called the Jegog Dance. The Blimbingsari community also has a Jegog group, which is usually used to welcome guests, or as entertainment at night according to tourist requests. Before the performance, usually the participants of this jegog musical instrument are given training which can be described in Figure 10 below.

(Source: Research Doc, 2022)
Figure 10. Jegog training

c. Joged dance

The jogged dance is a folk dance in Blimbingsari village accompanied by the traditional jegog musical instrument. This dance is often performed when there are traditional ceremonies, such as weddings, thanksgiving and others. This dance is also staged to welcome tourists who visit the village of Blimbingsari whose picture in Figure 11 below.

(Source: Research Doc, 2022)
Figure 11. Joged dance

3. Tourism Facilities and Infrastructure

a. Tourism Facilities

Tourism Facilities are facilities and companies that provide services to tourists, either directly or indirectly, and which provide tourism products requested by tourists during their trips to tourist destinations. Tourism facilities provided by tourism business actors, both individual and joint (communal) in the Blimbingsari tourism village, can be divided into two types, namely:

1) The main tourism facilities (Main Tourism Superstructure), namely: Accommodation, Stalls/restaurants, Tourist Attractions, Event Organizers, Tourist Transportation, and tourist attractions
2) Tourism Complementary Facilities (Supplementing Tourism Superstructure), namely: trekking, Cycling Tours, Cocoa Fruit Picking Tours, and special interest tours

b. Tourism Infrastructure

Tourism facilities are facilities for the operation of tourism facilities or access to tourist objects and attractions in order to facilitate tourism activities. The tourism facilities in the Blimbingsari tourist village, namely:

1) Public infrastructure (General Infrastructure, in the form of roads, sources of fresh water (clean water), electricity, irrigation, telecommunications, and adequate toilets.
2) Many community needs (Basic Needs of Civilized Life), in the form of Puskesmas, traditional markets, and tourist information centers.

Discussions

Tourism village management is the management of tourism products that can be developed by looking at the potential that exists in the tourism village concerned. With holistic management, it is hoped that all existing potentials can be utilized optimally which can provide benefits for all components or all tourism actors in rural areas and can meet expectations and can provide satisfactory services to tourists.

Regarding the tourism village management model based on green tourism with a holistic approach, it can be seen from two aspects, namely:

1. *In general*

The management model carried out from this aspect is related to the management of personal and communal tourism products which is carried out in two stages, namely:

a. Determine units effectively.

Seeing the existence of the Blimbingsari tourist village which has a lot of potential that needs to be developed, it is necessary to have a formal management model, namely determining units that are in accordance with operational demands by creating an effective management structure.

(Source: Analysis Result)

Figure 12. Blimbingsari Village Tourism Committee Organization Structure Model

The tourism village management structure designed as above is in accordance with a holistic approach that involves all components in the official village institution that are given the authority to manage tourist villages. So that later the planning made in the form of tourism products and packages, the policies and rules set will be more aspirational that can meet the interests of all components involved in the management of the Blimbingsari tourist village, which in turn can reduce various unexpected complaints. In addition, in placing people in existing units, it is hoped that they will be taken from the local community, but do not neglect professionalism. Thus, the management of the tourist village in Blimbingsari village will be able to achieve the expected goals and objectives

b. Making policies and rules

In the management of tourist villages, both for communal products and personal tourism products, in order to run effectively and create stability, policies and rules are very much needed.

Based on the results of the agreement in a meeting involving: village heads, BPD, tourism managers, customary community leaders, community leaders, representatives from homestay owners and representatives from the (culinary) industry, the following policies and rules are set:

1) For homestay the contribution is:
   a) Owner   = 65%
   b) Manager   = 25%
   c) Government/Village = 10%
   If tourists come directly themselves, the contribution:
   a) Manager = 5%
   b) BUMDes = 10%

c) Church guests = don't pay to BUMDes

2) For Culinary the contribution is:
   a) Owner = 85%
   b) Manager = 15%
3) For the home industry, the contribution is as follows:
   a) Donation system = 100% owner (no contribution to manager)
   b) Sales of products for Church locations:
      Owner = 80%
      - Manager = 10%
      - Church = 10%
   c) Sales of products for home locations:
      - Owner = 80%
      - Manager = 10%
      - BUMDes = 10%
4) For attraction
   The attraction in question is the trekking in the Blimbingsari Tourism Village, classified into three based on the time and length of the terrain taken, there are 2 hours, 3 hours and 6 hours of trekking. The agreed rate is IDR 250,000/hour with a minimum of 2 participants. The calculation of the contribution is as follows:
      a) Guide = 80%
      b) Manager = 15%
      c) BUMDes = 5%
5) For the Church it was agreed not to collect contributions only on a voluntary basis from tourists, because of that the church will make a donation box, so tourists who want to donate are welcome to enter into the box provided.

Determination of policies and rules based on an agreement in the Blimbingsari tourist village is the application of a holistic approach in managing a tourist village whose essence can meet the interests of all parties with justice.

2. From the Component Aspect

This management model is a management model that needs to involve various components or stakeholders which is also the application of a holistic approach in the management of tourist villages. Because involving various components can help develop a comprehensive tourist village that can create an integrated tourism village.

In this model, it can be seen the role of each party involved who will contribute to the development of tourist villages. Where the parties involved and their roles in the process of managing the Blimbingsari Tourism Village are:

a. The government whose roles are: providing guidance, structuring environmental conservation, encouraging the community to realize Sapta Pesona, repairing and procuring infrastructure, tourism information, improving public spaces, empowering the Tourism Committee.
b. The private sector whose role is to assist in marketing, as has been done by several travel agents who have been invited to cooperate, provide training to improve the quality of human resources.
c. Communities whose role is to organize and provide tourism facilities and infrastructure needed by tourists
d. The manager is the tourism committee whose role is to market the tourist village and handle tourists who travel to the tourist village of Blimbingsari

Conclusions

Based on the results of the discussion above, it can be concluded which is a short answer to the problems that occur, whe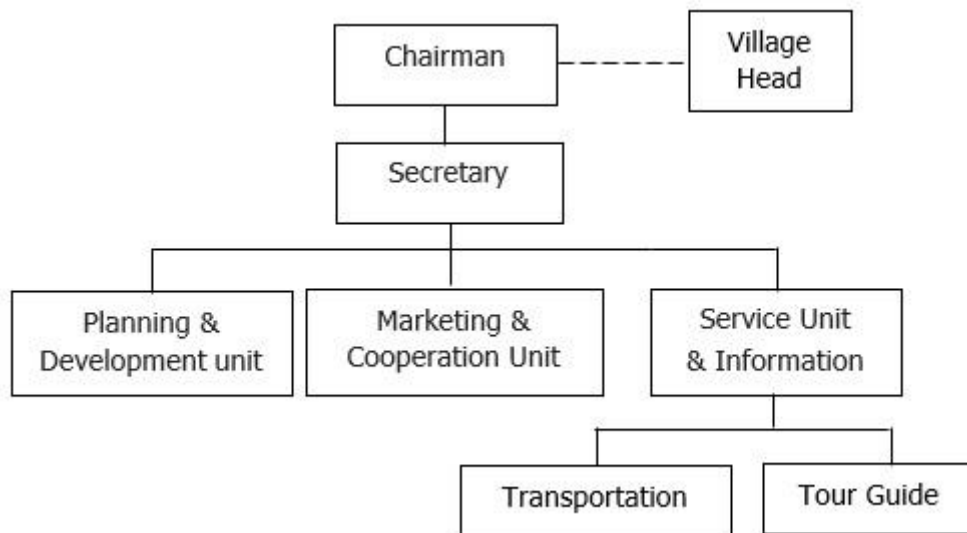re the tourism village management model based on green tourism with a holistic approach is seen from two aspects, namely:

1. In general, the management model that is carried out is related to the management of personal and communal tourism products which is carried out through two stages, namely:
   a. Determine units effectively that are in line with operational demands by creating an effective management structure. So that the management of the Blimbingsari tourism village will be able to achieve the expected goals and objectives.
   b. Making policies and rules, where in the management of tourist villages, both for communal products and personal tourism products in order to run effectively and create stability, it is very necessary to have policies and rules that are the result of an agreement from the parties involved, namely: village head, BPD, tourism managers, customary leaders, community leaders, representatives of homestay owners and representatives of the (culinary) industry.
2. From the component aspect, namely a management model that involves various components or stakeholders, namely: government, private sector, community, and managers who will carry out their respective roles. So that with the existence of a holistic tourism village management model, it will be able to create harmony in the community and can maintain environmental sustainability in the context of green tourism.

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Homestay development strategy at Yeh Gangga Beach tourist destination Tabanan-Bali

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Abstract: Yeh Gangga Beach is one of the tourist destinations in Tabanan, which has many attractions at affordable prices. Accommodation in this destination is unique with the traditional design and a lot of environmental activities. The main problems in this accommodation (homestay) are marketing and operation. Many tourists seem unfamiliar with the accommodation, which results in limited market reach. In addition, unstandardized operations have made the performance low and unable to provide maximum tourist satisfaction. This study aims to determine the right strategy for developing homestays and destinations with a local community-based strategy based on tourist characteristics, motivations, and analyzed results. This study used qualitative data collection such as interviews (homestay owners and village officials), observation, questionnaires, and documentation study. By knowing the internal factor (Strength, Weaknesses) and external factors (Opportunity and Threat) of the homestays will be found the strategy to improve the standard of the homestay in Yeh Gangga Beach. Based on observation, questionnaires and interviews with stakeholder and the SWOT analysis indicated as follows: 1). Homestays at Yeh Gangga beach need promotion, this can be done with doing a collaboration with travel bureau who works for a tour package and digital marketing via social media. 2). To obtain a legal license in building homestay, this needs the government involved. 3) In order to meet good administrative or improve management standard requires training or workshop from organizations that are experts in homestay or accommodation administration. 4) Focus Group Discussion (FGD) of homestays owners, village officials, and academics to improve homestays and destination standards. 5) To form a tourism awareness group (POKDARWIS) that will be more responsible for the sustainability of all tourism activities, including homestays as a component of tourism in Yeh Gangga and also beach cleanliness. 6) Create new products with better quality and competitive prices such as special souvenirs to show the characteristic of Yeh Gangga Beach. 7) Community synergy to tackle the waste problem.

Keywords: accommodation, homestay, strategy, Yeh Gangga Beach

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Introduction

Based on data from the Indonesian Central Statistical Agency or Badan Pusat Statistik (BPS), the tourism sector is the most affected by the COVID-19 pandemic. The pandemic stopped people who planned to travel for a while for purposes of recreation (Wibowo et al., 2017) and (Pitanatri, 2020). The number of foreign tourists that visited Bali was only nine in April 2021, and all of them came through I Gusti Ngurah Rai Airport. This visit decreased by 96.70% compared to April 2020 (y-on-y), with a decline in Bali's economic growth of -10.98% and the second quarter of 2020 or a decrease of -16.67% (y-on-y) (BPS Provinsi Bali, 2020). The Bali BPS officially released an employment indicator in the form of an open unemployment rate for August 2020 at 5.63%. This number increased dramatically compared to August 2019, which was only 1.57%. As a result, Bali, which was famous for being ranked first nationally with the lowest unemployment rate before the Covid-19 pandemic, shifted to rank 18 out of 34 provinces in Indonesia due to the impact of the Covid-19 Pandemic (BPS Provinsi Bali, 2019).

The colossal impact caused by the pandemic on the tourism sector has forced most people who work in this sector to adapt and change their lives. The economic growth contraction due to

the impact of the pandemic has robbed the Balinese private consumption rate, which directly took away their ability to have a proper life. The pandemic has been affecting all tourist destinations in Bali, for example, Yeh Gangga Beach. Yeh Gangga Beach locates in Tabanan, Bali. Tabanan Regency locates in the southern part of Bali Island, which has an area of 839.33km2 or 14.90% of the total area of Bali Province, while the area of Yeh Gangga is 180 hectares (1.8 Km2 or 0.21% of the Tabanan Regency area.

Yeh Gangga Beach has been a local tourist destination for decades. However, since October 2017, the Tulus Lobster restaurant has been established with affordable prices and great food, thus providing value and increasing tourist visits from domestic and foreign tourists. The increase in the number of tourists became an idea for the head of Village Head at that time, Mr I Wayan Winda, to gather community leaders and investors outside Yeh Gangga Village to provide other tourist facilities. New tourist facilities like horse riding, adventure tours with ATV cars, culinary festivals, tracking trails, traditional "Jukung" boat rides, rubber boats, children's playgrounds such as swings and slides, and sea turtle conservation since 2014 , Santosa. BNK,2022. There are some potential creativity attraction such as art market, handicraft, art performance, scenery and accommodation in this village, Wisnawa,IMB. et all,2015. The attractions on Yeh Gangga Beach have not significantly increased the number of visitors. The comparison of tourist visits to Yeh Gangga Beach with the overall number of tourists visiting several tourist objects in Tabanan, Bali, such as Tanah Lot Beach, Bedugul Botanical Gardens, Lake Beratan, Lake Buyan, and Lake Tamblingan), Jatiluwih shown in Table 1 below.

Table 1. Tabanan's Domestic and Foreign Visitors from 2018 to 2021

TOURIST DESTINATION	YEAR		2018	2019	2020	2021
	Tanah Lot	Domestic	1,490,855	1,289,606	406,112	271,020
		Foreign	1,844,967	1,507,520	211,545	5,838
	Bedugul	Domestic	1,055,829	1,152,183	490,038	417,590
		Foreign	527,903	552,819	84,151	1,489
	Jatiluwih	Domestic	49,380	67,707	46,520	51,092
		Foreign	227,809	246,736	46,756	1,704
	Others	Domestic	71,936	54,412	13,318	7,792
		Foreign	83,788	96,441	10,866	176
SUBTOTAL		Domestic	2,667,460	2,563,908	956,018	747,494
		Foreign	2,684,467	2,403,516	353,318	9,207
TOTAL			5,351,927	4,967,424	1,309,336	756,701

(Source: Tabanan Tourism Official, 2022)

Table 2. Yeh Gangga Beach's Domestic and Foreign Visitors from 2018 to 2021

YEAR	Domestic	Foreign	Total
2018	20,475	4,456	24,931
2019	25,300	5,100	30,400
2020	7,645	765	8,410
2021	5,215	525	5,740

(Source: Village Official Data, 2022)

The tables show the number of tourists visiting Yeh Gangga Beach compared to the total number of tourists visiting Tabanan Regency, from 2018 to 2021 in annual, averagely only 0.62% visit Yeh Gangga Beach even though the facilities that potential tourism destination has.

Accommodation is a mandatory facility in complementing tourist destinations. Accommodation can be in the form of hotels, villas, bungalows, homestays, and lodging. Accommodation's facilities also have to meet standard and maintained to fulfil a quality living space for the tourists. The following data is a data from Tabanan Tourism Regulator about listed accommodations in Tabanan Regency.

Table 3. Listed Accommodation in Tabanan from 2018 to 2021

YEAR	Listed Accom-modation
2018	255
2019	374
2020	374
2021	253

(Source: Tabanan Tourism Official, 2022)

Table 3 shows that the listed accommodations in Tabanan Regency in 2019 increased by 46.7% compared to 2018. In 2020 the number of accommodations stayed at 374 accommodations because the pandemic had hit Indonesia in March 2020, and the pandemic decreased listed accommodations by 32.4% in 2021.

Three hotels and three homestays were available at Yeh Gangga Beach before the pandemic. However, due to the pandemic, three hotels are forced to close for an indefinite time due to the absence of tourists, while homestays are still operating because they have a traditional management system with minimal operating costs. Some local tourists still used the homestay even with few visits.

The great attraction of Yeh Gangga beach is a good potential for homestay development. The accommodation available at the Yeh Gangga Beach destination after the COVID-19 pandemic was only the homestays, while hotels were still not operating at the time of the research. The potential strength of homestays on Yeh Gangga Beach is in the form of cheap labour, a large space area for development, and a nearby location to other tourist attractions such as Tanah Lot and the Subak Museum.

The capital (funding) to develop further is inadequate, and the lack of improvement concerned the owners about licensing. The opportunities for the development of homestays arise from the natural and cultural attractions and also experienced homestay owners that offer high-quality hospitality. The threats can be in the form of competition from other regions' homestays, licensing regulations that are still strict, and fear of global disease outbreaks such as pandemics, natural disasters and war.

The managerial problems are also experienced by these homestays such as marketing and operations. Homestay in this village is still less popular than in other famous places such as Kuta, Seminyak, and Legian. The lack of a marketing plan directly reduces the market for these Homestays. The operational standard to manage a homestay is also far from reach, making the services inadequate. The homestays cannot provide excellent services to ensure maximum satisfaction, which will lead to mouth-to-mouth marketing. In addition, unstandardized operations make owners unable to seek permits for their businesses, which makes the homestays lack legal protection from the authority.

(Source: researcher documentation, 2022)
Figure 1. One of Homestay in Yeh Gangga Village

Methodology

The data obtained from this research were collected by method, as follows: 1) Questionnaire: the data collected by preparing a complete questions list in advance to respond 2) Observation: direct observation to homestay to determine the internal and external situation in the field, 3) In-depth interview: question and answer directly to the owner of homestay, leader of community in Yeh Gangga Village under guardian interview to obtain the information. 4) documentation: collection data from the government (Tourism Office of Tabanan)

All the information related to the homestays such as the strength (funding, design, owner experience in hospitality industry, weaknesses (administration system leakage, no legal permit of homestay, some owner still using fund to build homestay), opportunity (crowded of Canggu Beach and Kuta Beach, location close to another tourist object), Threats (competitor, investor disobey village regulation, land ownership to investor, no tourism community (POKDARWIS) and then perform tabulation and analysis of data, discussion, write the conclusion and give suggestion.

Research on the Homestay Development Strategy at Yeh Gangga Beach started by identifying the problems of stakeholders and policymakers, such as the Head, Secretary, and Treasurer of the Village, with structured interviews so the researcher could be identified the main problems experienced by stakeholders and develop right strategies to allocate resources to solve problems and develop their homestays (Chartered Management Institute, 2020).

All the information collected will be reduced by categorizing, interpreting and presenting the conclusion. This study uses a SWOT analysis according to Rangkuti, 2008:31 External and Internal Data Collection. The model used at this stage consists of a matrix of external and internal strategic factors. Technically, the preparation of the External/Internal Strategic Factors Matrix (EFAS = External factors Analysis Summary; IFAS = Internal factors Analysis Summary) in this study follows the following steps: 1)Create a table consisting of five columns, compile a list containing external (opportunities and threats)/internal (strengths and weaknesses) in column 1, 2) Give each factor weight in column 2, ranging from 1.0 (very important) to 0.0 (very unimportant). All these weights scores must be 1.00 (100%). 3)These values implicitly indicate the percentage of the importance of that factor relative to other factors. A greater value means it is relatively more important than the other factors. For example, factor X is given a weight of 0.10 (10%) while factor Y is given a weight of 0.05 (5%). It means the X is considered more important.

This research uses the Strength Weakness Opportunity Threat (SWOT) analysis to identify problems from Internal and External factors. External data is obtained outside the organization in the form of opportunities (opportunities) and threats (threats), and internal data is obtained from an organization in the form of strengths (strengths) and weaknesses (weaknesses) (Sarsby, 2012). The analysis to find the best strategy for homestay development used two tools as SWOT Matrix and the SWOT Grand Strategy Matrix.

External/Internal Factors Analysis Summary

The external and internal factors will summarize with External Factor Analysis Summary (EFAS) and Internal Factor Analysis Summary (IFAS) to simplify the external and internal factors and relatively value them with each other (relative value) (Parmawati et al., 2020). Each point of factors also gets a rate based on the level of importance of the point from the range (1 (poor)–4 (outstanding)). The score is a combined value between relative value and the importance of factors with the equation (Rangkuti, 2016):

$$\text{Score} = \text{Value}_{\text{Relative}} \times \text{Rate} \qquad (1)$$

The total score shows each point from the SWOT; each point becomes a factor and analyzes with The SWOT Grand Strategy Matrix, with an equation of the total score below (Rangkuti, 2016):

$$\text{Total}_{\text{S/W/O/T}} = \sum \text{Score} \qquad (2)$$

The SWOT Grand Matrix

In the research of (Birrul et al., 2020) and (Parmawati et al., 2020), the SWOT Grand Strategy Matrix provides homestays management relative position between its internal and external conditions and finds the best strategy to deal with the situation.
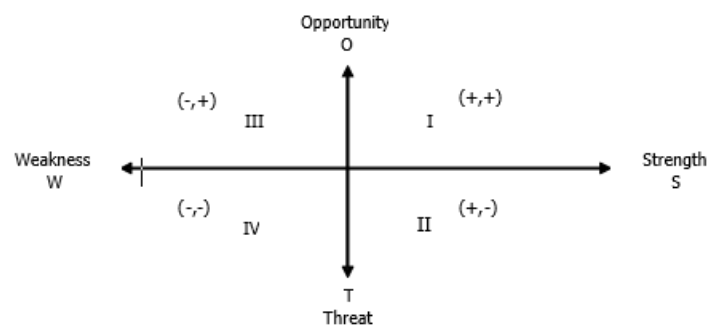
Figure 2. The SWOT Grand Matrix Strategy

Figure 1 shows four quadrants, with each quadrant shows a different strategy to implement (Nafi et al., 2017)

- Quadrant I
  Strong competitive cause business has strength that outcome weakness with a growth market that offers a lot of opportunity.
- Quadrant II
  Weak competitive position cause by internal factor is dominated by weakness, but has a market growth potential
- Quadrant III
  Strong competitive cause business has strength that outcome weakness, but has a bad market growth potential
- Quadrant IV
  Weak competitive position cause by internal factor is dominated by weakness and a bad market growth potential

The SWOT Matrix Strategies

The SWOT matrix is used to compile the strategic factors for the company and to clearly illustrate the influence of each SWOT section on the other (Citra Birru et al., 2022). The four SWOT matrix strategies are described as follows:

- Strategy Strength-Opportunity (SO) is a strategy for using strengths to take advantage of opportunities.
- Strategy Weakness-Opportunity (WO) is a strategy for minimizing weaknesses to take advantage of opportunities.
- Strategy Strength-Threat (ST) is a strategy of using strength to overcome threats.
- Strategy Weakness-Threat (WT) is a strategy to minimize weaknesses and avoid threats.

Results and Discussions

This research has been set as a qualitative method. After the data is collected, it will be done analysis and discussion in order to answer the problem and then the information obtained will be compared to the theory and concept of the strategy of homestay. Then to answer to the problem regarding the strategy will be performed SWOT analysis technique.

External factors are opportunities and threats; they can be potential growth in the market or factors that threaten the business and need to be mitigated (Muhtasom & Ab, 2019). All of those can be seen in the External Strategic Factors Analysis Summary (EFAS) in the following table:

Table 4. External (Opportunities) Strategic factors Analysis Summary (EFAS)

External Factor (Opportunities)	Value	Rate	Score	Comment
1. A shifting interest in tourists who love surfing to find remote beaches such as Yeh Gangga	0.05	3	0.15	Yeh Gangga Beach gain an attraction
2. Kuta, Seminyak, and Canggu start to be over-crowded and left	0.05	2	0.1	An opportunity for development
3. Some local investors have an interest in investing in homestays	0.2	4	0.8	Increase in number of homestays and quality services
4. The development of tourist attractions and other necessary infrastructure around Yeh Gangga	0.1	2	0.2	Increase in accessibility and amenities
5. Attractive beach and culture with an adequate amount of tourist attraction (privately managed) inside Yeh Gangga	0.2	4	0.8	A lot of great attractions
TOTAL	0.6		2.05	

Based on interviews with village officials, domestic and international tourists result. The biggest opportunity for homestays in Yeh Gangga Village is the beauty of the beach and culture that gives a new sensation and uniqueness compared to other accommodations in the south coast area. The high number of visiting tourists who stay in crowded areas such as Kuta and Canggu beaches is growing in this area due to tourist saturation. Based on information many local investors are looking at this type of accommodation. Local investors are a crucial part of the growth of accommodation cooperation with those who manage their homestays with community engagement, and the unique value of homestays can be maintained. Village officials stated that Ancillary in this area is also being built such as a parking lot to anticipate the growth of visitors both in homestays and Yeh Gangga Beach.

Table 5. External (Threats) Strategic factors Analysis Summary (EFAS)

External Factor (Threats)	Value	Rate	Score	Comment
1. The other villages' similar attractions become a competitor	0.05	1	0.05	Competition from other regions (same attractions)
2. Narrow road access is a difficult obstacle for specific transportation models	0.1	2	0.2	Access to main roads is narrow and has many potholes
3. There are newcomers/investors who disobey the regulations.	0.05	1	0.05	Weak regulations
4. Outside investors have acquired several potential areas in Yeh Gangga Traditional Village.	0.1	4	0.4	Foreign acquisitions are worried will eventually diminish the local culture
5. There is no tourism awareness group or Kelompok Sadar Wisata (Pokdarwis)	0.07	2	0.14	Management and regulations (ancillary)
6. Beach cleanliness to tackle garbage problems from the upstream river and the ocean	0.03	4	0.12	Reduced attractiveness
TOTAL	0.4		0.96	

Based on observations of public facilities in the destination and interviews with village officials, several threats can affect the level of visits from homestays in this area. The most critical threat is the acquisition of territory from outside investors who manage their assets privately without regard to local wisdom. this practice is harmful to the uniqueness that homestay offers. The difficulty of access due to this area being quite far from the city makes the road untenable to pass by large-scale vehicles such as buses and minibuses (medium to large), of course, this kind of thing closes the opportunity for massive visits. The low compliance with applicable regulations is due to the absence of a Tourism Awareness Group (POKDARWIS) that regulates, supervises, and enforces applicable regulations will endanger the future growth of the homestays. The waste from upstream and the waves reduces the hygiene and beauty of the scenery offered by the homestays.

Based on tables 4 and 5, the total score of each external factor is as follows, the opportunity value is 2.05, and the threat value is 0.96; thus, the total score for the external factor of the homestay business in Yeh Gangga Traditional Village is 2.05 + (-0.96) = 1.09. The fast market growth presents many opportunities for the homestay business in Yeh Gangga; However, the threat happens due to the rapid change from the pandemic period to the normal-covid period. It needs attention to minimize losses.

Table 6 and Table 7 below are the internal factors of homestay (strengths and weakness) homestay at Yeh Gangga that relatively shows the competitiveness of homestays (Sianipar & Bernedeta Sitorus, 2022) in this area, which are the strengths and weaknesses presented in the Internal Strategic Factor Analysis Summary (IFAS) table.

Based on observations and interviews with homestay owners, foreign and domestic tourists. The biggest strength offered by this homestay is the quality of service that can be compared with star hotels because the homestay owners are former hoteliers who work in various star hotels in Bali. The design offered from this homestay is a typical traditional Balinese design with maintained hygiene with a range of facilities from adequate to luxurious. The labour for these homestays is also relatively cheap, far below the Tabanan minimum labour wages, and most homestays owner built the homestays using personal assets, so their homestays still survive in pandemic conditions.

Table 6. Internal (Strength) Strategic factors Analysis Summary (IFAS)

Internal Factor (Strengths)	Value	Rate	Score	Comment
1. Most of the funding is privately funded	0.15	3	0.15	Homestays survival and development will be better
2. Homestay is designed using traditional Balinese architecture with maintained cleanliness and adequate interior facilities	0.1	3	0.3	Great ammonites with exciting attractions for foreign tourists
3. The homestay owner has substantial experience in the hospitality sector and is active in social activities	0.15	4	0.6	Consumers can feel the best combination of culture and hospitality services
4. Local workers relatively have cheap rates	0.1	2	0.2	Minimum labour cost
TOTAL	0.5		1.25	

Table 7. Internal (Weakness) Strategic factors Analysis Summary (IFAS)

Internal Factor (Weakness)	Value	Rate	Score	Comment
1. Only few people knew about homestays in Yeh Gangga	0.25	4	1	Lack of effective promotions
2. The administration system needs improvement	0.05	3	0.15	Only a few things recorded
3. Homestays still do not yet have a business license.	0.15	4	0.6	Business owners are unable to achieve too high a standard
4. Some homestay owners still use funds with quite a lot interest	0.05	2	0.1	Small amount but need a lighter financing
TOTAL	0.5		1.85	

Based on observation and interviews with homestay owners, and domestic also international tourists, a crucial weakness experienced by this homestay is the ineffective promotion so that only a few layers of the market are familiar with the homestays. Based on in-depth interviews, most guests know about this accommodation through word of mouth, so the market for this accommodation is slim. Not only that, the average homestay owners complain that there are strict rules for fulfilling legal permits that exceed the ability of a small to medium business such as homestays. Thus, it makes the owners reluctant to seek permits, all of the homestays in this area do not have permits. The traditional administrative system of recording, product quality management, and resources needs to be improved to support continuous development later on. Some homestay owners still use external funds with high interest so their profits are slim to ensure sustainable development for their assets.

Table 6 and 7 shows that the total score on the internal factor value of strength is 1.25 and the value of weakness is 1.85, so the total value of internal factors is 1.25 + (-1.85) = -0.6. The strength value is relatively high because the homestays have strength in terms of quality which includes attractions, services, and design (Sood, 2016); however, homestays in this area still carry out conventional business activities, so they still need much improvement to take advantage of the market growth.
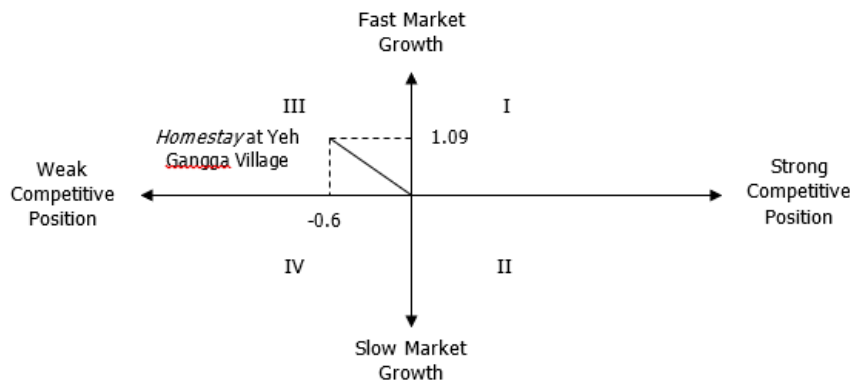
The SWOT Grand Matrix

Figure 3. Homestays at Yeh Gangga Village SWOT Grand Matrix

The grand strategy matrix diagram shows the relative competitive position of homestays with the Strong/ Weak Competitive Axis (strength/ weakness) or on the internal factor is -0.6 and the Fast/ Slow Market Growth Axis (opportunity/ threat) is the opportunity - threat value of 1.09. Those values are met and show the position homestay.

Based on the data above, the homestay at Yeh Gangga is in quadrant III with the best strategy being to change the strategy to overcome weaknesses and exploit the opportunity from the growing market. Based on the explanation above regarding the internal and external factors of the homestays. It can be concluded that there are many internal weaknesses in this business such as promotion, management, permits, and finance that have not been overcome by the homestay owner so that their assets strengths cannot be used to take advantage of opportunities (growth on visitors, attractive destination, local investor interest, and infrastructure development) presented by the post-COVID-19 pandemic era.

This is different from research conducted by (Sugiman et al., 2013). The homestay has both positive values in market growth and competitive position, so the strategy for this kind of homestay is an aggressive strategy by utilizing opportunities with strengths that it has.

The SWOT Matrix

Homestay in the Yeh Gangga needs to evaluate its approach to the market seriously and aggressively, even though the tourism industry is still crawling due to the severe impact of the pandemic and the growth of other original beaches due to regional saturation in over-crowded tourism destinations, such as Kuta, Seminyak and Canggu. Homestay is still unable to compete aggressively and needs to improve its competitiveness. The strategy is to use strengths to cover or reduce weaknesses to take advantage and avoid threats to the homestays for further development and minimize losses. Those strategies can be seen in Table 8 below.

In this research, the variable to be observed for internal factor are: 1) funding in building and developing the homestay, 2) design of homestay, 3) the experience of homestay owner in hospitality industry sector and activity in social communities, 4) local employ availability, 5) the administration system in a homestay, 6) legal license of homestay, 7) promotion media utilize. For external factor are :1) the competitor in the other villages around Yeh Gangga who has similar attraction such as Kelating Beach, Kedungu Beach, Pasut Beach. 2) infrastructure to reach Yeh Gangga destination. 3) investors disobey village regulations. 4) external investors have acquired several potential areas in Yeh Gangga Village. 5) No tourism awareness group or Kelompok Sadar Wisata (POKDARWIS). 6)Cleanliness of beach problem. 7) Good wave for surfing and still quiet. 8)Local investors have an interest in building homestay. 9) Development of tourist attractions such as selfie photo sport, sea turtle observation, cultural attractions ie Kecak performance, Rejang dance, and culinary festival.

Table 8. Homestays at Yeh Gangga Village SWOT Matrix

Internal Factors External Factors	Strengths: 1. Most of the funding is privately funded 2. Homestay is designed using traditional Balinese architecture with maintained cleanliness and adequate interior facilities 3. The homestay owner has substantial experience in the hospitality sector and is active in social activities 4. Local workers relatively have cheap rates	Weaknesses: 1. Only a few people knew about homestays in Yeh Gangga 2. The administration system needs improvement 3. Homestays still do not yet have a business license. 4. Some homestay owners still use funds with quite a lot of interest
Opportunities: 1. A shifting interest in tourists who love surfing to find remote beaches such as Yeh Gangga saturation of Kuta, Seminyak, dan Canggu area. 2. Kuta, Seminyak, and Canggu start to be overcrowded and left 3. Some local investors have an interest in investing in homestays 4. The development of tourist attractions and other necessary infrastructure around Yeh Gangga 5. Attractive beach and culture with an adequate amount of tourist attraction (privately managed) inside Yeh Gangga	S-O Strategy • Increase marketing to sell the uniqueness of homestay architecture, facilities, and quality services. Beauty scenery of Yeh Gangga Beach with many tourist attractions and great heritage to attract surfer and tourist who has been overwhelmed (S2, S3, O1, O2, and O5) • FGD of homestay owners, village officials, and academics to improve homestays and destination standards (S1, O3, and O4)	W-O Strategy • Workshop, training, and counselling, to solve critical weaknesses and improve the effectiveness of the homestays Homestay's inability to expand the market is due to its untenable weakness. (W1, W2, O3, and O4) • Upgrade standards and negotiate the standard to attain legality (W3, O3, and O4). • Funding to increase quality and business standard (W4 with O3)
Threats: 1. The other villages' similar attractions become a competitor Narrow Road access is a difficult obstacle for specific transportation models 2. There are newcomers/ investors who disobey the regulations. 3. Outside investors have acquired several potential areas in Yeh Gangga Traditional Village. 4. There is no tourism awareness group or Kelompok Sadar Wisata (POKDARWIS). 5. Beach cleanliness to tackle garbage problems from the upstream river and the ocean.	S-T Strategy • Create new products with better quality and competitive prices (S2, S3, and S4 with T1) • FGD to form POKDARWIS to supervise, maintain, and coordinate community roles to improve homestays and destination standards (S3, T2, T3, and T4) • Community synergy to tackle waste problems (S3 and T5).	W-T Strategy • Corporation with third parties to conduct promotion as a temporary strategy (W1 & T1)

Research Implication

The impact of this research is to identify problems encountered by homestays at Yeh Gangga beach using a qualitative method with SWOT analysis and find the best strategies to cope with them. In addition, this research also could be an example for another researcher in doing

research relating to homestays and SWOT analysis. The analysis showed that homestays in this area need improvements to overcome internal factors (weakness) and take advantage of market growth. Furthermore, there has to be an action to coordinate the community by creating an organization to manage the tourism destination that indirectly improves the development of homestays.

Conclusions

Based on questionnaires and interviews with stakeholder and the SWOT analysis indicated as follows: 1). Homestays at Yeh Gangga beach with third parties to conduct promotion as temporary strategy. This can be done with doing a collaboration with travel bureau who work for a tour package and digital marketing via social media. 2). To obtain a legal license in building homestay, this needs the government involved. 3) In order to meet good administrative or improve management standard requires training or workshop from organizations that are experts in homestay or accommodation administration. 4) Focus Group Discussion (FGD) of homestays owners, village officials, and academics to improve homestays and destination standards. 5) To form a tourism awareness group (POKDARWIS) that will be more responsible for the sustainability of all tourism activities, including homestays as a component of tourism in Yeh Gangga and also beach cleanliness. 6) Create new products with better quality and competitive prices such as special souvenirs to show the characteristic of Yeh Gangga Beach. 7) Community synergy to tackle the waste problem. However, further research needs to be done to find out a better strategy for developing homestays in Yeh Gangga.

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Implementation of e-service quality by front office department in increasing guest satisfaction at Movenpick Resort & Spa Jimbaran Bali

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Abstract: This study was conducted to determine the implementation of e-service quality by the front office department to guest satisfaction and to determine the percentage of guest satisfaction with e-service quality by the front office department at Mevenpick Resort & Spa Jimbaran Bali. This study uses a qualitative descriptive analysis method. Data were obtained by means of observation, documentation and interviews with informants who were considered to understand the research problem, namely the implementation of e-service quality by the front office department and the percentage of guest satisfaction with e-service quality by the front office department at Mevenpick Resort & Spa Jimbaran Bali. Data collection methods used in this study were observation, documentation and interviews. The results of this study indicate that a total of 7 indicators (efficiency, reliability, compliance, privacy, responsiveness, compensation, contact) and a total of 21 sub-indicators of e-service quality have been fully implemented by the front office. staff at Movenpick Resort & Spa Jimbaran Bali. The implementation of e-service quality plays a very effective and efficient role in increasing guest satisfaction, as evidenced by the results of the percentage of guest satisfaction which has increased by 3.13% from before the implementation of e-service quality, which is 86.88%. Then after the implementation of e-service quality increased to 90.01%. Then it is known that of the 7 e-service quality indicators that have been implemented several indicators arere felt or considered by guests to be able to provide increased satisfaction during their stay, such as fulfillment, responsiveness, and contact.

Keywords: e-service quality, guest satisfaction, implementation

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Introduction

A hotel is a place where lodging, food and drink and other services are provided for rent to guests or people who are temporarily living (Destiana, 2018). Hotel Business is an effort to provide accommodation in the Movenpickooms in a building, which can be equipped with eating and drinking services, entertainment activities an,d other facilities operationally with the aim of making a profit (Kemenparekraf, 2013).

Hospitality is one of the tourism industries that mainly aims to provide accommodation for domestic and foreign tourists. In the hospitality business there is a lot to offer to customers. All that is offered is a hotel product that aims to provide satisfaction to customers. When staying at a hotel, of course, the attributes in tsatisfactiontly affect the purchasing decision of the consumer because before making a purchase decision, consumers will consider various attributes in the hotel (Thung et al., 2021).

Services are basically activithe ties offered by organizations or programs to consumers, which are of an intangible nature and cannot be owned. Service is tseveral indicators arem one party to another party. Good service is a service that is provided in a suave, fair, fast,

precisstaysnd with good ethics so as to meet the needs and satisfaction for those who receive it (Muliana, 2020).

Service Quality is one of the important parts that every company must strive for if it wants what is produced to be able to compete in the market to satisfy the needs and desires of consumers. Today's development many consumers are increasingly critical before and after buying products. Consumers always want to get quality products according to the price paid, which is accompanied by good service quality (Maulana, 2016). Service quality is one of the driving factors to increase customer satisfaction. Service quality is also an important thing in a company's business, as one of the drivers that most determine the success of the company. If the quality of service provided is considered not good or lacking and not as expected by the customer, it can cause a sense of disappointment and dissatisfaction with the quality provided. Providing the best service really needs to be done in the company both from the facilities, comfort, security, certainty and convenience offered is truly realized so as to create a sense of trust that is embedded in the customer's attention to the company's products or services (Rinjani, 2019). Satisfaction is the level of a person's feelings after comparing the performance or results felt with his expectations (Veronica, 2017). Meanwhile, according to (Laurent, 2017) Customer satisfaction creates customer behavior that can help companies to create more effective communication (Afrida, 2015).

E-service quality itself is a service that is carried out electronically through internet media such as websites that can effectively and efficiently facilitate users in carrying out online services such as online shopping, searching and finding information desired by users on the website (Virgianne et al., 2019). E-service quality is an innovation developed in terms of service quality that aims to measure customer satisfaction through electronic systems or the internet. With the existence of e-service quality, it is hoped that it can make it easier for customers to access every transaction activity, starting from ordering, checking and payment. (Rinjani, 2019). E-service quality is one of the implementations of green service because in the implementation of e-service quality, it pays more attention to the environment and then focuses on the use of environmentally friendly materials and can meet the needs of guests by providing environmentally friendly products (Liu, 2011) and (Wong et al., 2013). In the implementation of e-service quality, there are several indicators that are used as a measuring tool for the implementation of e-service quality according to those contained in the journal (Virgianne et al., 2019), namely: efficiency, reliability, fulfillment, privacy, responsiveness, compensation, contact.

The implementation of electronic service has been implemented since mid-2019 until now at the hotel. In the Front Office department, electronic services that have been applied are such as, using barcode scans to find out maps or hotel plans, scanning barcodes to find out hotel facilities and promotions from hotels, having a website for booking rooms online, installing ultraviolet light sterilizer boxes, checking body temperature automatically installed right in front of the lobby area, giving reviews or comments from guests carried out via email and website from the hotel, electronic transactions using debit and credit transaction machines.

Figure 1. Implementation of barcode scanning

Methodology

This research is a qualitative descriptive study with an analytic model adopted from Miles Huberman (1992). Miles and Huberman divide data analysis into three stages, namely;

1. Data Reduction, Data reduction is a sensitive thought process that requires intelligence and a high breadth and depth of insight. For researchers who are new, in carrying out data reduction, they can discuss with friends or other people who are considered experts. Through the discussion, the researcher's insight will develop, so that it can reduce data that has significant findings and theory development value.

2. Presentation of Data, the presentation referred to by Miles and Huberman, is a structured col-lection of information that gives the possibility of drawing conclusions and taking action.

3. Drawing conclusions, The third step of qualitative data analysis according to Miles and Hu-ber-man is drawing conclusions and verification. After reducing the data and then presenting it, the last step is drawing conclusions to get points from the explanation that has been presented

Qualitative research is research where the researcher is a human instrument and with data collection techniques participant observation (participatory observation) and in-depth interviews (in-depth interview), researchers must interact with data sources. Thus, qualitative researchers must really know the person who provides the data (Sugiyono, 2013). Qualitative research aims to gain a general understanding of social reality from the participant's perspective. This understanding is not determined in advance, but is obtained after analyzing the social reality that is the focus of the study, then conclusions are drawn in the form of a general understanding of that reality.

Determination of samples or informants in qualitative research aims to obtain maximum information. Informants in this study were selected using purposive sampling, purposive sampling is a sampling technique of data sources with certain considerations. purposive sampling uses certain criteria in selecting samples (Managerial et al., 2012). Informants selected in this study are parties who know in detail the information related to this research problem, namely how to implement e-service quality. There were several informants who were selected and considered to know in detail to obtain information in this study, namely Assistant Front Office Manager, Duty Manager, Front Office Supervisor, Receptionist, Telephone Operator, Bellman. The data collection method used to obtain information from predetermined informants is by using interview techniques. By collecting the results of interviews that have been conducted, the authors describe the results of the interviews so as to obtain information about the implementation of e-service quality. In addition to interviews, documentation and observations were also carried out in data collection. The author makes observations by seeing for real whether it is true that e-service quality has been implemented, for example, there is a barcode scan when making payments or providing in-formation. In the research method that to support qualitative analysis, this study uses quantitative data taken from the results of a company survey on guest satisfaction.

Results and Discussions

Implementation of E-Service Quality by Front Office Department at Movenpick Resort & Spa Jimbaran

In the implementation of e-service quality, there are 7 indicators used as a measuring tool for the implementation of e-service quality, according to those contained in the journal (Virgianne et al., 2019), namely: (1) Efficiency. (2) Reliability. (3) Fulfillment. (4) Privacy. (5) Responsive-ness. (6) Compensation. (7) Contact. After conducting the interview process, the author also made observations again to strengthen the results of the answers from the interview and the results are as follows:

1. Efficiency

The website can certainly be accessed and at the same time used easily just by clicking "movenpick.com". On the website, customers can easily find the desired product details, because the website has been equipped with a feature of the option menu feature that appears when clicking on the website. On the website provided by the hotel, namely

"movenpick.com", products from the hotel are also displayed in the form of images of products owned by the hotel and a detailed description of the product is also included. With the availability of these service facilities, where products from hotels are described and ex-plained in full, of course, consumers will find it easier to find, find and be able to choose products that suit the needs of these consumers. On the website owned by the hotel regarding payment, there are several payment methods that can be used by customers, namely by using credit cards, coupons and promotional codes

2. Reliability

On the website owned by Movenpick Resort & Spa Jimbaran Bali, namely "movenpick.com", of course when used and accessed it runs smoothly without errorsCustomers certainly feel comfortable using the website of the hotel because it can run smoothly without any problems or errors. The transaction process on the hotel website is carried out very easily and quickly, namely where the website will display the products available at the hotel and provide an explanation of the details of the product so that consumers are facilitated in choosing the desired product. Websites or social media such as Instagram and Facebook from Movenpick Resort & Spa Jimbaran Bali have a display design that is certainly made to be as attractive as possible. On websites or social media such as Instagram and Facebook owned by the company, of course, the product is depicted by illustrating by posting pictures and there are categories and detailed de-scriptions of the product so that way it will certainly be easier for consumers to find, know and get information about the products owned by the company.

3. Fulfillment

A product that wants to be promoted and makes customers interested in the product, of course, the product must be accurately described and explain in detail about the product. On the website or social media owned by Movenpick Resort & Spa Jimbaran, it certainly displays the details of the product and on the website displays every image of the product, price list and benefits obtained. Thus, the products depicted through websites and social media should certainly be described very accurately, clearly and easily to be understood by consumers. The availability of products or special wishes from guests can certainly be negotiated with the hotel by contacting the hotel through the website, email, or hotel phone number. Regarding the sender of the promised product, of course, the hotel will provide very optimal service in order to provide satisfaction to customers. If indeed the hotel and the customer have made an appointment regarding the delivery of products and the like, it is certain that everything will be completed at the time previously promised. The completeness of the information owned by the hotel, either through the company's website, social media such as Instagram and Facebook or through all hotel staff, especially in the front office department, is a very effective and efficient support in providing confidence to consumers regarding the products and facilities owned by the company. Thus customers will certainly get clearer information about the details of the products offered by the hotel and payment bills on each product or facility.

4. Privacy

With the existence of e-service quality, it will certainly be more effective and efficient for the hotel to send a history of belanja or guest bills only via email, so that later consumers can open at any time to review the consumer bill so that it can make it easier for consumers and save time from hotel staff in providing services in increasing guest satisfaction. The shopping history of the consumer will certainly only be given by related parties registered in the hotel system and is very guaranteed security, it is very unlikely that the shopping history of the consumer is spread to other parties because the system has been directly connected by the personal email of the consumer. Regarding credit card/ payment information, security is guaranteed because before making a transaction, of course, the hotel will ensure the entirety of the transaction then the hotel will provide an opportunity for guests to check back about transactions made when staying at the hotel such as shopping history and so on, of course, all types of transactions or shopping history from consumers are guaranteed security. Regarding consumer personal data on the website, of course, security is guaranteed because the website of the hotel already has legality that can be accounted for in terms of the security of personal data from consumers. On the website owned by the hotel regarding payment

issues, the hotel has a payment motede called a payment gateway where consumers can directly pay through the website by entering data from the consumer, then after making the payment process the next stage will be processed by the reservation party who will process the payment and it is legal and can be accounted for by the hotel.

5. Responsiveness

Providing the best service is certainly the goal of every hotel to be able to create a sense of comfort and provide satisfaction to guests. In providing the best and maximum service to guests, of course, the hotel should be able to overcome the problems experienced by guests where the hotel will act quickly if it knows that a problem occurs by the guest and the hotel will immediately provide a solution to the problem On the website, consumers can list what are the needs of these consumers and the company is certainly willing to respond to the needs of these consumers. Consumers can also contact the hotel contact to submit all their needs and the ho-tel is always ready to be on standby in responding to this. By implementing e-service quality, it is certainly very helpful for the hotel in carrying out operational activities to be more optimal and faster, because by utilizing e-service the hotel can communicate and respond to guest needs quickly through the website, social media, email and questions from consumers can now be reached more widely and answered quickly.

6. Compensation

The compensation in question is compensation given from the hotel to the consumer, com-pensation is a complementary thing in a business such as hospitality. The existence of this compensation is arguably quite important in a hotel with the aim of providing compensation to consumers if necessary, refunds and shipping costs or product handling. Movenpick Resort & Spa Jimbaran Bali has a mechanics refund or refund, where this refund or refund generally occurs because the consumer cancels the transaction that has been processed or there is an error from the hotel and the consumer.

7. Contact

It is very important for a hotel to have contacts in order to contact the hotel if a problem occurs. Movenpick Resort & Spa Jimbaran Bali has 24-hour customer service. Where the hotel staff will always be on standby for 24 hours to provide services to consumers from Movenpick Resort & Spa Jimbaran. If consumers need something they want or just want to know the information needed, consumers can contact the hotel staff directly through the telephone available in the hotel room and can also use a personal cellphone to contact the hotel staff if needed or if there is a problem.

Table 1. Implementation of e-service quality

Indicators	Subindicators	Already Applied (√)	%
Efficiency	- The website can be accessed and used easily	√	100%
	- Consumers can search and find the desired product easily (have a good search engine)	√	
	- Websites can load quickly	√	
	- The website has a variety of payment methods	√	
Reliability	- The website does not experience crashes / errors	√	100%
	- Transactions can be done easily and quickly	√	
	- The website has an attractive appearance design	√	
Fulfillment	- Products are accurately depicted by the website	√	100%
	- Product stock availability	√	
	- Delivery of products according to the promised time	√	
	- The website provides clear information about products and payment bill	√	

Privacy	- Consumer shopping history is not shared with other parties	√	100%
	- Credit card/ payment information is guaranteed security	√	
	- Consumers' personal data is protected on the website	√	
	- The website has adequate securities transactions	√	
Respon-sive-ness	- Can solve problems experienced by consumers	√	100%
	- The company is willing and ready to respond to consumer needs	√	
	- Customer questions are answered quickly	√	
Compensation	- Has a refund mechanism, shipping costs, product handling fees	√	100%
Contact	- Has 24-hour customer service	√	100%
	- Can contact company staff directly by phone when needed/ if there is a problem	√	
	Average implementation of e-service quality		100%

Table 1 shows the percentage of guest satisfaction when before the hotel implemented e-service quality from 2017 to the beginning of 2019. The total percentage of guest satisfaction can be seen in the box with the overall score description. The picture shows an overall score of 86.88%, which means that the overall percentage of guest satisfaction is at 86.88%.

Percentage of Guest Satisfaction with E-Service Quality by the Front Office Department at Movenpick Resort & Spa Jimbaran

The implementation of E-Service Quality at Movenpick Resort & Spa Jimbaran Bali has been implemented from mid-2019 to the present in 2022, where in its implementation e-service has a big impact on the company, especially on guest satisfaction. There have been several developments and improvements in the hotel both from the performance of the hotel and the satisfaction of guests staying at the hotel from before and after implementing e-service quality.
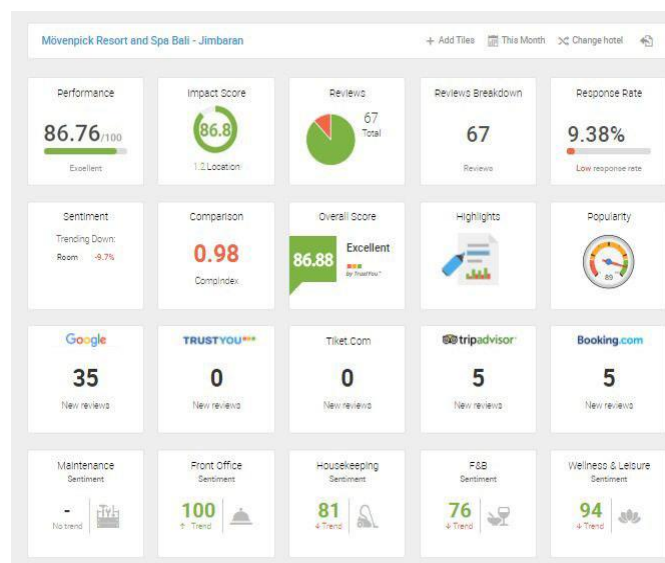
1. Before Implementing E-Service Quality

Figure 2. Before the implementation of e-service quality from 2017-2019

Figure 2 shows the percentage of guest satisfaction when before the hotel implemented e-service quality from 2017 to the beginning of 2019. The total percentage of guest satisfaction can be seen in the box with the overall score description. The picture shows an overall score of 86.88%, which means that the overall percentage of guest satisfaction is at 86.88%.

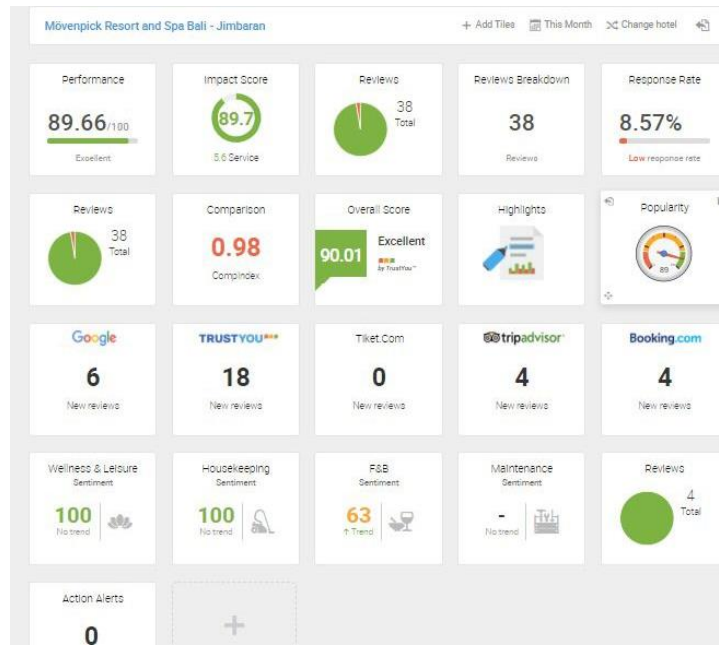2. After the Implementation of E-Service Quality

Figure 3. After the implementation of e-service quality from 2019-2022

Figure 3 shows the percentage of guest satisfaction when after the hotel implemented e-service quality from mid-2019 to the present in 2022. The total percentage of guest satisfaction can be seen in the box with the overall score description. The picture shows an overall score of 90.01%, which means that the overall percentage of guest satisfaction is at 90.01%. It can be seen in Figure 2 that before the implementation of e-service quality, from 2017 to early 2019, the percentage of guest satisfaction reached 86.88%. This shows that the percentage of guest satisfaction before implementing e-service quality is 86.88%. Meanwhile, Figure 3 after the implementation of e-service quality, namely from mid-2019 to the present in 2022, shows the percentage of guest satisfaction reaching 90.01%. This shows that the percentage of guest satisfaction when implementing e-service quality is 90.01%. Thus, it can be said that the percentage of guest satisfaction who stays at the hotel before and before the implementation of e-service quality has increased by 3.13% from before the im-plementation of e-service quality, which is 86.88%. Then after the implementation of e-service quality increased to 90.01%. The guest comments regarding e-service quality, namely the indicators of efficiency, reliability, fulfillment, responsiveness and contact indicate that guests are very satisfied. Here are guest statements from searches on Tripadvisor in 2021.

> *"Hotel staff are very friendly when entering the hotel area and are greeted well, friendly, polite by the front office staff and when I need service or assistance the hotel provides the maxi-mum and is available 24 hours" (Contact)*
> *(Sumber : https://www.tripadvisor.com/Hotel_Review-g297696-d11679425-Reviews-Movenpick_Resort_Spa_Jimbaran_Bali-Jimbaran_South_Kuta_Bali.html)*

"The hotel is very good and has good and attractive facilities, the products offered on the hotel website are also in accordance with what is provided or owned by the hotel. When staying at the hotel, the necessary needs can be responded quickly by the hotel" (Fulfilment, Reliability)
(Sumber : https://www.tripadvisor.com/Hotel_Review-g297696-d11679425-Reviews-Movenpick_Resort_Spa_Jimbaran_Bali-Jimbaran_South_Kuta_Bali.html)

"I am very happy with the service from the hotel. my experience while staying at the hotel, when I wanted to ask if there was a place to eat that matched the tastes of the local people there and the staff from the hotel quickly responded and even suggested some places to eat that might match what I needed at that time " (Responsiveness)
(Sumber : https://www.tripadvisor.com/Hotel_Review-g297696-d11679425-Reviews-Movenpick_Resort_Spa_Jimbaran_Bali-Jimbaran_South_Kuta_Bali.html)

"When I looked through the website and Instagram I was very interested in visiting the hotel and wanted to experience the products and facilities available at the hotel. Then I ended up staying at this hotel and it is true that the products that were drawn on Instagram were very precise, especially the food and drinks which turned out to look very luxurious and of course have an extraordinary taste." (Efficiency)
(Sumber : https://www.tripadvisor.com/Hotel_Review-g297696-d11679425-Reviews-Movenpick_Resort_Spa_Jimbaran_Bali-Jimbaran_South_Kuta_Bali.html)

There were also several improvements in guest satisfaction in 2017 and 2020, namely:
Guest comments in 2017 :

"The hotel is good for fir families with children. Everything is new and in good condition, nice pool, good kids club and very good breakfast with kids area. This is definitely not a beach hotel even you can walk in 5 minutes to the beach. But Jimbaran beach is just for walking or re-laxing and not so inviting for swimming. Prices at the hotel are high and the cocktails at the bar are not worth the money. Very small with almost no alcohol and about 10-15$. Nice hotel bar view. The mall next to the hotel offers some good food, especially Spanish Tapas. But definitely not a typical Balinese style hotel but therefore modern and clean. With the kids we will be back for a few days"
(Sumber : https://www.agoda.com/movenpick-resort-spa-jimbaran-bali/hotel/bali-id.html?cid=1844104)

"When booking a hotel, we ask for connecting rooms or adjoining rooms. I have specifically written that it is important because we have small children. I got a reply via email saying "ok take note of your request." So I think it's being taken care of. HOWEVER, when we checked in and asked about our rooms, the receptionist told us that our rooms are very far from each oth-er. I was surprised and told her our request. He said but based on availability and now it's full. I told him again that we had a small child and I needed to have a room close by. He was very un-helpful saying we were full. He asked the assistant manager Mike to come over and he was of no use either. So, we went to our rooms and found our rooms very far from each other. From one end of the resort to the other! It took us 10 minutes to walk to another room! My husband got angry and we went back to the reception. Luckily, this time the manager of FO Joko was there and he then suggested that we downgrade one of our rooms (the junior suite) to the classic room so we could have the opposite room. We took it right away. Even though the classic room is much smaller, at least I can check on my child easily. We spent over an hour to finish our room. This hotel clearly doesn't care about their guests. Even such a simple request cannot be fulfilled. Rooms are not soundproof at all. We could hear people talking, running down the corridor and slamming doors from other rooms. On our check-out day, exactly 12pm, they called our room to kick us out. After that, we moved to Ritz Carlton Nusa Dua and the service was impeccable! Well, that's

what we call a true 5 star hotel! We are very sorry to have wasted 2 days at Movenpick Hotel. Never coming back"
(Sumber : https://www.agoda.com/movenpick-resort-spa-jimbaran-bali/hotel/bali-id.html?cid=1844104)

Then compare guest comments in 2020 :
"Movenpick Bali Hotel Excellent facilities, location, food, and staff, nice place, convenient, good services, and good price Room was good with balcony, bed was comfy, bathroom was also good with bathup"
(Sumber : https://www.tripadvisor.com/Hotel_Review-g297696-d11679425-Reviews-Movenpick_Resort_Spa_Jimbaran_Bali-Jimbaran_South_Kuta_Bali.html)

"Good hotell status Everything is purely backed by the new, of all requests, 100 are fulfilled, and there are few of them. Everyone seems to know what you need and anticipate your desires, they are very happy that they chose it, it is completely open, even though there are very few people. You feel like you booked the whole hotel for yourself. The children don't leave the nursery, and the first day there is one nanny, the next day there are two, obviously all for you. Extend the room for free until the evening. We were very happy with the choice, and everything was on the highest level, breakfast was ala carte but what do you want and how much do you want! Many thanks to the staff"
(Sumber : https://www.agoda.com/movenpick-resort-spa-jimbaran-bali/hotel/bali-id.html?cid=1844104)

The data above shows that the e-service quality service system in the hotel with the results of guest comments shows that the service from year to year is increasing.

Conclusions

Based on the analysis of research data and discussions carried out related to the application of e-service quality by the front office department in increasing guest satisfaction at Movenpick Resort & Spa Jimbaran Bali, it can be concluded as follows, namely:

E-Service Quality plays a very effective and efficient role in increasing customer satisfaction, because it can be accessed anywhere, anytime, only through the internet, without having to carry out activities and direct contact with the company. E-Service Quality Insertion at Movenpick Resort & Spa Jimbaran Bali has been implemented based on 7 indicators and 21 sub indicators of the e-service, such as the efficiency of the website that can be used by consumers in finding and finding the desired product easily, the reliability of the website that does not experience problems or erorr when used, the completeness of information owned by the hotel through the website owned, guaranteed privacy and transaction security, responsiveness or response from the hotel can be done quickly with e-service, has a refund mechanism that can be used when something goes wrong when making a transaction and has customer service for 24 hours.

Guest satisfaction increased by 3.13% from before and after implementing e-service quality from before implementing e-service quality. Before implementing e-service quality, guest satisfaction was 86.88%. Then after the implementation of e-service quality, guest satisfaction increased by 90.01%.

With this research, it is hoped that services will develop and become more efficient by utilizing technology that is useful and more environmentally friendly in providing services. And with E-service quality itself, the services carried out are more effective and efficient to facilitate users in carrying out online services such as online shopping, searching and finding information that users want on the website (Virgianne et al., 2019).

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The implementation of green practices to green consumer behavior in Food & Beverage Department at The ONE Legian

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Abstract: This study aimed to determine the application of green practice and the effect of green practice on green consumer behavior in the food & beverage department at The ONE Legian, either partially or simultaneously. The population of this study is guests who stay at The ONE Legian. Data collection techniques in this study were through observation and questionnaires, where data collection was carried out by field observations, and questionnaires with fifty-five respondents. The analysis used in this study is multiple linear regression quantitative analysis using the SPSS 25 program. The results of this study indicate a positive and partially significant effect of green practices on green consumer behavior and a simultaneous positive effect of green practice variables on green consumer behavior variables. The results of the coefficient of determination test indicate that the variation of the independent variable is only able to explain fifty-three point four percent of the dependent variable, the remaining forty-six point six is influenced by other factors outside of this study. Before the researcher conducted the research, it was found that there were problems that occurred in the food & beverage department, such as when taking food at a restaurant, many guests asked for plastic bags to wrap the food they brought. And some guests complained to the staff because plastic bags were not provided. In addition, researchers saw several guests smoking carelessly in the restaurant area which caused air pollution. This shows that there are so many guests who did not understand the implementation of green practice implemented by The ONE Legian. After implementing the green practice in the hotel, the researcher did the second observation, the results showed that there was a changed habit in guests who stayed a few days at The ONE Legian, namely guests who already know the implementation of green practice is now smoking in the smoking area that has been provided. The researcher suggests that the implementation of green donation in the food & beverage department is more published to guests or consumers. So that guests or consumers can participate and feel the green donation activity. This activity can be a motivation and example for other hotels to participate in efforts to protect the environment, both hotels around Legian and Kuta.

Keywords: food & beverage, green consumer behavior, green practices, implementation

Introduction

The hotel industry is one of the industries that contributes to environmental damage. To meet consumer needs, hotels consume large amounts of energy and resources and generate either solid or liquid waste. As an inseparable element of tourism, this problem must be resolved, at least there are efforts to reduce the impact (Brian, 2019). It is known that the hotel industry is an activity that can pose a threat to the surrounding environment, as can be seen from the high use of energy, water, non-recyclable goods, and pollution. With so many hotel developments, there will be potential for environmental damage due to excessive use of resources. Moreover, the development of the times and globalization that occurs with the use of chemical-based products and causes an increase in the production of B3 waste for the surrounding environment. Therefore, many hotels must start implementing various innovations to prevent environmental damage, one of which is by implementing green practices in hotel operations.

According to Tzschentke, 2004 (Budiantoro et al., 2015) green practices are measures taken to protect the environment and the products produced are minimal in environmental

damage. Green practice is a program that encourages hotel business behavior to save water, energy, reduce solid waste and protect the earth (Sukaatmadja, 2018). Eco-friendly hotels carry out programs such as saving water, energy and reducing solid waste that can help protect the earth. Examples of green practices that have been carried out by the hotel industry, such as reducing the use of plastic materials, reducing energy and water use, reducing the amount of residual laundry soap that is discharged into the sewer system. So there are two articles that discuss green practice, namely, (Brian, 2019) entitled "The Effect Of Environmental Value Toward Consumer Behavior on Green Hotel Practice" and the second article is (Halim et al., 2021) the title is "Consumer's Awarenes of the Application of Green Practices Carried out by Starbucks Indonesia". Green hotel practice is one solution that has been widely applied by hotels in the world. Hotels carry out green hotel practices to reduce their impact on the environment. Studies on green hotel practice have been carried out in many countries in the world, especially in developed countries. In the article (Leonardo et al., 2014) green practices are grouped into three variable dimensions, namely green action is an activity that aims to protect both the environment and the surrounding community, green food is using food ingredients that support the environment for the long term in the future, and green donation is the company's participation in community projects and donates funds for environmental issues caused by the hotel industry. Consumer behavior is one of the factors that can affect the environment. Green consumer behavior is defined as someone who makes a purchase and is influenced by his or her own awareness of environmental issues (Budiantoro et al., 2015). People who consume organic products are called green consumers. Keles and Bekimbetova (2013); Perdana et al (2020) explain that green consumers are consumers who have a willingness to pay higher for environmentally friendly products so as to create greater opportunities for companies and governments to produce environmentally friendly products (Atmaja & Utami, 2017). Since 2010, Indonesia has been urged by MICE and WTO tours to implement Green Tourism or environmentally friendly tourism (Harlina Putri, 2020)

One of the hotels in Legian, Kuta that has implemented green practice is The ONE Legian. However, there are some issues with implementing environmentally friendly practices that are unacceptable to guests. One of the problems that occur is the lack of understanding of guests about green practice so that some guests often ask for plastic to wrap the food they bring. In research (Yuniati, 2021) stated that many people do not understand the definition and practice of green practice in Indonesia so this is an important concern for the government and the private sector regarding their contribution to environmental conservation. Several studies have been conducted to determine the effect of implementing green practice in the food and beverage department, such as the effect of green practice on green consumer behavior in Kemangi restaurants (Budiantoro et al., 2015), but only a few have focused on this research. The factors that influence green practice on green consumer behavior, therefore researchers want to develop a similar study to determine the application of green practice that has been applied to green consumer behavior in the food and beverage department at The ONE Legian. This research is important because this research is very little researched so that this research can provide education to all parties. From the importance of consumer behavior that can affect the environment.

The impact of the Covid-19 pandemic has accelerated the green transition process which has attracted a lot of attention and led to a lot of research in various fields on environmental issues. In the research researched by (Khan et al., 2022, Oka, et al., 2022) discussed the importance of green practices that must be carried out during the Covid-19 pandemic to be able to deal with environmental problems. Some of the green practices implemented by The ONE Legian include saving water and energy use, processing and sorting organic and non-organic waste, not using air conditioning in restaurants, reducing the use of plastic materials that can damage the environment. However, since the Covid-19 pandemic, tourism in Bali has experienced a very drastic decline in tourists, and the economic conditions are getting weaker and the hotel industry is running unstable in its operational activities. This condition makes the hotel industry have to reduce costs so that operational activities can still be carried out during the covid-19 pandemic. With the implementation of green practice, it is hoped that it can educate consumers who do not understand environmentally friendly products so that later by getting and

experiencing environmentally friendly products, they can influence consumer habits in buying and consuming environmentally friendly products. This is what motivated the researchers to study "Implementation of Green Practices on Green Consumer Behavior at the Food & Beverage Department at The ONE Legian.

Methodology

The research used quantitative analysis. Data collection techniques in this study are through observation and questionnaires. Sutrisno Hadi (Sugiyono, 2015) suggests that observation is a complex process, a process composed of various biological and psychological processes. Two of the important ones are the process of memory and observation, in the research written by the author, the observation in question is the implementation of green practices to green consumer behavior at The ONE Legian, especially in the food & beverage department. Questionnaire is a data collection technique that is done by giving a set of written statements to respondents to answer (Sugiyono, 2015). Each indicator the statement submitted by the researcher to the respondent will provide the same value scale, namely 1 (strongly disagree), 2(disagree), 3 (neutral), 4 (agree), and 5 (strongly disagree). The sampling technique is basically a procedure for taking some members of a population (Joko Ade Nursiyono, 2017). In this study, the sampling technique used was purposive sampling. Purposive Sampling is a sampling technique with certain considerations (Sugiyono, 2015). The reason the researcher uses this purposive sampling technique is because it is suitable for use in quantitative research. Respondents in this study are parties who know detailed information related to research conducted by researchers and meet several criteria such as respondents are guests who stay at The ONE Legian or visit restaurants at The ONE Legian, respondents are guests who have received and experienced environmentally friendly products from The ONE Legian. In this research, there was 55 respondents.

Data analysis techniques is a method for managing data into information so that the characteristics of the data become easy to understand and useful to be able to find solutions to problems regarding the research. In this study, the researcher used multiple linear regression quantitative descriptive analysis techniques. According to Sugiyono in the book (Sugiyono, 2014), quantitative data can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations and samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is descriptive. quantitative/statistical with the aim of testing the established hypothesis. Data analysis techniques in quantitative research can be done using special software for data analysis called Statistical Product and Service Soultions (SPSS 25).

In this study, there are two variables that will be tested using multiple linear regression, namely the independent variable and the dependent variable. The independent variable in this study is green practices, while the dependent variable is green consumer behavior. In this study, the independent variable (X) is green practices, which are actions to protect and have a positive impact on the environment. Where the independent variable has three dimensions, the variables will be explained in the Table 1 below.

Tabel 1. Green Practices Indicators

Variable	Variable Definition	Variable Dimension	Indicator
Green Practices (Independent Variabel)	Green Practices are activities carried out by The ONE Legian, especially the food & beverage department in an action to protect and have a positive impact on the environment.	Green action	Conduct energy and water efficiency in the food & beverage department.
			Using environmentally friendly products that do not damage the environment in the food & beverage department.
			Sorting organic and non-organic waste in the food & beverage department.

			Preventing pollution in the food & beverage department.
	Green food		Using organic ingredients in the food manufacturing process in the food & beverage department.
			Create local menus and use ingredients from local farmers.
			Give special information on menus such as vegetarian menus and so on.
	Green donation		Provide education to the public/consumers regarding the implementation of green practices through public lectures and staff training.
			Participate in environmentally friendly projects.

Source: Leonardo, *et.al* (2014)

Green Consumer Behavior is the behavior of green consumers who care about the surrounding environment, where later this green consumer behavior will affect their intention to visit hotels or restaurants that have implemented the green concept. In this study, researchers set green consumer behavior as the dependent variable (Y). The following will explain the indicators of green consumer behavior in the Table 2.

Tabel 2. Green Consumer Behavior Indicator

Variable	Variable Definition	Variable Dimension	Indicator
Green consumer behavior (Dependent Variabel)	Green Consumer Behavior is the behavior of green consumers who care about the surrounding environment.	-	Willingness to pay more to the restaurant at The ONE Legian as an environmentally friendly restaurant.
			Want to revisit the restaurant at The ONE Legian as an environmentally friendly restaurant.

Source: Leonardo, *et.al* (2014)

Results and Discussions

Calculations and data analysis were carried out using SPSS 25. After using SPSS, the processed results would be obtained which would later be explained so that a conclusion was obtained. This research was conducted by distributing questionnaires to 55 respondents (guests) who visited or stayed at The ONE Legian. The data obtained can be explained descriptively by reviewing it in the form of simple statistics so that it can be easier to examine the description of the research situation conducted at The ONE Legian.

1. Validity and Reliability Test Result

The Validity test is used to test the validity of the questionnaire used to measure a variable. In the validity test, if the value of r-count > r-table, the instrument item is declared valid. The validity test use SPSS 25 for Windows. The results of the instrument validity test in this study can be seen in Table 3.

Tabel 3. Validity test results

Variabel	Question items	R Count	R Table	Description
X1	Green Action 1	0,630	0,265	Valid
	Green Action 2	0,875	0,265	Valid
	Green Action 3	0,907	0,265	Valid
	Green Action 4	0,811	0,265	Valid
X2	Green Food 1	0,925	0,265	Valid
	Green Food 2	0,920	0,265	Valid
	Green Food 3	0,938	0,265	Valid
X3	Green Donation 1	0,939	0,265	Valid
	Green Donation 2	0,943	0,265	Valid
Y	Green Consumer Behavior 1	0,863	0,265	Valid
	Green Consumer Behavior 2	0,860	0,265	Valid

Source: (Output SPSS 25, 2022)

In the validity test, if the value of r-count > r-table, then all research instrument items are declared valid. The results of the validity test in Table 3 can be seen that all r-counts on each variable indicator are greater than r-table = 0.265. This shows that all indicators in this study proved to be valid. After the validity test and the results of the questionnaire were declared valid, it is continued with the reliability test. The reliability of the research instrument is assessed through the magnitude of the Cronbach's alpha coefficient, which shows the internal consistency of the items that underlie a variable. Calculation of the Cronbach's alpha coefficient shown in Table 4.

Table 4. Reliability test result

Variabel	Cronbach Alpha	Descriptions
Green Action (X1)	0,827	Reliable
Green Food (X2)	0,919	Reliable
Green Donation (X3)	0,871	Reliable
Green Consumer Behavior (Y)	0,652	Reliable

Source: (Output SPSS 25, 2022)

Cronbach's Alpha value on the instrument variable Green Action (X1) with a value of 0.827, on the instrument variable Green Food (X2) with a value of 0.919, on the Green Donation instrument (X3) with a value of 0.871 and the instrument variable Green Consumer Behavior (Y) with a value of 0.652. This shows that green action, green food, green donation and green consumer beh,avior can be declared reliable.

2.   Multiple correlation coefficient analysis

Multiple correlation coefficient analysis was used to determine the relationship level of the independent variables consisting of green action, green food, and green donation significantly to the dependent variable, namely green consumer behavior. The results of the multiple correlation coefficient test can be seen in Table 5.

Table 5. Multiple Correlation Coefficient Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748[a]	.560	.534	.568
a. Predictors: (Constant), Green Donation, Green Action, Green Food				

Source: (Output SPSS 25, 2022)

From the table above, it can be seen that the value of the multiple correlation coefficient or R Value is 0.748 which is in the coefficient range of 0.60 - 0.799. This shows that there is a strong correlation between the independent variable and the dependent variable.

3.   Normality test

The normality test was carried out to see if the data used were normally distributed or not. A good regression model is to have residual values that are normally distributed. The normality test was carried out with the Kolmogrov Smirnov test Kolmogorovobability value > 0.05. The following are the results of the normality test, which can be seen in Table 6.

Table 6. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		55
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.55181068
Most Extreme Differences	Absolute	.074
	Positive	.053
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: (Output SPSS 25, 2022)

Based on the table above, it is known that the significant value using the Asymp test. Sig. (2-tailed) of 0.200 > 0.05, it can be concluded that the data has met the requirements of normality and the data is to be normally distributed.

4.   Multicolliniearity test

The multicollinearity test aims to test whether the regression model found a significant correlation between the independent variables. A good regression does not occur with multicollinearity, tolerance value > 0.10 and VIF < 10, then multicollinearity does not occur, on the contrary, if the tolerance value < 0.10 or VIF > 10 then multicollinearity occurs. The results of the Multicollinearity test in this study can be seen in Table 7.

Table 7. Multicollinearity Test Result

Coefficients[a]					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.714	.881		4.214	.000		
	Green Action	.147	.032	.431	4.576	.000	.973	1.028
	Green Food	.248	.047	.512	5.320	.000	.934	1.071
	Green Donation	.096	.085	.108	1.132	.263	.945	1.059
a. Dependent Variable: Green Consumer Behavior								

Source: (Output SPSS 25, 2022)

From the table 7, it can be seen that the green action variable has a tolerance value of 0.973 (0.973 > 0.1) with a VIF value of 1.028 (1.028 < 10), on green food with a value of 0.934 (0.934 > 0.1) with a VIF value of 1.071 (1.071 < 10) and green donation have a tolerance value of 0.945 (0.945 > 0.1) with a VIF value of 1.059 (1.059 < 10) this shows that in green action, green food and green donation there is no multicollinearity.

5.   Heteroscedasticity test

Heteroscedasticity test in the multiple regression equation needs to be tested for heteroscedasticity to be able to find out whether or not the variance of the residuals from one observation to another observation is the same. To be able to detect the presence or absence of heteroscedasticity in this study, the Glejser Model was used with the condition that the significance was > 0.05, meaning that there was no heteroscedasticity, while if the significance value was < 0.05, it meant that there was heteroscedasticity. In this research, the heteroscedasticity test can be seen in Table 8.

Table 8. Heteroscedasticity Test Result

Coefficients[a]								
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.506	.536		.944	.350		
	Green Action	-.005	.020	-.033	-.235	.815	.973	1.028
	Green Food	-.016	.028	-.083	-.579	.565	.934	1.071
	Green Donation	.019	.052	.053	.368	.715	.945	1.059
a. Dependent Variable: RES2								

Source: (Output SPSS 25, 2022)

Table 8 can be seen that the significance value for the green action variable is 0.815 (0.815 > 0.05), the significance value for the green food variable is 0.565 (0.565 > 0.05) and the green donation variable has a significance value of 0.715 (0.715 > 0). ,05). This means that all independent variables have a significant value > 0.05, so it can be concluded that there is no heteroscedasticity.

6.   Linearity test

A linearity test is carried out to determine whether or not there is a linear relationship between the independent variable and the dependent variable. In the linearity test, the regression model is said to be linear if Deviation from linearity > 0.05 then there is a linear relationship between the independent and dependent variables, and vice versa if < 0.05 then there is no linear relationship. The results of the linearity test in this research can be seen in Table 9.

Table 9. Linearity Test Result

ANOVA Tabel

Deviation From Linearity	Sum of Squares	df	Mean Square	F	Sig.
Green Action	3,81	7	0,544	1,066	0,4
Green Food	2,938	5	0,588	1,346	0,261
Green Donation	0,215	1	0,215	0,325	0,571

Source: (Output SPSS 25, 2022)

The results of the linearity test in the table above show that the value of deviation from linearity of green action on green consumer behavior is 0.400 > 0.05, so it can be concluded that the green action variable on green consumer behavior has a linear relationship. In the green food variable on green consumer behavior, it is known that the deviation from the linearity value is 0.261 > 0.05, so it can be concluded that the relationship between the green food variable and green consumer behavior has a linear relationship. In green donation to green consumer behavior, it can be seen that the deviation from linearity value is 0.571 > 0.05, it can be concluded that the relationship between green donation and green consumer behavior has a linear relationship. This means that consumers are willing to pay more for restaurants at The ONE Legian as environmentally friendly restaurant and want to revisit the restaurant at The ONE Legian as environmentally friendly restaurant because guests are already smoking in the rooms provided, and there are many choices of vegetarian menus, delicious food is reached by using non-plastic packaging and providing education to the public/consumers about the application of green practice through public lectures and staff training.

7. Multiple linear regression analysis

Multiple linear regression analysis is used to determine whether the independent variables influence the dependent variable either simultaneously or partially. The results obtained are as follows:

Table 10. Multiple Linear Regression Analysis Result

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3,714	0,881		4,214	0,000		
Green Action	0,147	0,032	0,431	4,576	0,000	0,973	1,028
Green Food	0,248	0,047	0,512	5,320	0,000	0,934	1,071
Green Donation	0,096	0,085	0,108	1,132	0,263	0,945	1,059

a. Dependent Variable: Green Consumer Behavior

Source: (Output SPSS 25, 2022)

The constant (a) of 3.714 means that if the green action, green food, and green donation variables have a constant value of zero, the value of green consumer behavior will be 3.714. The regression coefficient for the green action variable of 0.147 is positive, meaning that if the green action is worth 1 unit, green consumer behavior will also increase by 0.147 with the assumption

that other variables are constant at zero. The green food variable regression coefficient of 0.248 is positive, meaning that if green food is worth 1 unit, green consumer behavior will also increase by 0.248 with the assumption that other variables are constant at zero. The regression coefficient for the green donation variable of 0.096 has a positive value, meaning that if the green donation is worth 1 unit, green consumer behavior will also increase by 0.096 with the assumption that other variables are constant at zero. The formulation shows that green action and green food partially positive and significant effect on green consumer behavior in the food & beverage department.

8. T-test

The T-test is used to test each independent variable on the dependent variable partially. In this study, a significance level of 0.05 (5%) was used. If the probability value <0.05, it can be said that there is a partially significant effect between the independent variables on the dependent variable. If the significance value is > 0.05, then it is said that there is no significant effect between the independent variable and the dependent variable. The results of the t-test in this study can be seen in Table 11.

Table 11. T Test Result

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,714	0,881		4,214	0,000		
	Green Action	0,147	0,032	0,431	4,576	0,000	0,973	1,028
	Green Food	0,248	0,047	0,512	5,320	0,000	0,934	1,071
	Green Donation	0,096	0,085	0,108	1,132	0,263	0,945	1,059

a. Dependent Variable: Green Consumer Behavior

Source: (Output SPSS 25, 2022)

Based on Table 11, it can be seen that the significance value of green action (X1) on green consumer behavior (Y) is 0.000 <0.05 and the t-count value is 4.576> t table. The significance value of green food (X2) on green consumer behavior (Y) is 0.000 <0.05 and the t-count value is 5.320 > 1.675. Meanwhile, the significance value of the green donation (X3) on green consumer behavior (Y) is 0.263 > 0.05 and the t value is 1.132 < 1.675. From the results of these calculations, it can be seen that the independent variables of green action and green food indicate that H0 is rejected and Ha is accepted, which means that green action and green food have a positive and significant effect on green consumer behavior. while the green donation H0 is accepted and Ha is rejected, which means that the green donation has a positive but not significant effect on green consumer behavior.

The results of research conducted by researchers indicate that the dimensions of the green action variable have a positive and significant effect on green consumer behavior partially. This can be proven by the results of the t-test. The t-count value is 4.576 with a significance value of 0.000 less than 0.05 and a positive coefficient value of 0.147. These results indicate that the green action (X1) has a positive and significant effect on green consumer behavior (Y) in other words H0 is rejected and Ha is accepted. The results of the implementation of this green action can be felt and seen directly by the guests who stay or visit the restaurant at The ONE Legian. The green action variable can be useful for preserving the environment, besides that by running the indicators on the green action variable, The ONE Legian can get benefits that are directly felt

by the hotel, namely getting cost efficiency for both the hotel and the food & beverage department.

The t-test that has been carried out by researchers in this study shows that the dimensions of the green food variable have a positive and significant effect on green consumer behavior. This can be proven by the t-count value of 5.320 and the significance value obtained is 0.000 which is smaller than 0.05 with a coefficient of 0.248. These results indicate that green food (X2) has a positive and significant effect on green consumer behavior (Y) in other words H0 is rejected and Ha is accepted. This shows that green food can explain its effect on green consumer behavior. The management of The ONE Legian stated that the influence of green food on green consumer behavior due to the use of organic products in local food and menus applied to the food & beverage department will be able to influence guest behavior to take environmentally friendly actions. Consumers can also experience and see firsthand the application of green food itself through the food served in restaurants, both at breakfast and dinner. At the time of distributing the questionnaire, most of the respondents agreed that they were willing to pay more for a hotel that implemented an environmentally friendly concept. This is what underlies the influence of green food on green consumer behavior itself.

The dimension of the green donation variable is a variable that does not partially have a significant effect on green consumer behavior. This is evidenced by the t-count value obtained at 1.132 with a significance level of 0.263 greater than 0.05 and a coefficient of 0.096. These results indicate that green donation (X3) has a positive but not significant effect on green consumer behavior (Y) in other words H0 is accepted and Ha is rejected. The intensity of green donation activities has not been carried out much because from a financial perspective it requires a large budget, and during the COVID-19 pandemic, The ONE Legian minimized operational expenses or costs. In addition to this, the green donation cannot be seen and felt directly by consumers because its activities are only carried out by employees and training children in contributing to the surrounding environment and there are no programs that involve consumers directly in implementing green donation. Consumers tend to be more able to feel and see the application of green action and green food applied to the food & beverage department, while the green donation is not enough to partially influence green consumer behavior.

9. F test

The F test is used to determine whether all independent variables (green action, green food, green donation) affect the dependent variable (green consumer behavior). The results of the F test in this study can be seen in Table 12.

Table 12. F Test Result

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20,903	3	6,968	21,611	.000[b]
Residual	16,443	51	0,322		
Total	37,345	54			
a. Dependent Variable: Green Consumer Behavior					
b. Predictors: (Constant), Green Donation, Green Action, Green Food					

Source: (Output SPSS 25, 2022)

The results of data analysis that have been carried out by researchers, the dimensions of the variables green action, green food, and green donation together or simultaneously have a positive and significant effect on green consumer behavior. This is evidenced by the results of the calculated F value of 21.611, so it can be said that F arithmetic > F table (21.611 > 2.79) and the significance of F is 0.000, so the significance value is 0.000 <0.05. This shows that most of the green practices variables simultaneously affect green consumer behavior in the food & beverage department at The ONE Legian. The implementation of green practices such as saving energy, reducing pollution, and using environmentally friendly products so that green practices

can show their effect on green consumer behavior together (simultaneously). At the time of distributing the questionnaire, most of the guests thought they were willing to pay more and stay again at The ONE Legian. This statement is by the results of primary data processing conducted by researchers in 2022. Most of the guests answered that they had stayed at The ONE Legian more than two times.

10.   Coefficientcien of Determination Analysis

Coefficient of determination analysis ($R2$) is used to measure how far the ability of the regression model to explain the variation of the dependent variable. The results of the analysis of the coefficient of determination ($R2$) can be seen in Table 13.

Table 13. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748[a]	0,560	0,534	0,568
a. Predictors: (Constant), Green Donation, Green Action, Green Food				

Source: (Output SPSS 25, 2022)

Based on the table above, it can be seen that the Adjusted R Square value is 0.534 which shows that the variation of the independent variable is only able to explain 53.4% of the dependent variable. The remaining 46.6% is influenced by other factors outside of this study that affects green consumer behavior.

The formulation of the problem in this study proves that green action and green food have a positive and partially significant effect on green consumer behavior in the food & beverage department. Meanwhile, green donations have a positive but not significant effect on green consumer behavior. Based on the results of data analysis that has been carried out by researchers, green action, green food, and green donations simultaneously or simultaneously have a positive and significant effect on green consumer behavior. The results of the calculation of the coefficient of determination obtained the R Square value of the dimensions of the green action, green food, and green donation variables, which is 0.534 which indicates that the variation of the independent variable is only able to explain fifty-three point four percent of the dependent variable. The rest is influenced by other factors outside of this study that affects green consumer behavior.

Conclusions

Based on the results of data analysis that has been done by the author, green action, green food, and green donation together or simultaneously have a positive and significant effect on green consumer behavior. This is evidenced by the calculated F value of 21.611, so it can be said that F arithmetic > F table (21.611 > 2.79) and the F significance of 0.000, so the significance value is 0.000 < 0.05. The results of the calculation of the coefficient of determination obtained the value of R Square from the dimensions of the variables green action, green food, and green donation, which is equal to 0.534 which indicates that the variation of the independent variable is only able to explain 53.4% of the dependent variable. The remaining 46.6% is influenced by other factors outside of this study that affects green consumer behavior. Before the researchers conducted the research, it was found that there were problems that occurred in the food & beverage department, such as when taking food away at a restaurant, many guests asked for plastic bags to wrap the food they took away. And some guests complained to the staff because plastic bags were not provided. In addition to this, the researcher saw some guests smoking carelessly in the restaurant area which caused air pollution so the researchers saw many guests

who did not understand the application of green practices implemented by The ONE Legian. These are some of the things that made the researchers conduct this research, and after the researchers conducted this research by second observation, the results showed that there was a change in guests who stayed a few days at The ONE Legian, one of the changes felt by guests while staying at The ONE Legian that is, guests can feel the impact after implementing these green practices. So that the habits that guests do when staying at The ONE Legian can be applied to their daily lives, and guests who are already aware of the application of green practices are now smoking in the smoking area that has been provided. The researcher suggests that the implementation of green donation in the food & beverage department is more published to guests or consumers. So that guests or consumers can participate and feel the green donation activity. This activity can be a motivation and example for other hotels to participate in efforts to protect the environment, both hotels around Legian and Kuta.

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