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## JOURNAL OF APPLIED SCIENCES IN TRAVEL AND HOSPITALITY

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# Visitors' motivation for staying in Airbnb accommodation evidence from South Africa

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**Abstract:** The Airbnb industry contributes significantly to the broader accommodation sector. Thus Airbnb is an alternative and creative accommodation option. The study aimed to evaluate visitors' motivations for staying in Airbnb accommodations, focusing on; visitors' push and pull factor motivation and exploring the relationship between push and pull factors. A quantitative approach was used, with a developed online survey platform known as all counted, and 205 respondents participated in this study. Hypotheses were formulated, with exploratory factors analysis to show a significant relationship between push and pull factor motivation. The study found various push and pull motivation items, with pull motivation items further divided into two variables: personal and distinctive pull factors. The results further revealed that more focus is required on pull factors rather than push factors. There is statistical evidence that all tourists that visit Hartbeespoort or stay in Airbnb accommodations strongly show pull factors more than push factors. However, hypotheses reveal no distinct difference for females as push and pull factors are the same. Therefore, the study suggests that Airbnb hosts and relevant stakeholders should be able to understand visitors' decision-making processes better. This study reveals the push and pull factors that motivate visitors to stay at Airbnb and explores the relationship between push and pull factors as valuable tools in delivering a competitive advantage for Airbnb, deploying different marketing strategies, and motivating and delivering services to visitors.

**Keywords:** Airbnb, motivation, pull and push factors, sharing economy, visitors

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## Introduction

The accommodation sector plays a vital role in the tourism industry, as the Airbnb market has increased in South Africa in recent years. Airbnb is considered a disruptive innovation, known to be a low-cost alternative for low-value clients (Guttentag, 2015). According to (Razli et al., 2017), the Airbnb online market has been increasing rapidly. It has drawn greater attention from academics and consultants as a sharing platform network in the hospitality industry (Wakelin-Theron et al., 2018). Airbnb has attracted many participants on both sides of its two-sided platform, from visitors to other stakeholders within the accommodation industry.

A growing global trend is the increased number of tourists staying in Airbnb accommodation establishments. Recently, tourists have chosen to stay in ordinary residences with unique experiences. In the accommodation sector, Airbnb contributes significantly as thousands of guests prefer not to stay in traditional establishments daily. Hence, it is imperative to explore visitors' motivation for staying in Airbnb accommodations to understand better what pushes and pull a visitor to stay at an Airbnb establishment.

However, Airbnb has changed the distribution and delivery of the accommodation sector. The Airbnb accommodation sector is a new concept used as a sharing-economy platform globally accepted in the tourism industry. As Razli et al., (2017) note, this accommodation type has drawn much attention in the hospitality industry, academically, professionally, and individually. The internet has transformed this practice and escalated it to another level introduced for accommodation and rental purposes. Jiang (2019), validates that push-pull theory motivators



can both push or pull people to behave in a certain way, and at the same time, push-pull theory shows that the factor items are never enough without exploring consumer behavior.

Travel motivation is the most crucial part of travel behavior and has been extensively investigated in tourism marketing strategies (Krishnamoorthy & Venkatesh, 2015). Van Vuuren & Slabbert (2011), describe motivation as a need that pushes an individual towards a particular type/s of action meant to satisfy them. Latorre et al. (2021), add that motivations are the inner states of a person, which influence them to take action or act in a particular way, leading to satisfying human behavior. Motivations appear when a tourist desires to satisfy a need or want. Therefore, motivation is regarded as an essential variable relative to the tourist's travel decisions and the outcome of satisfaction. Maslow's hierarchy of needs is frequently used to describe the premise of motivation. Self-actualization is the fifth goal of the hierarchy, defined as a person's motivation to reach his or her full potential (Yang et al., 2022).

Therefore, tourists travel mainly the desire for self-actualization, love and belongingness, and physiological needs. While safety and security remain their primary concern, they also prevent disappointments related to the satisfaction of physiological, love and belongingness, and self-esteem needs. Aebli et al. (2022), emphasize that tourists do not necessarily travel to satisfy one motive. It has been established by most researchers that there are various tourist motivations, with several reasons motivating their decisions to travel. The author adds that tourists seek destinations and activities that satisfy their motivation and desire to travel. Therefore, it is significant for tourism products, such as the accommodation sector, to understand tourist behavior and motivations, as these may assist with attracting more tourists to Hartbeespoort.

Therefore, this research study evaluated visitors' motivations for staying in Airbnb accommodations.

## Motivation theory

Assessing tourists' motivation is a critical task as decisions to travel depend on it. Maslow's theory in tourism is very important and remains one of the most broadly accepted theories applied to understand human behavior. Maslow's vast scope help clarify travelers' behaviors and varied motivations. The theory divides human behavior into five distinct levels of need. These basic needs can be regarded as fundamental motivations for all travelers. Understanding travelers' motivations is critical to predicting future travel patterns.

## Motivation in Accommodation

Numerous tourists opt to stay at an unfamiliar residence rather than at traditional accommodation establishments such as B&Bs, guesthouses, lodges, youth hostels, motels, and backpackers (Guttentag, 2019). Airbnbs have multiplied over the past decade, and tourists are accustomed to this trendy service. However, few researchers have investigated tourists' motivations for choosing Airbnb. Guttentag et al. (2018), for instance, has explored "Why Tourists Choose Airbnb: A Motivation-Based Segmentation Study." The study confirms that Airbnb guests are not only interested in the service, but the price and the location also constitute a pull factor for most tourists. Visser et al. (2017), adds that, based on the study "Airbnb: The Emergence of a New Accommodation Type in Cape Town, South Africa", most Airbnb guests who were surveyed chose their Airbnb accommodation based on price, location, and facilities.

Travel motivation is the most crucial part of travel behavior and has been extensively investigated in tourism marketing strategies (Krishnamoorthy & Venkatesh, 2015). However, Van Vuuren & Slabbert (2011), describe motivation as a need that pushes an individual towards a particular type/s of action meant to satisfy them. Latorre et al. (2021), add that motivations are the inner states of a person, which influence them to take action or act in a particular way, which leads to satisfying human behavior. Motivations appear when a tourist desires to satisfy a need or want. Therefore, motivation is regarded as an essential variable relative to the tourist's travel decisions and the outcome of satisfaction. Maslow's hierarchy of needs is frequently used

to describe the premise of motivation. Self-actualization is the fifth goal of the hierarchy, defined as a person's motivation to reach his or her full potential (Yang et al., 2022).

Yet, Aebli et al. (2022) emphasize that tourists do not necessarily travel to satisfy one motive. On the contrary, it has been established by most researchers that there are various tourist motivations, with several reasons that motivate decisions to travel. Furthermore, the authors add that tourists seek destinations and activities that satisfy their motivation and desire to travel. Therefore, it is significant for tourism products, such as the accommodation sector, to understand tourist behavior and motivations, as these may assist with attracting more tourists to Hartbeespoort.

### **Relationship between push and pull factors motivation**

Motivation has been described in diverse ways. However, the simplest explanation can be the motives for tourists' engagement in a particular behavior (Lantos, 2015). Guttentag (2016), states that most tourism literature applied Dann's (1977, 1981), push-pull motivational framework, which identifies inner drives that encourage tourists to travel (making it a "push factor"), where tourists' activities are described as the result of push and pull factors. Said & Maryono (2018), add that motivation is generally linked to the push-pull factor, which is also related to the travelers' behavior. Therefore, a framework explains why tourists choose a specific destination over others (Said & Maryono, 2018). Furthermore, it outlines the particular experience travelers want and the activities they prefer to partake in at a destination. Therefore, two classifications must be drafted to comprehend the motivational factors: the push and pull factors.

Dahiya (2020), identifies two best ways to describe the push factors in the context of tourism: firstly, to get away from everything else by escaping the daily life stresses (referred to as an escape from "anomie"); and secondly, the search of status and a feeling of superiority (known as ego-enhancement). Furthermore, the author adds that pull factors attract tourists to a particular destination to satisfy the push factors. Examples of pull factors are climate, festivals, and scuba-diving, to name a few, and push factors are inner desire, such as the desire for social interaction, the desire to escape, adventure, relaxation, self-exploration, and feeling a new experience (Said & Maryono, 2018). While Sun et al. (2019), outlined location, cleanliness, personal service, accuracy, and authenticity as tourists' motivations for choosing Airbnb.

### **Visitors' motivation to choose Airbnb**

Few research studies have focused on understanding "why tourists choose Airbnb" (Guttentag, 2016). Lamb (2011), cited by (Guttentag, 2016:20), adopted and used phenomenological life-world interviews to determine "the motivations behind Couch Surfing and Airbnb hosts and guests," concentrating on what tourists want for their authentic interpersonal experiences. The researcher also discovered that Airbnb guests are fascinated mainly by servicing their desire for such experiences. Lower financial packages constitute another reason for utilizing Airbnb establishments.

Annually, Airbnb publishes its economic impact reports mainly aimed at major destinations globally. These reports offer frequent intuitions for guests showing interest in Airbnb accommodation. Several insights globally signify that over the past years, about 80% of Airbnb guests wanted to live like locals, and 70% looked at exploring a particular neighborhood (Airbnb, 2015a, 2015b, 2016, 2017, 2018a). However, South Africa recorded a slightly lower percentage than the rest of the world since 66% of guests were looking to live like residents, and 81% desired to explore a certain neighborhood (Airbnb, 2018a). Location is a significant factor that most guests consider when choosing an Airbnb establishment.

Approximately 86% of Airbnb guests use Airbnb establishments mainly for location convenience, compared to other establishments (Airbnb, 2019a, 2019b). Also, Airbnb (2018b) reported that approximately 85% of guests choose establishments based on amenities. Godovykh et al. (2022), substantiate that cleanliness significantly influences visitors' attitudes and behavior. Shen & Wilkoff (2022), also note that cleanliness generates more income and a high occupancy rate as more visitors have become cautious post-Covid-19.

According to Varma et al. (2016), findings, value for money goes a long way, making travel more affordable and accessible. Airbnb is thus appropriate for low-income earners, as it is less expensive than other establishments, including hotels. Thus, customer reviews contain detailed information about users' experiences (Sthapit & Björk, 2019). Friend's and relatives' recommendations will always play a vital role and should be significantly encouraged, as these individuals give word-of-mouth guidance based on experience. Visser et al. (2017), emphasize that access to public transport is another critical factor in enjoying Metrorail links, roads, air transport, and the taxi industry (Wakelin-Theron et al., 2022). Therefore, similarities exist between Airbnb users' and non-Airbnb users' views on the form of services on which they choose to spend their money and time.

Therefore, the following hypotheses were formulated:

H1: There is a positive relationship between push and pull motivation, and

H2: There is a difference between push and pull factors.

## Methodology

A quantitative study used a non-probability sampling of 205 tourists staying at Airbnb accommodations in Hartbeespoort. The data were collected via all counted, an electronic survey. Convenience sampling was used because of the research tool in the study. This type of research instrument is rigid in terms of responses. However, this type of probability sampling provides suitable evidence about the characteristics of the population and produces exceptional outcomes within the paradigm.

A questionnaire is a self-report data-gathering tool that participants individually complete for a research study. According to Johnson & Christensen (2019), "researchers use questionnaires to measure different characteristics such as attitudes, behavioral intentions, beliefs, perceptions, and values of the research participants". These researchers add that a questionnaire involves various questions and statements. These may be in verbal or non-verbal forms. Therefore, the questions in the survey were open-ended and close-ended. Open-ended questions are classified as unrestricted, and they have no comprehensive answer. It gives the respondents an opportunity to express their views, which gives variation in the collected data. Conversely, closed questions were pre-designed for the respondents in the form of multiple-choice.

The questionnaire consisted of two sections (A and B). Section A outlined the visitors' overall sample profile such as age, gender, education level, and monthly income. In contrast, section B summarised the accommodation usage of visitors staying at an Airbnb, the push-and-pull-factors motives, and inferential statistics. Respondents had to be 18 years and above and must have stayed at an Airbnb in Hartbeespoort. The participants were to invest approximately 5-15 minutes in completing the questionnaire. The following Likert scales were used to measure the pull and push factor motivation:

A four-point Likert scale of importance was used for the pull-factor motivation, where 1= "Not at all important", 2= "Somewhat important", 3= "Moderately important", and 4= "Extremely important". And A five-point Likert scale of likelihood was used for the push-factor motivation, varying from 1= "Never", 2= "Rarely", 3= "Sometimes", 4= "Often", to 5= "Always".

Before analysis commenced, data were cleaned and coded by a statistician using Statistical Package for Social Sciences (SPSS Version 28.0). The SPSS version 28.0 was adapted for analyzing data. After ensuring that the data were normally distributed a paired samples t-test was administered to check for significant differences between push and pull factors. Cohen (1988), was used to examine the effect size of the t-test. A t-test compares the means of the push and pull factors (two groups). It is also used to test the hypothesis.

Due to Covid-19 pandemic data collection timeline had to be extended. The data for the study were collected for six months, between June 2021 and January 2022.



## Results and Discussions

### Results

The statistical analysis aimed to find statistical significance between the variables and determine any statistically significant differences between push and pull factors (Table 1), describing the participant's profile (descriptive analysis).

**Table 1.** Respondents demographic profile

	Data	Frequency	%
Age	18-25	43	21.1
	26-35	81	39.7
	36-45	56	27.5
	46 and above	24	11.8
Gender	Male	82	40.2
	Female	104	51.0
	Of non-discriminatory gender	18	8.8
Education Level	Matric or less	37	19.2
	National Diploma and BTech	69	35.8
	Bachelor's Degree and Honours	65	33.7
	Masters and above	22	11.4
Income Profile	below R10 000	48	23.6
	R10000 - R20000	41	20.2
	R21000 - R30000	45	22.2
	R31000 - R40000	33	16.3
	R41 000 and above	36	17.7

Source: Author

The overall demographic profile of respondents can be observed in Table 1, showing that 39.7% of the respondents were between the ages of 26 and 35. In comparison, 51% were females, with a great 80.9% with a tertiary qualification, and 42.4% of the respondents earned between R10000 and R30000 per month. Suggesting that Airbnb is affordable and that income does not influence visitors' reasons for staying at an Airbnb. It also needs to be noted that Airbnb is differently priced to accommodate various types of visitors within their numerous establishments. It is evident in the global literature indicating that Airbnb users are predominantly between 21 and 40 years of age (Guttentag, 2017). And the South African Tourism annual report (2021) shows travelers primarily undertake constant travel patterns up to the age of 44 (70.3%). The next section analyses the difference between push and pull factors.

### *Difference between push and pull factors*

A t-test paired sample was adapted, as seen in Table 2, to examine the difference on average between push and pull factors. Paired-samples are repeated measures techniques used for testing the same people on more than one occasion, or you have matched pairs (Pallant, 2016).

The paired sample test shows that on average, pull factors seem to be higher than push factors, revealing a paired sample test mean of 2.40, making push factors smaller than pull factors. However, the two-sided test has not anticipated that push or pull factors would be higher than the other vis-à-vis. Therefore, the stronger push or pull factor was not anticipated ( $p=0.008$ ) and is still less than 0.5.

Thus, paired sample t-test of 2.44 is still statistically significant. There is statistical evidence that, generally, all people visiting Hartbeespoort or staying in Airbnb accommodations strongly show pull factors rather than push factors. While the effect size in Table 2 shows a point estimate of 0.171 on Cohen's  $d$ , suggesting a large effect size. According to Cohen

(1988), effect size using criteria of .1 = small effect, .3 = medium effect, .5 = large effect. It must be noted that it is not just a sample not to take effect on. More focus for Airbnb needs to be on pull factors rather than push factors. Therefore, emphasis Airbnb needs to focus more on pull factors of motivation.

**Table 2.** T-test paired sample test for push and pull factor

Paired Samples Correlations					Paired Samples Test							Paired Samples Effect Sizes
					Paired Differences	T	df	Significance			Point Estimate	
Perc Pull & Perc Push	N	Correlation	Significance		Mean	Std. Deviation	Std. Error Mean		One-Sided p	Two-Sided p		
			One-Sided p	Two-Sided p								
	203	0.625	0.000	0.000	2.40265	14.00972	0.98329	2.443	202	0.008	0.015	0.171

The denominator used in estimating the effect sizes. Cohen's the uses the sample standard deviation of the mean difference. Hedges' correction uses the sample standard deviation of the mean difference, plus a correction factor.

Source: Author

The presented results in Table 3 show Pearson correlation analyses, showing whether personal pull factors significantly correlate with distinctive pull factors. According to (Pallant, 2016), the correlation is significant at the 0.01 level. (2-tailed). Therefore, a positive correlation is seen, revealing that as one variable increases, so does the other. Thus, the Pearson correlation coefficient (.620) shows a positive correlation between distinctive and personal pull factors at a p-value of 0.000. The more robust the personal and distinctive pull factors, the more motivation the tourist had to visit, thus may likely result in a more satisfied tourist and may revisit the destination. Therefore, we only reject or not reject a null hypothesis.

**Table 3.** Correlation analyses result for distinctive and personal pull factor motivation

Correlations			
		Distinctive Pull Factors	Personal Pull Factors
Distinctive pull factors	Pearson Correlation	1	.620**
	Sig. (2-tailed)		0.000
	N	202	202
Personal pull factors	Pearson Correlation	.620**	1
	Sig. (2-tailed)	0.000	
	N	202	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Author

The data analysis gave statistical indication to reject or not reject the created hypothesis 1 and hypothesis 2, outlined in Table 4 below.

**Table 4.** Hypothesis 1 and hypothesis 2

Hypotheses	Statement	P – value	Reject/ Not reject
Hypothesis 1	H0: There is no significant relationship between push and pull factor motivation.	0.000	Reject
	H1: There is a significant relationship between push and pull factor motivation.	p<0.05	Not Reject
Hypothesis 2	H0: There is no significant difference between push and pull factors.	0.000	Reject
	H1: There is a significant difference between push and pull factors.	p<0.05	Not Reject

## Discussions

Research findings about the push and pull factor motivations reveal that as visitors score high for the push factor, the visitor will also score high for pull factor motivation. It is also seen for most tourists prefer the same motivation factors when traveling. Jiang (2019) validates that push-pull theory motivators can both push or pull people to behave in a certain way, and at the same time, push-pull theory shows that the factor items are never enough without exploring consumer behavior.

Furthermore, the findings also revealed that visitors who travel to Hartbeespoort or stay in Airbnb accommodations strongly show higher pull factors rather than push factors, and the pull factors that stood out the most were: (1) accessibility, (2) convenience to tourism products, and (3) affordability. Furthermore, the results showed that the total average of pull motives is greater than that for push motives. Similarities are seen in Ramazannejad et al. (2021), through a one-way t-test result revealed that the total average of pull motives scored greater than that for push motives. But what is vital in this regard is the existence of certain conditions at the origin of the travel that creates push motives for the travel. Thus, the researcher emphasizes that more focus for Airbnb needs to be on pull factors than push factors to understand visitors' decision-making process better.

## Recommendation

It is recommended that more categories be assessed for push and pull factors to understand tourists' main reasons for staying in Airbnb accommodations. The study also revealed that domestic leisure travelers staying in Airbnb accommodations prefer an easier way of getting to a place, be it by public transport or self-drive, and obtaining convenience products without significant planning, such as food outlets, malls, etc. In addition, the growing popularity of the sharing economy is significantly increasing in convenience and affordability for tourists, and accessibility to a destination is of great value for visitors to choose a place to stay overnight (Sohn et al., 2021).

Since pull factors attract many tourists to Airbnb in Hartbeespoort, the researcher recommends that accessibility should not be expensive. Furthermore, the more accessible Airbnb is, the more likely the establishment will make more revenue, as inaccessible places tend to lose business. Therefore, this study highlights pull factors to Airbnb and establishments or builds on these pull factors.

Participants that visit Hartbeespoort or stay in Airbnb accommodations strongly show greater scores for pull factors than push factors. Although both pull and push factors affect travel motivation. Therefore, the researcher recommends that Airbnb focus more on pull than push factors.

## Limitations of the study

Despite this study's invaluable input in Airbnb research, several limitations were considered. This study has various limitations. (1) location of the study only uses Hartbeespoort Airbnb as a geographic location; the study does not examine the overall Airbnb accommodation from various sites. (2) a quantitative approach and non-probability sample were adopted in the study. It means that only visitors with smartphones could participate in the survey. There was no means for fieldwork to reach non-smartphone users; there was a lack of response regarding the all-counted link. It is because the users may not have social media access. (3) Airbnb's collaboration on the study could have led to greater sample size, and lastly, (4) the Covid-19 pandemic resulted in a delayed data collection process, with six months instead of the proposed three months, from June 2021 to January 2022. Therefore, this may lead to the omission of information.

## Conclusion

Participants that go to Hartbeespoort or stay in Airbnb accommodations strongly show greater scores for pull factors than push factors. Although both pull and push factors affect

travel motivation. The researcher recommends that more focus for Airbnb should be more on pull than push factors. This study suggests that it is essential to understand the domestic leisure market segment and its behaviors. For this reason, investigating the actual decision process surrounding why visitors choose to stay at Airbnb accommodations is beneficial. It would also be crucial to find out whether Airbnb guests investigate other traditional accommodations before booking with Airbnb. Gathering of motivations demonstrated to be a valuable measure to segment markets. This study revealed that visitors' choices were correlated to pull factor motivations.

### Authors have nothing to declare

The authors have no relevant financial or non-financial interests to disclose. The authors have no competing interests to declare relevant to this article's content. All authors certify that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interest in the subject matter or materials discussed in this manuscript.

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### Conflict of Interests

The authors declare that there are no conflicts of interest.

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## Poliwangi Jinggo Hotel reservation system as a pilot project for Teaching Factory (TEFA)

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**Abstract:** Poliwangi Jinggo Hotel is specially addressed for educational purpose which will be used as a Teaching Factory (TEFA), so in other words this hotel will go public in near future. To support the process and everything related to hotel operation, as a baby step it is necessary to create hotel management system. The system was designed using Windows-based application (Bistone Hotel Management System). Subsequently, the research and development were carried out based on waterfall model (requirements analysis and definition, system and software design, implementation and unit testing, integration and unit system testing, and operation and maintenance). As for the evaluation, the room reservation system was measured by quantitative approach using 30 respondents. The results obtained in this study were hotel reservation system which included setting room types, room rates, facilities, room numbers, guest input, making reservations, and printing invoices/receipts for the initial process. Based on USE Questionnaire, the results showed that the percentage of usefulness 81.2%, ease of use 80.2%, ease of learning 80%, and satisfaction 76%. Therefore, it can be concluded that Poliwangi Jinggo Hotel room reservation system is feasible to use, together with some developments and operation & maintenance process.

**Keywords:** Poliwangi Jinggo Hotel, reservation system, teaching factory, waterfall model

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### Introduction

The development of the hotel industry has been increasing rapidly along with the growth of tourism destinations in Banyuwangi, even though the Covid 19 pandemic caused the drop in almost every tourism sector, including hospitality industry. However, the government policies regarding New Normal Tourism and CHSE-based tourism, especially for the hotel industry, provided like a breath of fresh air in term of recovering the tourism economy (Mutiarin et al., 2021), so that the hotel industry in Banyuwangi during the Christmas and New Year holidays experienced a significant increase in 2023.

The hospitality industry, like any other business, opens up socio-economic opportunities for both owners and customers. This kind of opportunities are beneficial for providing hospitality services to customers such as travelers, foreigners, businessmen, tourists and visitors (Bemile et al., 2014) and (Kotler et al., 2016). Poliwangi Jinggo Hotel or commonly called Jinggo Hotel is an educational hotel which was inaugurated by the Ministry of Research Technology and Higher Education on 18 February 2017. This fourth floor hotel has a total of 53 rooms and equipped with several facilities such as a laundry, café and meeting room. Moreover, it also surrounded by the view of rice fields and Ijen mountain, which were built by emphasizing Banyuwangi local wisdom and to be specific would be used for practicum activities by all the students in Tourism Business Management. As shown in Figure 1, the room category of Jinggo Hotel, Politeknik Negeri Banyuwangi, consist of 2 types, standard superior and twin room.



**Figure 1(a).** Superior standard room **(b).** Standard twin room

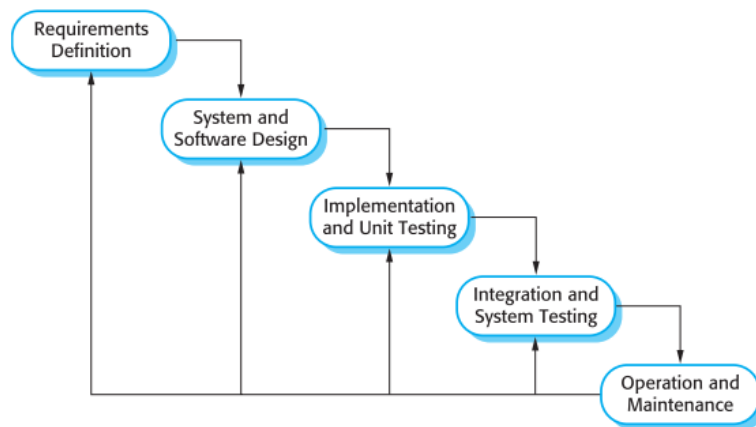
Along with the development of the industrial revolution 4.0 and society 5.0, vocational students are required to follow and also take part in these developments, especially for the one in hospitality industry, so that Jinggo Hotel will become the pioneer of the TEFA (Teaching Factory) in Politeknik Negeri Banyuwangi. TEFA is one of the learning strategies that designed to enhance competencies and skills of the students, especially in the vocational education. In many various sources, TEFA is always associated with practical learning according to the real conditions or working environment in the industry. Focusing to the real working environment is the most important TEFA requirement, so that vocational education institutions should work together with the industry, both for products and services to bring in quality graduates (Triyono, 2012). In addition, TEFA development needs to be supported by the development of hotel management organizations (Regev, 2017) and (Westcott & Anderson, 2021).

Tourism Business Management, Politeknik Negeri Banyuwangi has done many cooperation agreements with several star hotels in Banyuwangi such as Kokoon, eL-Royale, Santika, Aston, and Luminor simultaneously as the part of student human resources and *Tri Dharma Perguruan Tinggi* activities. Referring to these hotels, Poliwangi Jinggo Hotel as TEFA of Politeknik Negeri Banyuwangi has been made some preparations in term of the infrastructure, however the hotel information system still has not built yet. So far, the reservation process is still carried out manually so that the hotel reservation process is an activity where a customer comes to the hotel to order a room and stay in the room that has been booked (Prabowo & Retnoningsih, 2017). Building a system or application can simplify the reservation process and complies with hotel industry standards. Some hotels also developed web-based applications for room reservation systems, like in these research (Syahab & Kuway, 2018) and (Dewi & Suminten, 2019).

In this study, the research team focused in designing the reservation system for Jinggo Hotel room based on the Bistone Hotel Management System application, starting from room type settings, room rates, services, guest input, reservation, and printing out invoices and receipts. It should be done properly since Jinggo Hotel will be operated as a TEFA in Politeknik Negeri Banyuwangi this year. Several previous studies were used as references related to planning the hotel room reservation information system, such as in these papers (Prasetyo, 2015), (Akazue, 2016), and (Muliadi et al., 2020).

## Methodology

This research is conducted using the waterfall model, to be specific there are five stages in the Waterfall Method, such as Requirements Analysis and Definition, System and Software Design, Implementation and Unit Testing, Integration and System Testing, and Operation and Maintenance (Sommerville, 2013). The next step is to evaluate the reservation system after being tested using the USE Questionnaire involving 30 respondents from academia and students who are familiar with hotel/ front office department information systems.



**Figure 2.** Waterfall model (Sommerville, 2013)

According to the Figure 2 which waterfall model consists of the five steps, it can be described as follows:

#### **Requirement Analysis and Definition**

Before carrying out software development, a developer should know and understand about the information needs of users related to the software. The method of information collection can be obtained in many various ways, including discussions, observations, surveys, interviews, and so on. The information obtained are processed and analysed in order to acquire complete data or information regarding the specification of user requirements, as for the software to be developed.

#### **System and Software Design**

Information regarding the requirements specifications from the Requirements Analysis stage is analysed subsequently, to be implemented in the development design. Design planning is carried out to provide a completed "big picture" of what must be done. This stage will also help developers to prepare hardware requirements in making the overall software system architecture.

#### **Implementation and Unit Testing**

The implementation and unit testing are the programming stages. Making the software is divided into small modules which will later be combined in the next stage. In addition, at this stage testing and checking are also carried out on the functionality of the modules that have been made, whether they meet the desired criteria or not.

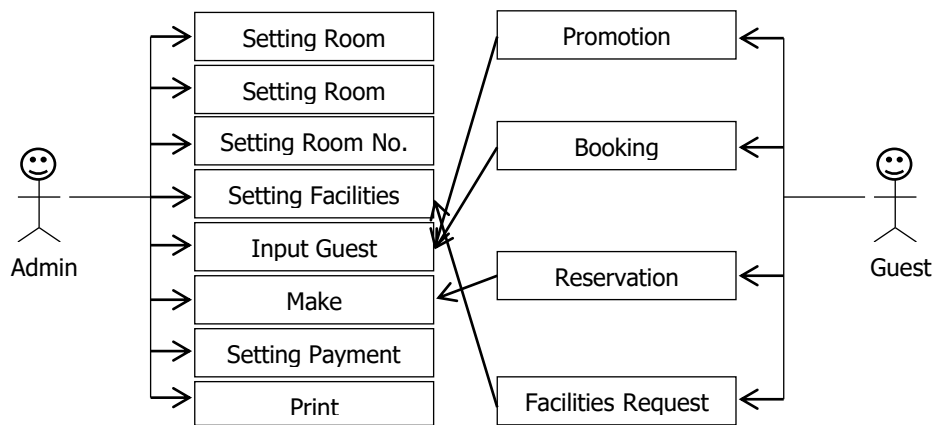
#### **Integration and Unit System Testing**

After all the units or modules that have been developed and tested, then the implementation stage is integrated into the overall system. Later when the integration process is completed, further inspection and testing of the system is carried out thoroughly to identify possible system failures and errors.

#### **Operation and Maintenance**

In the final stage of this Waterfall Method, the finished software is operated by the user and maintenance carried out subsequently. Maintenance allows developers to make improvements to errors that were not detected in the previous stages. Maintenance includes repairing errors, repairing the implementation of system units, and upgrading and also adjusting the system as needed.

In this study, the software used by researchers to design Jinggo Hotel room reservation system is the Bistone Hotel Management System, because the system design is still offline-based which includes setting unit room type, room rate, services, room/beds, and reservation.



**Figure 3.** Use case diagram of the application content

Based on Figure 3, a simple logic can be seen in this reservation system which will be designed and made for the development of the hotel system here. In this case, the admin also acts as a receptionist considering that the application is designed to ease to use and reliable.

## Results and Discussions

### Results

Based on the discussions, observations, surveys, and interviews with several human resources managers and related parties such as the Head of the Laboratory and the Head of the Jinggo Hotel, applying the waterfall model will produce several results in term of planning and development of the reservation system, as follows:

#### 1. Login page

First of all, the user (receptionist) must log in to the system before entering the start page. Based on Figure 4, for the default user, fill in Admin and leave the password blank then click login to enter the start page because the system is still in the design and development stage.



**Figure 4.** Login page

#### 2. Setting Room Type

After entering the home/landing page, the first step is to set the room type, add room type and enter information according to the needs and availability of Jinggo hotel rooms (Standard Room and Twin). In Figure 5, the dialog box displayed for Add RoomType which contains Name, Max AdultNo., Max Child No., Max Infant No., Code, Bed Type, and Smoking Allowed.



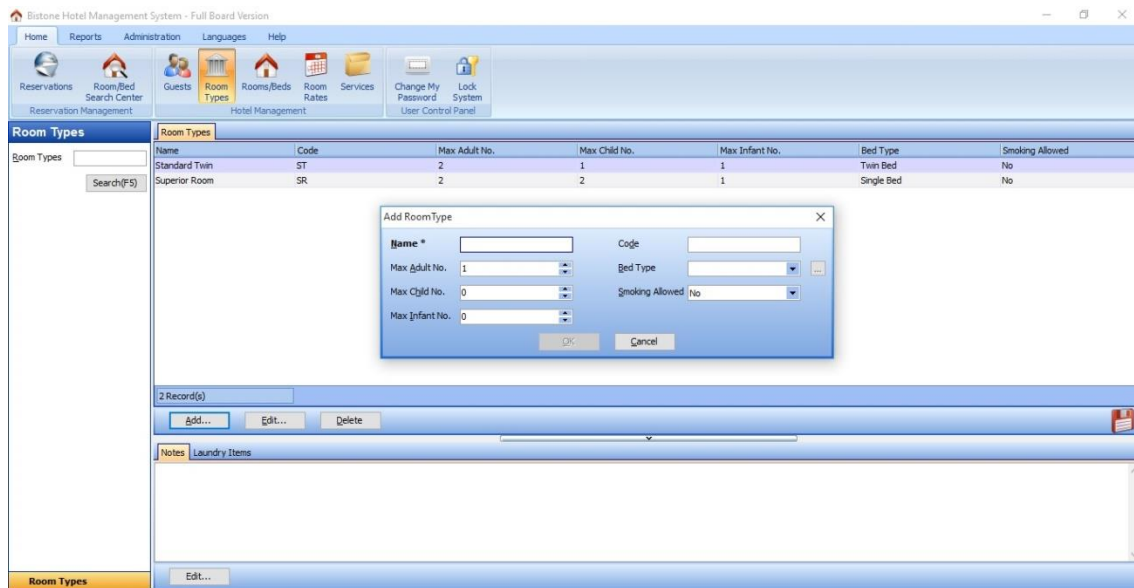


Figure 5. Room type page

### 3. Setting Room/Beds

Figure 6 show the setting room or beds. This menu is similar to the room types, the difference is that on this menu you will be given a room name and room number. Jinggo Hotel has 5 standard type rooms named Jinggo 1-Jinggo 5 (Room Number: 201-205) which is located on the second floor, this room is often called the VIP Room so that the system also writes it as Superior Room. Meanwhile, on the third and fourth floors there are 48 rooms with the type of twin room and in this system they are named Sayu Wiwit 1-Sayu Wiwit 24 (Room Number 301-325) for the third floor, and Tawang Alun 1-Tawang Alun 24 (Number 401-425) for the fourth floor.

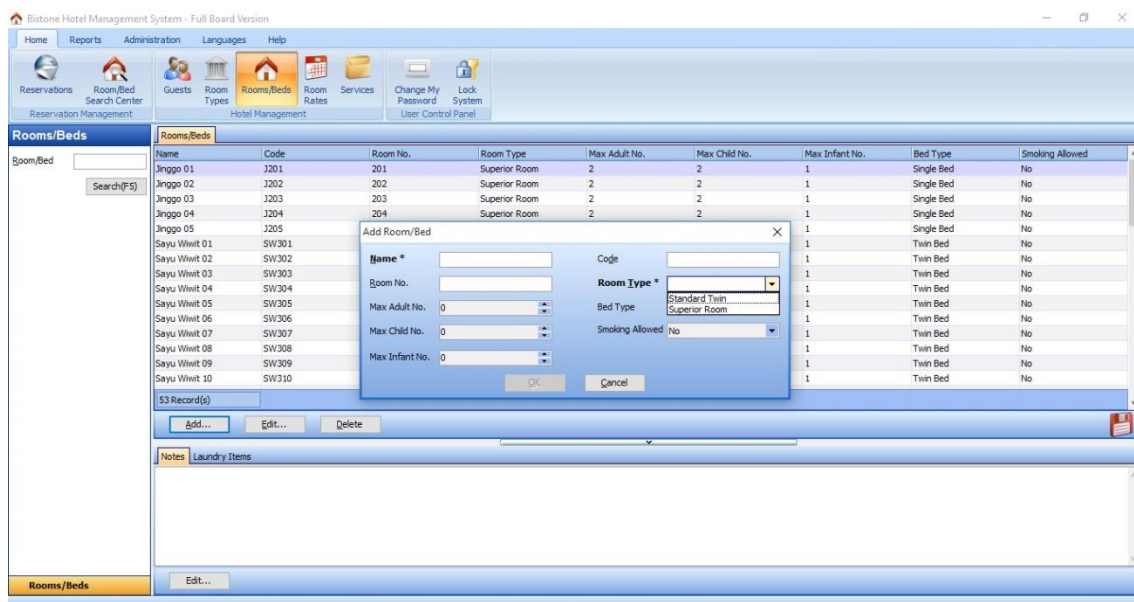


Figure 6. Room/ beds page

### 4. Setting Room Rate

The next step is to set the room rates, based on Figure 7 the prices are categorized into two, Rack Rate (week day prices) and the Best Available Rate (BAR) Rate (weekend prices), because the prices listed can still be changed according to policies and needs.

**Room Rates**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Standard Twin</b>				9/2/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/3/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/4/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/5/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00
<b>BAR Rate</b>	9/6/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/7/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/8/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/9/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/10/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/11/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/12/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00
<b>Rack Rate</b>	9/13/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/14/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/15/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/16/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/17/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/18/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/19/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00
<b>Superior Room</b>	9/20/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/21/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/22/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/23/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/24/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/25/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/26/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00
<b>BAR Rate</b>	9/27/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/28/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/29/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	9/30/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/1/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/2/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/3/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00
<b>Rack Rate</b>	10/4/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/5/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/6/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/7/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/8/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/9/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00	10/10/2020 1G: Rp.250,000.00; Rp.200,000.00; Rp.150,000.00; Rp.130,000.00

Figure 7. Room/ beds page

## 5. Input Guest

The following stage is guest input, in which there are some information such as Name, Gender, Code, Company, Email, Phone1, Phone2, Identifier, and Guest Type. Figure 8 showed a list of guest names as a form simulation of initial data input regarding the system.

**Guests**

Name	Gender	Code	Company	Email	Dear	Phone1	Phone2	Identifier	Guest Type	Balance
Aditya Wiralates Sanjaya S.ST., M.ST	Male	20082600001	Politeknik Negeri Banyuwangi	aditya.wiralan@poliwangi.ac.id	Aditya Wiralates Sanj	082257717117		0006068905		Rp.000
Aprilia Divi Yustita, S.S., M.Sc.	Female	20082600002	Politeknik Negeri Banyuwangi	apriladivi@poliwangi.ac.id	Aprilia Divi Yustita	082231152645		0025049201		Rp.000
Auda Nuril Zazlah, S.S., M.Sc.	Female	20082600003	Politeknik Negeri Banyuwangi	audanuril@poliwangi.ac.id	Auda Nuril Zazlah	085732868153		0031089401		Rp.000
Ayu Purwaningtyas, S.Hut., M.M	Female	20082600004	Politeknik Negeri Banyuwangi	ayu.purwaningtyas@poliwangi.ac.id	Ayu Purwaningtyas	081232755480		0028038707		Rp.000
Ayu Wanda Febrina, S.Pd., M.BA.	Female	20082600005	Politeknik Negeri Banyuwangi	ayuwanda@poliwangi.ac.id	Ayu Wanda Febrina	085645799016		0004029201		Rp.000
Eka Afrida Ermanwati, S.Pd., M.Pd.	Female	20082600006	Politeknik Negeri Banyuwangi	ekafrida22@poliwangi.ac.id	Eka Afrida Ermanwati	08113502207		0022028804		Rp.000
Firda Rachma Amalia, S.E.M.M.	Female	20082600007	Politeknik Negeri Banyuwangi	firdaamalia11@poliwangi.ac.id	Firda Rachma Amalia	087812975949		0011119001		Rp.000
I Putu Sudhyana Mecha, S.Kom., M.Par.	Male	20082600008	Politeknik Negeri Banyuwangi	sudhyanamecha@poliwangi.ac.id	I Putu Sudhyana Mecha	081231571175		0005089104		Rp.000
Jemi Cahya Ad Wijaya, SE., J.M.	Male	20082600009	Politeknik Negeri Banyuwangi	jemi.cahya@poliwangi.ac.id	Jemi Cahya Ad Wijaya	085258400495		0029088702		Rp.000
Kanom, S.Pd., M.Par.	Male	20082600010	Politeknik Negeri Banyuwangi	kanom@poliwangi.ac.id	Kanom	081933122371		0014088603		Rp.000
Mesetya Mukti, S.ST., J.M.	Male	20082600011	Politeknik Negeri Banyuwangi	mesetyamukti@poliwangi.ac.id	Mesetya Mukti	085231484444		0009048905		Rp.000
Nurhalimah, S.Pd., M.Pd.	Female	20082600012	Politeknik Negeri Banyuwangi	nurhalimah@poliwangi.ac.id	Nurhalimah	088805929904		0724058603		Rp.000
Putu Nugraha Rumawan, S.Pd., M.Pd.	Male	20082600013	Politeknik Negeri Banyuwangi	putunugraharumawan@poliwangi.ac.id	Putu Nugraha Rumawan	082233854221		0721078703		Rp.000
Randhi Nanang Darmawan, S.S., M.S.	Male	20082600014	Politeknik Negeri Banyuwangi	randhinanang@poliwangi.ac.id	Randhi Nanang Darmawan	085231408293		0725108901		Rp.000
Rudi Tri Handoko, S.ST.Par., M.Tr.Par.	Male	20082600015	Politeknik Negeri Banyuwangi	ruditrif@poliwangi.ac.id	Rudi Tri Handoko	085815427014		0027087906		Rp.000

Figure 8. Guest page

## 6. Setting Services

On the following menu, namely services, contained a menu to input several services available at Jinggo Hotel, including F&B services, Laundry, and Live Music. Based on Figure 9, an example of the services available at Jinggo Hotel and their rates can be seen.

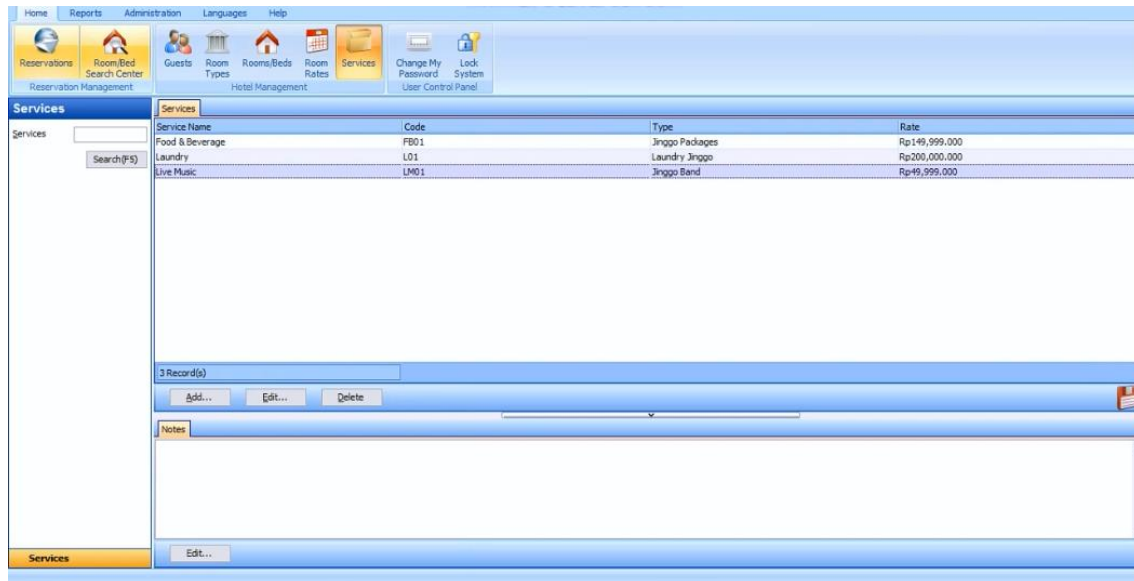


Figure 9. Services page

## 7. Reservation Simulation

After making some settings, the next step is the reservation process using simulations of several guest lists that have been previously added. Based on Figure 10, on the reservation menu the process began by selecting Add a new Add Reservation window, then some information will be appeared and needs to be inputted correctly by a receptionist, which specified with the information marked with an asterisk (\*) such as Code, Status, CheckIn, Check Out, Room, and Guest Name, and Add Services if needed.

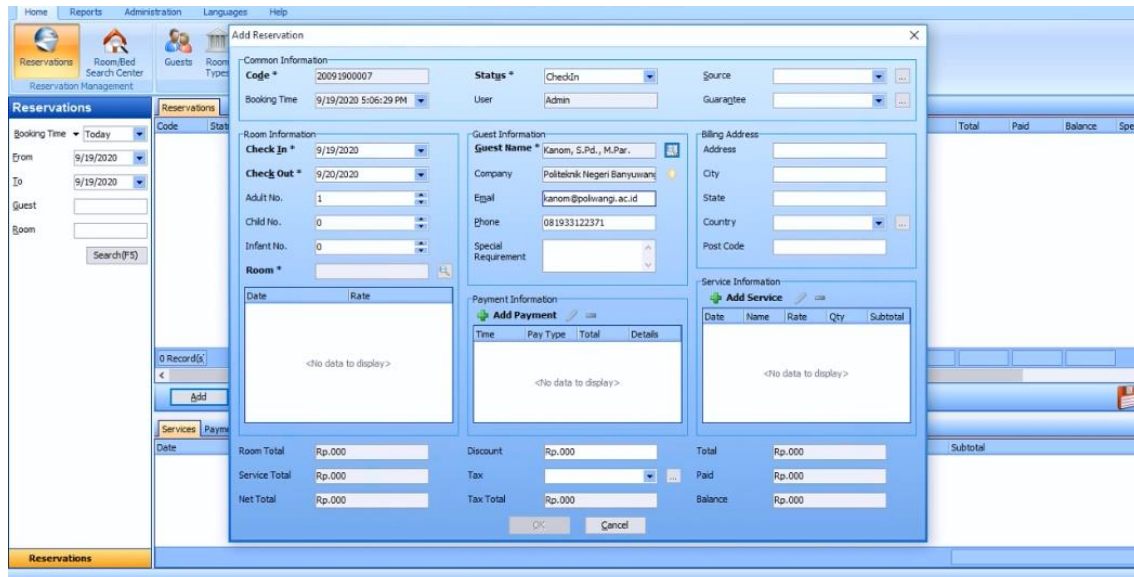


Figure 10. Add reservation page

After all the Add Reservation processes have been filled in, the reservation page will appear as shown in Figure 11 where Net Total, Discount, Tax, Total, Paid, and Balance are listed according to the room, length of stay, and services. The following step is to select Print Invoice to get an Invoice or select Print Receipt to get a Receipt, which is provided in pdf format.

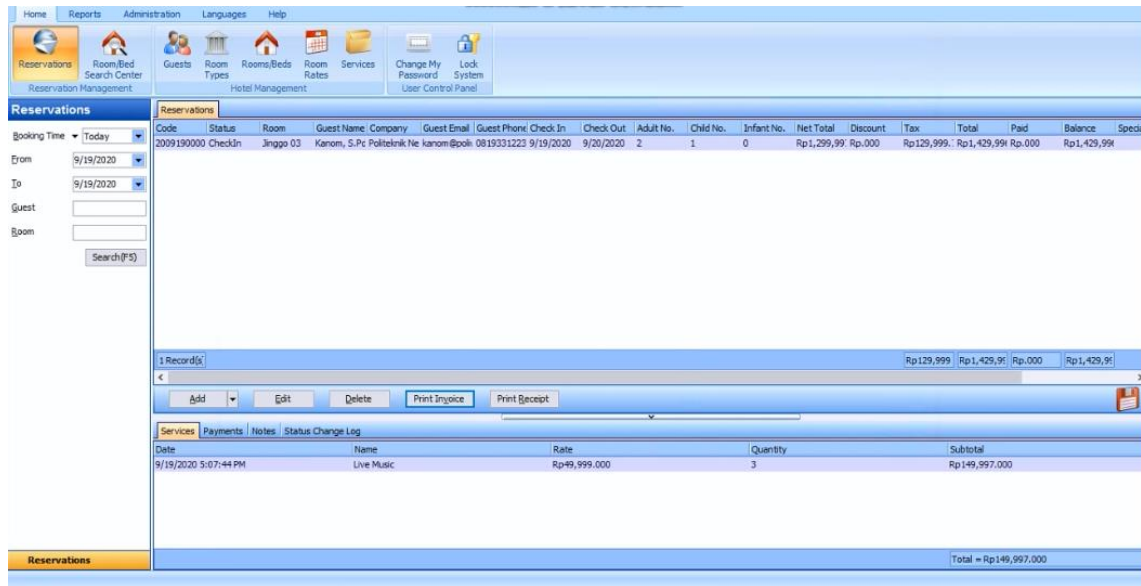


Figure 11. Reservation page

## Discussion

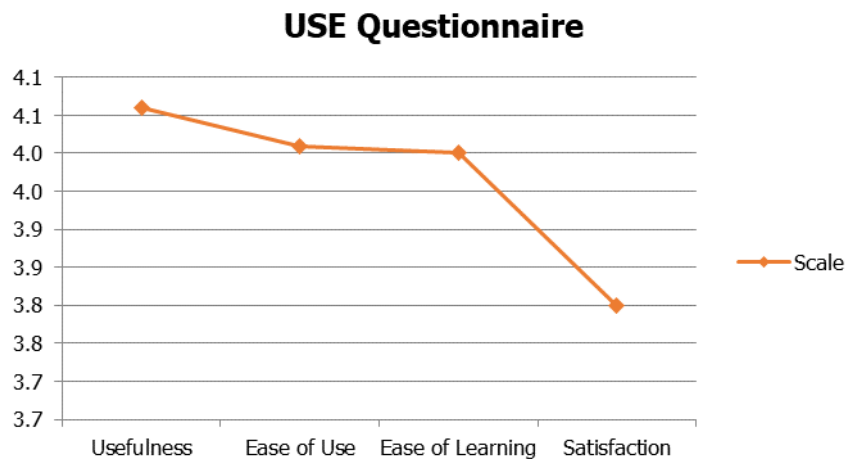
Setting design of the Jinggo Hotel room reservation system was conducted using the Bistone Hotel Management system which has been implemented previously, and tested using quantitative approach based on 30 respondents from academia and students at Politeknik Negeri Banyuwangi, focusing to whom were often involved and used the Jinggo Hotel room facilities, by adapting the USE Questionnaire (Lund, 2001). The results can be seen in the Table 1 below.

Table 1. USE questionnaire (Lund, 2001)

No	Criteria	Average likert scale
<b>Usefulness</b>		
1	It helps me be more effective.	4,0
2	It is useful.	4,5
3	It makes the things I want to accomplish easier to get done.	4,2
4	It saves me time when I use it.	4,1
5	It does everything I would expect it to do.	3,5
<b>Average</b>		<b>4,06</b>
<b>Ease of Use</b>		
6	It is easy to use.	4,5
7	It is simple to use.	4,2
8	It is user friendly.	4,2
9	It is flexible.	4,1
10	Using it is effortless.	4,0
11	I can use it without written instructions.	3,7
12	I can recover from mistakes quickly and easily.	3,5
13	I can use it successfully every time.	3,9
<b>Average</b>		<b>4,01</b>
<b>Ease of Learning</b>		
14	I learned to use it quickly.	4,0
15	I easily remember how to use it.	4,0
16	It is easy to learn to use it.	4,0
17	I quickly became skillful with it.	4,0
<b>Average</b>		<b>4,0</b>
<b>Satisfaction</b>		
18	I am satisfied with it.	3,5
19	I would recommend it to a friend.	3,5

20	It is fun to use.	4,0
21	It is wonderful.	4,0
22	It is pleasant to use.	4,0
<i>Average</i>		3,8

Based on Table 1, the design of the Jinggo Hotel room reservation system had a good rating with the aspects of usefulness = 81.2%, ease of use = 80.2%, Ease of Learning = 80%, and Satisfaction = 76%, and can be seen in more details below in Figure 12.



**Figure 12.** Results of USE questionnaire

Based on Figure 12, it can be seen that the four evaluation criteria showed a good value, and can be categorized as feasible (Ernawati, 2017). However, there are several things that need to be improved in terms of the satisfaction criteria which shows an average value of 3.8 which indicates the need for improvement. Considering that Jinggo Hotel room reservation system is still in the initial design stage and operates offline, so it is necessary to design and implement it by online in near future. Jinggo Hotel will operate as a TEFA of Politeknik Negeri Banyuwangi and all the needs should be taken into account. Besides that, the satisfaction criteria experienced a score below 4, because most of the respondents are familiar with the hotel system in the hospitality industry such as VHP, Power Pro, and HotelMu.

## Conclusions

The design of the Poliwangi Jinggo Hotel room reservation system with a waterfall model approach based on the Bistone Hotel Management System application has already done and refer into some important points. The first is the hotel room reservation system application that has been carried out, is a desktop application that works perfectly on the Windows operating system, and the initial login page as the initial design is still by default. There are seven menus that are used to design the Jinggo Hotel room reservation system, starting from setting room type, room rates, room/beds, room/beds search center, services, guests, and reservations. All of those have been set according to the results of observations, interviews, and the real conditions of Jinggo Hotel. For the process of inputting guest data, reservations, and printing out invoices, the receptionist will not have too many difficulties considering that the application that has been designed is easy to use and reliable. The second is the feasibility evaluation of Jinggo Hotel room reservation system was conducted by quantitative approach with 30 respondents using the USE Questionnaire, so the results can be concluded as follows, Usefulness = 81.2%, Ease of Use = 80.2%, Ease of Learning = 80%, and Satisfaction = 76%. Based on those, the design of room reservation system was included into the feasible category, even though from the satisfaction aspect was still below 80%, and this aspect needs to be enhanced for the next system development.



Many studies and research are still needed to build and develop the system for Jinggo Hotel room reservation, noting that the satisfaction aspect which was still below 80%. So basically, some similar research focusing on reservation systems can be a perfect fit, especially the one which explained about reservation system in more details, that are already connected online and collaborated with third party, such as travel agents.

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# Level of consumer confidence in the implementation of CHSE (Clean, Healthy, Safety, Environment Sustainability) hotel certification during the Covid-19 pandemic in Palembang City, Indonesia

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**Abstract:** This research identifies and measures hotel consumers' trust regarding the application of CHSE (clean, healthy, safety, and environmental sustainability) in three, four, and five-star hotels in Palembang during the COVID-19 pandemic. CHSE certification is a program from the Ministry of Tourism and Creative Economy of the Republic of Indonesia to increase consumer confidence in reusing hotel services. The study used direct observation techniques in restaurants and distributed questionnaires to respondents. This descriptive-analytic survey uses a questionnaire as a variable measurement scale. The research population is star hotel guests who have received CHSE certification, with a sample of 602 respondents. The study results show that respondents dominated by women, millennials, and generation Z, the choice of visiting 3-star and 4-star hotels, the purpose of visits to carry out tasks and attend events, while the phenomenon of staycation destinations began to grow during the pandemic by 17 percent. Concerning the CHSE, there was a 10.9 percent growth in confidence in implementing the CHSE with the opportunity for Covid-19 transmission. The seriousness of the implementation of CHSE has yet to meet consumers' perspectives, and only three of the thirteen indicators have met consumer expectations with an average value of 83 percent. In addition, there is a shift in consumer considerations in choosing hotels, from consumers sensitive to price and cleanliness factors. In contrast, the CHSE implementation factor has become a consideration of 51 percent of respondents.

**Keywords:** CHSE certification, consumer confidence, health protocol, hotel, trust level

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## Introduction

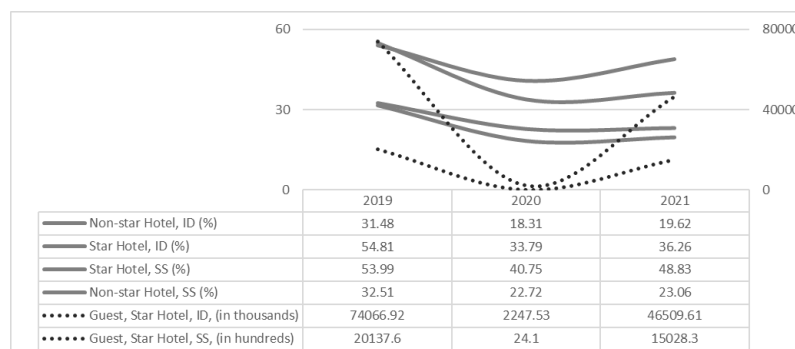
In dealing with the Covid-19 pandemic, the Government of Indonesia has issued several policies and rules related to social interactions, such as the implementation of PSBB or large-scale social restrictions, intending to reduce the rate of spread of COVID-19. Along with the PSBB policy, the Ministry of Health also requires the implementation of the 5M health protocol for the public concerning public facilities, including washing hands, wearing masks, maintaining distance, staying away from crowds, and reducing mobility. The Ministry of Tourism and Creative Economy also issued a new policy to rebuild tourism in the new normal era by applying a CHSE-based health protocol (Cleanliness, Healthy, Safety, and Environmental Sustainability) which focused on several locations or activities related to tourism. This policy must accompany guidelines for applying CHSE standards for business fields, which are used as the basis for the feasibility assessment process to obtain a CHSE certificate. The Ministry of Tourism and Creative Economy has published several guidelines for the implementation of CHSE, which include tourist attractions, homestays/tourist lodges, hotels, MICE (meetings, incentives, conventions, and

exhibitions), events, restaurants, rafting tours, golf tours, tours diving, SPA, and creative economy.

Through the CHSE certification, hoped that in addition to providing guarantees to consumers or tourists, it is not only a certainty of the implementation of health protocols but also a broader scope, namely the implementation of cleanliness, health, safety, and environmental sustainability. That way, consumers will feel comfortable and safe while doing activities in the tourism sector. Through this, we hoped consumer confidence would be higher, especially during the pandemic. A high level of consumer confidence in a product or service will always be able to improve consumption patterns and is expected to be directly proportional to the economic growth, both macro and micro, of a country.

Acceleration of the vaccination program, which resulted in the reduction of restrictions on social interaction, little by little helped national and regional economic growth. The publication of Central Statistics Agency recorded a Gross Domestic Product growth rate of 7.07 percent in 2021 against 2020, where the accommodation, food, and beverage sector contributed 0.54 percent. If processed in more detail based on the average composition in 2020, the accommodation sector will contribute 0.12 percent or an estimated 75.1 billion in 2021. However, this value is still around 32 percent lower than before the pandemic (Badan Pusat Statistik Indonesia, 2021).

The decline in economic growth from the contribution of the accommodation sector can also see through the occupancy rate of star hotels in Indonesia which only reached 33.7 percent, and 18.3 percent in non-star hotels in 2020. In 2021, Indonesia noted that the occupancy rate of star hotels could increase to 36.2 percent and 19.62 percent for non-star hotels. This figure showed positive sentiment toward economic growth through the accommodation sector when the number of foreign tourists decreased by 1.88 percent compared to October 2020 (Badan Pusat Statistik Indonesia, 2021). Domestic tourists dominate the increase in hotel occupancy through the staycation phenomenon. In line with national data, South Sumatra Province, with Palembang as its capital, also experienced an increase in star hotel occupancy from 40.7 percent in 2020 to 48.8 percent in 2021, even though the level of foreign tourist visits was at zero status (BPS Prov Sumatera Selatan, 2020). In the same period, the increase in the number of domestic tourists, both Indonesian national data and South Sumatra provincial data show a significant increase in star hotel guests, 20 times greater nationally and 600 times greater in South Sumatra data. However, compared to the data in 2019, this figure has only touched 62 to 74 percent of the number of guests. This growth shows two essential things; first, during 2020, the accommodation sector experienced the most significant recession, which resulted in the dominant business in the accommodation sector closing temporarily or permanently. Second, in 2021, business enthusiasm in the sector grew again in line with the intensification of vaccination programs and businesses—others in restoring consumer confidence, including CHSE certification. Room occupancy rate and number of hotel guests in 2019-2021 can be seen in Figure 1 below.



(Source: Central Bureau of Statistics of Indonesia, 2021)

**Figure 1.** Room occupancy rate and number of hotel guests in 2019-2021

The positive movement in the hotel business must be balanced with the acceleration of the vaccination program and the relaxation of restrictions on social interactions, especially in the tourism sector, while still following government recommendations regarding implementing health protocols. CHSE certification for hotels is one of the Ministry of Tourism and Creative Economy policies to encourage the tourism sector through the hospitality business to become passionate again. Of course, through this program, tourists are more confident and confident in consuming hospitality services. Therefore, preliminary research on implementing the CHSE certification policy is necessary from the point of view of hotel guests as consumers.

With the COVID-19 pandemic, it has caused various negative impacts in the form of declines in various sectors, starting from the drastic decline in the number of transportation customers that occurred in almost every mode of transportation, ranging from air, land, and water transportation, which of course had a domino effect on the sector: other sectors, particularly the tourism sector, which was the strongest. In line with this, based on data processed by P2E LIPI, the impact of the tourism sector's decline in the income of MSMEs engaged in the micro food and beverage business reached 27 percent. Meanwhile, the impact on food and beverage small businesses is 1.77 percent, and for medium enterprises is 0.07 percent. Bali tourism is trying to survive during the pandemic, one of which is through the "We Love Bali" program based on CHSE. Candranegara, in his journal, shows that the program can return the Balinese economy to a better state and help business actors, hotels, travel businesses, restaurants, MSMEs, and others (Candranegara et al., 2021). Still related to the pandemic, research in Pagar Alam City shows that e-commerce development in collaboration with digital platforms is the chosen strategy because it can reduce the business gap and target market that has shifted during the COVID-19 pandemic (Karo & Hamonangan, 2021). Meanwhile, related to increasing consumer confidence, there is an increase of 12 percent of restaurant consumers in Palembang believe that the implementation of CHSE will reduce the chance of infection (S. et al., 2021). Similar results find in a study in Medan City; CHSE certification and promotional media increased guest confidence to stay (Aprilia et al., 2021).

Another study in Depok City showed that the application of CHSE influenced potential consumers' decision to choose a three-star hotel (Ani & Vivian Octariana, 2021). In Samarinda City, research on Zoom Hotel shows that CHSE influences consumer satisfaction, with the cleanliness variable being the most dominant significant factor (Dwiatmojo et al., 2022). In line with these results, research related to the hospitality industry in the city of Bandung more and more hotels understand the importance of CHSE certification and shows that 145 hotels, as of February 2021, have successfully implemented CHSE well (Maulina et al., 2021). It shows an improvement over previous preliminary research, where tourists dominated by millennials assess that the implementation of CHSE is needed and still needs to optimize in the city of Bandung (Ningrum & Septyandi, 2021). The development phenomenon needs to increase consumer confidence in almost all cities in Indonesia through the intervention of the Indonesian government with the CHSE certification program is necessary to review its implementation by hotels in the city of Palembang.

Along with the Coronavirus outbreak or Covid-19 in hundreds of countries, the government issued a Health Protocol. The government will implement the protocol throughout Indonesia with centralized guidance from the Ministry of Health. The Health Protocol is one of the provisions/rules that all parties must carry out to carry out activities safely during the Covid-19 pandemic. The Health Protocol established by the Ministry of Health of the Republic of Indonesia aims for people to move safely and not endanger the safety and health of others (Kementerian Kesehatan Republik Indonesia, 2020).

Prevention and Control Health Protocol issued by the Ministry of Health of the Republic of Indonesia specifically through the Decree of the Minister of Health of the Republic of Indonesia Number Hk.01.07/Menkes/382/2020 concerning Health Protocols for the Community in Public Places and Facilities in the Context of Prevention and Control of Corona Virus Disease 2019 (KSP, 2020). The Health Protocol has explained the rules that must carry out by all parties in public places or facilities, namely: (1) Market and the like; (2) Shopping Centers and the like; (3) Hotel / Lodging and the like; (4) Restaurant/Restaurant and the like; (5) Sports Facilities and Activities; (6) Mode of Transport /Terminal; (7) Tourist Attraction Locations; (8) Beauty

Care Services and the like; (9) Creative Economy Services; (10) Religious Activities in Houses of Worship; and (11) Event Organizing Services. The rules in the Health Protocol at each location intend for three parties: business actors, workers, and visitors or guests. Each party has its role, so each party has adjusted the rules (Kementerian Kesehatan Republik Indonesia, 2020).

The Government of Indonesia, through the Ministry of Tourism and Creative Economy, implements a policy of implementing CHSE certification as a form of guarantee to tourists for the implementation of cleanliness, health, safety, and environmental sustainability, within the scope of hotels, homestays/ tourist lodges, events, restaurants, tourist attractions, and others (Kemenparekraf RI, 2020). Guidelines for each application prepare to serve as a reference for local governments, entrepreneurs, managers, employees, and guests/tourists. The guide contains general and specific guidelines according to the service flow in hospitality. It refers to the protocols set by the Government of Indonesia, the World Health Organization (WHO), and the World Travel & Tourism Council (WTTC) in the context of preventing and handling Covid-19 (Suryawan, 2022). The CHSE certification program is already implementing in 34 provinces, divided into 493 districts/cities in Indonesia, with 11986 certified tourism businesses (Kemenparekraf-RI, 2021). In line with efforts to restore tourist trust through the CHSE program, Dyah in his research results related to homestays, shows that CHSE information and training are essential because the increased understanding of homestay managers regarding the implementation of CHSE during the COVID-19 pandemic has an impact on the comfort and safety of tourists (Palupiningtyas & Yulianto, 2020).

The July 2020 edition of the CHSE implementation guide in Hotels is the basic guideline for carrying out this research. General guidelines contain health protocols, essential health services, handling natural disasters and the use of hotel facilities, cleanliness, and preservation of the hotel environment. Meanwhile, particular guidelines are built based on the hotel service flow, starting from the entrance to the hotel area, front desk and concierge, guest rooms, restaurant and coffee shop, banquet, hotel facilities and other public areas, kitchen, housekeeping, office, and employee rooms. Hotels that have successfully met all the indicators in the guidelines through the assessment process by the implementing committee will receive a CHSE certificate from the Ministry of Tourism and Creative Economy (Kemenparekraf-RI, 2020b).

This research relates to CHSE certification, early and relatively new research in Palembang based on hotels. This certification is a form of government intervention through the Ministry of Tourism to restore consumer confidence in the tourism sector in general and the hospitality sector in particular. These interventions do not necessarily increase the level of trust due to several things, including indicators that overlap with health protocols and consumer knowledge about CHSE certification. Therefore, through the results of this study, it will be known from the point of view of hotel guests regarding the seriousness of implementing CHSE standards for hotels in Palembang so that they can be used as materials for improvement according to consumer needs.

## Methodology

This type of research is a descriptive survey research method with crosstab analysis. This study uses primary data collected by distributing questionnaires to hotel guests from September 2021 to December 2021. This study uses a quantitative approach. The population of this study is guests from star hotels in Palembang that have obtained CHSE certificates (Kemenparekraf-RI, 2020a).

The average number of guests per month in 2021 is around 125,236 people in South Sumatra (BPS Prov Sumatera Selatan, 2020). The percentage of hotels in Palembang is 73 percent, using this assumption, the population is 91,422 (Palembang, 2021). Star hotels with CHSE certificates which became the research locus, were 16-star hotels consisting of 3 five-star hotels, five four-star hotels, and eight five-star hotels, with a total sample of 602 respondents. The number of responses received is greater than the minimum number of samples using the slovin approach at an error rate of 5 percent, namely 398 people (Bungin, 2005).

This research instrument tests through validity and reliability tests. The test results show that each question item has a value greater than the *r* table value (0.361) at a degree of freedom (df) 28 and a significance level of 0.05 which means that the research questionnaire is

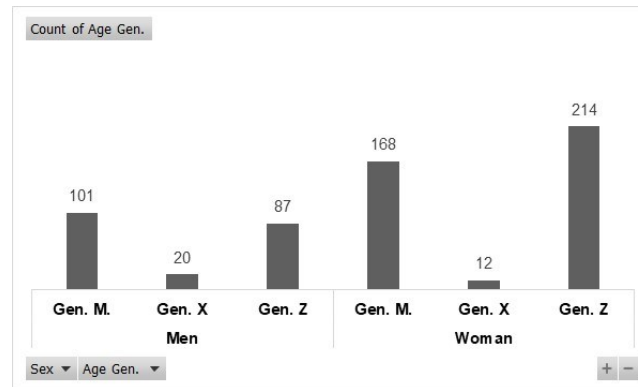


declared valid (Sugiyono, 2018). The test results using the one-shot method show the overall Cronbach alpha coefficient value of 0.876, and each question item has a value greater than the minimum reliability limit of 0.7, which means that the research questionnaire is declared reliable (Agung & Yuesti, 2019).

## Results and Discussions

### Results

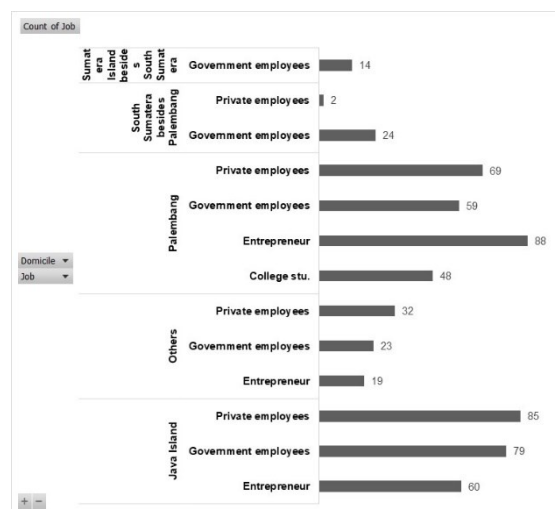
Research respondents divide into six characteristics, namely based on age, gender, occupation, domicile, number of visits, the purpose of visit, and category of hotel visited. Cross-analysis was carried out on these characteristics and gave some descriptions.



(Source: Research Result)

**Figure 2.** Respondents by gender and age generation

Figure 2 above show the respondents by gender and age generation. Research respondents comprised 65 percent women and 35 percent men, where 50 percent of the total respondents were Generation Z, and 45 percent were Generation M (millennials). When divided by gender and generation, it can see that 49 percent of male guests are dominated by Generation M and 42 percent by Generation Z, while the opposite for female guests is 54 percent dominated by Generation Z and 43 percent by Generation M.

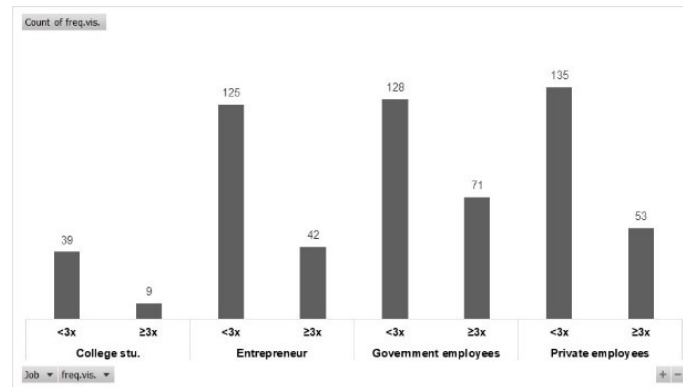


(Source: Research Result)

**Figure 3.** Respondents by domicile and job

Figure 3 above show the respondents by domicile and job. Based on domicile, it knows that 44 percent of respondents are residents of Palembang, and 37 percent are from Java. Based on occupation, the respondents divide into three; government employees, private

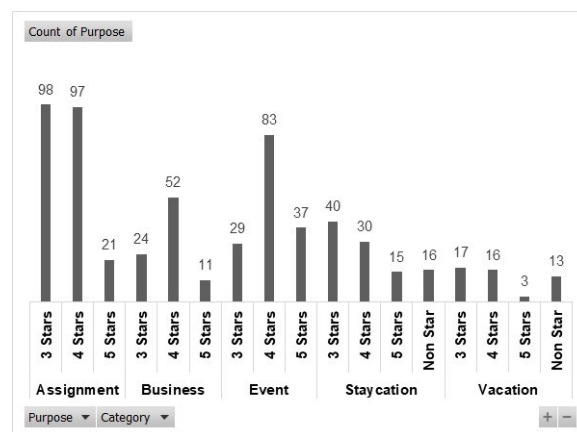
employees, and entrepreneurs, with almost the exact value of 33 percent, 31 percent, and 28 percent, respectively. Further divided based on domicile and occupation, the data obtained that guests come from Java are almost evenly divided into three types of work, the same as the previous data. Meanwhile, among local Palembang guests, 33 percent are business people, 26 percent are private employees, and there is a new criterion, namely, 18 percent are students. Other respondents outside the Palembang and Java domicile dominated by 62 percent who work as government employees.



(Source: Research Result)

**Figure 4.** Visit rate by age generation

Figure 4 above show the visit rate by age generation. As many as 71 percent of respondents visited hotels in Palembang less than three times. When viewed by occupation and level of visits, the percentages are almost the same, namely respondents with the profession of entrepreneurs, private employees, and students, each more than 71 percent making visits less than three times during the study period. In contrast to government employees, 64 percent made less than three visits, while the rest had more than three visits during the study period.

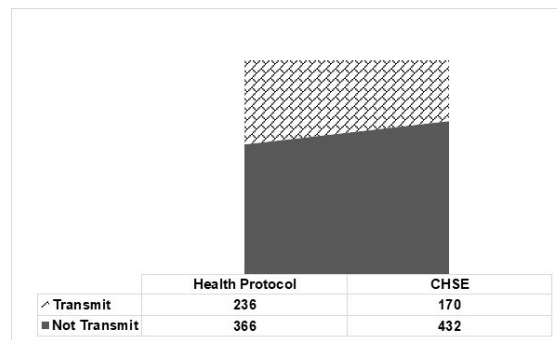


(Source: Research Result)

**Figure 5.** Visit purpose by hotel category

Figure 5 above show the visit purpose by hotel category. There are five destinations for respondents to visit hotels, divided into 36 percent carrying out work-related assignments, 14 percent conducting business activities, 25 percent attending events, 17 percent staycations, and 8 percent enjoying vacations. The category of hotels visited by the respondents divides into 5 percent of non-star hotels, 35 percent of three-star hotels, 46 percent of four-star hotels, and 14 percent of five-star hotels. When divided by purpose of visit and hotel category, it knows that 90 percent of respondents who carry out work-related assignments more often stay at three- and four-star hotels, 60 percent of respondents who carry out business activities stay at four-star hotels, and 28 percent stay at three-star hotels. The 56 percent of respondents who

participated in the event stayed at 4-star hotels, 25 percent stayed at five-star hotels, and around 68 to 70 percent of respondents who did staycations or vacations stayed at three- and four-star hotels.



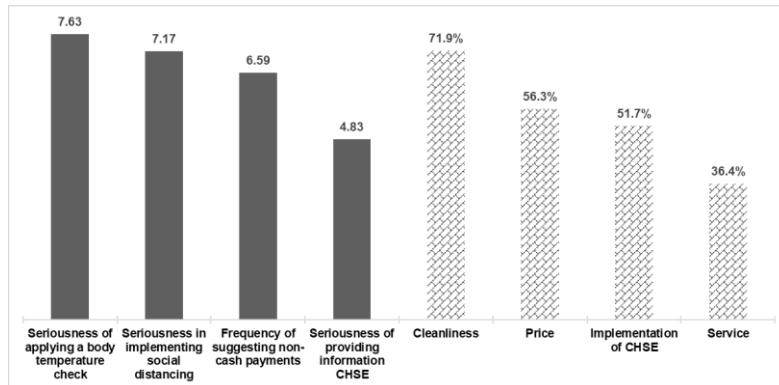
(Source: Research Result)

**Figure 6.** Chance of Covid-19 transmission

Figure 6 above show the chance of Covid-19 transmission. The obligation to implement health protocols and policies for implementing CHSE are two patterns implemented by hotels in Indonesia, including in Palembang. Implementing these two policies is expected to reduce the chance of contracting Covid-19 and increase the confidence of hotel visitors. Respondents' views on efforts to implement health protocols and the implementation of CHSE turned out to show that trust data was insignificant concerning the opportunity for Covid-19 transmission. In general, as many as 60.8 percent of respondents believe that implementing health protocols effectively reduces the chance of transmission, while 71.7 percent of respondents believe in implementing CHSE. It can see that there is an increase in confidence of only 10.9 percent through the implementation of CHSE. This low increase cannot be considered the optimum effort from the consumer's point of view. This consumer perspective is assumed to occur due to the need for more information and consumer understanding regarding CHSE, reinforced by data that 72.1 percent of respondents stated that there was no visible difference between the implementation of CHSE and the application of health protocols.

## Discussions

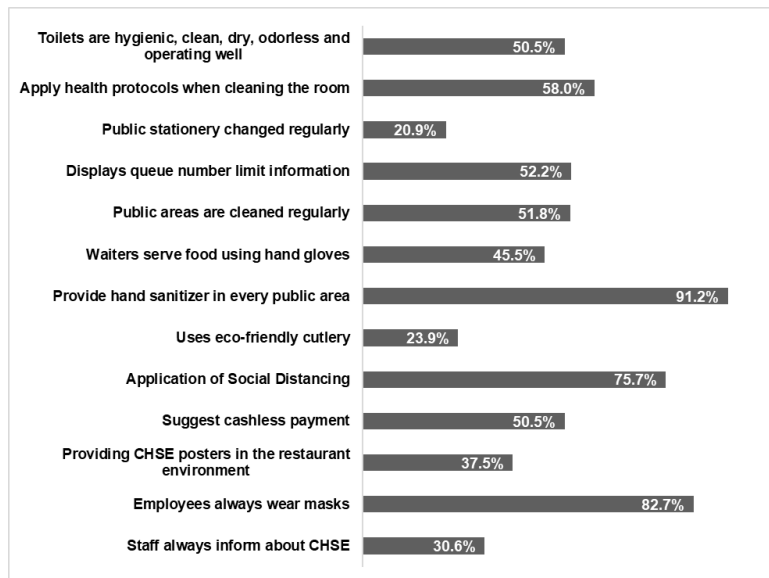
The value of the level of seriousness in the application is in line with previous information regarding the low confidence level in the chance of transmission. The seriousness of the availability of information on the implementation of CHSE has a low score of 4.83 out of a scale of 10, indicating that hotel consumers need not receive comprehensive information regarding the implementation of CHSE. The level of seriousness in other factors also shows an unsatisfactory value, which is only in the range of 6.5 to 7.6, starting from seriousness in suggesting non-cash payments, seriousness in social distancing supervision, and seriousness in checking body temperature before entering the hotel. The data directly shows that from the consumer's point of view, hotels have yet to focus on implementing health protocol indicators, so it is natural that the visit rate still needs to be higher, based on the lack of significant growth in consumer confidence. The level of seriousness of application and hotel selection factors can be seen in Figure 7.



(Source: Research Result)

**Figure 7.** The level of seriousness of application and hotel selection factors

During the COVID-19 pandemic, there was a change in consumers' points of view in choosing hotels, where the cleanliness factor was the primary consideration for 72 percent of consumers. In comparison, the price factor was the only consideration for 56 percent of consumers, followed by the implementation of CHSE for 51 percent of consumers. Meanwhile, service quality has a reasonably low value, which is a factor of consideration for only 36 percent of consumers. Dominant Indonesian consumers are price sensitive, so promotion in the form of discounts or the like is one strategy that is quite successful in increasing interest in products or services. During the pandemic, data shows that there has been a change in the primary considerations, from the price factor to the cleanliness factor in the hospitality sector. The same thing happened to the service factor. Indeed, the hotel service sector is closely related to assessing service quality, especially in star hotels (Karo Karo, 2019, 2020). The research data shows a significant decline where the quality of service is no longer the primary consideration for most hotel consumers, and it even seems to be a complementary factor.



(Source: Research Result)

**Figure 8.** Observations on the implementation of CHSE

Figure 8 shows the observations on the implementation of CHSE. Observations on indicators of CHSE implementation show that, in general, there are still many indicators that hotels still need to implement appropriately. It knows that there are only two of the thirteen indicators that received responses according to the expectations of more than 82 percent of respondents, namely the provision of hand sanitizers in public spaces and commitment to the use of masks, while indicators with assessments that have met the expectations of nearly 76

percent of respondents, namely the application of social distancing. The other six indicators include non-cash payments, serving food using hand gloves, regularly cleaning public areas, limiting the maximum number and queues, implementing health protocols when cleaning rooms and hygiene conditions and ready-to-use toilets, and only getting an assessment of meeting expectations from around 50 percent of respondents. The remaining four indicators are only able to meet the expectations of an average of 28 percent of respondents, namely indicators of information related to CHSE by employees, CHSE posters in the hotel environment, use of eco-friendly cutlery, and regular replacement of public stationery.

If an average cumulative assessment of all CHSE implementation indicators carries out, only 51 percent of respondents think that CHSE in the hotel sector follows consumer expectations. Based on two descriptions of the observations, firstly, there are only three out of thirteen indicators that meet the expectations of the dominant respondents, and only cumulatively only half of the total respondents think that the implementation of CHSE has met expectations; this shows that the implementation of CHSE in hotels in Palembang has not implemented optimally.

## Conclusions

Through this research, related to the implementation of CHSE in the hotel sector, several conclusions namely as many as 81 percent of consumers stay at three- and four-star hotels, whereas 77 percent of the total respondents stay at hotels to carry out three main activities, starting from office work, attending events, and staying with family in Palembang.

The Application of CHSE in the hotel sector in Palembang has yet to grow consumer confidence during the covid-19 pandemic. The increase occurred by around 10 percent of confidence in the non-communicability of COVID-19, and only three of the thirteen implementation indicators have met the expectations of 83 percent of respondents.

There is a shift in the point of view of consumer considerations in Palembang in choosing a hotel, from being dominated by price and service quality factors to being dominated by the cleanliness and price factors.

In connection with these conclusions, several things can suggest for the function of market opportunities and future improvements, namely CHSE implementation policies can focus more on three and four-star hotels in Palembang. Indicators that align with consumers' three main goals should implement intensely. There is a need for a maximum increase in the implementation of CHSE, not only limited to fulfilling obligations through government intervention. In addition, an external supervisory function should be held and scheduled periodically by the relevant agencies/ministries. The shift in consumer perception in choosing a hotel is an opportunity for each hotel to show the seriousness of implementing health protocols and CHSE through periodic information updates through social media.

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## Digital marketing development in increasing Russian customer by The Apurva Kempinski Bali

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**Abstract:** This research aims to analyse digital marketing to be implemented to increase Russian customer and to design which model of digital marketing to able to increase Russian customer at The Apurva Kempinski Bali. Data collection done by observative participation, interview and focus group discussion with 15 respondents whom meets competence criteria of digital marketing and tourism industry. The research conducted by qualitative analysis data by Miles and Huberman Technique, supported by Nvivo 12 Pro software. The research result shows that The Apurva Kempinski Bali meets criteria of Resource Base View and 7P Marketing Mix, it showcases at the hotel has competitive advantage. This research finds hybrid model Candi Crandra Sangkala that combined with RACE model by Dave Chaffey and Spectacular Journey Compass as customer engagement reference at The Apurva Kempinski Bali.

**Keywords:** digital marketing, hotel, Russian customer, social media

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### Introduction

Nowadays worldwide is relying on digital technology as a crucial platform to meet everyone needs, as part of modern technology system, digital marketing performance has been rapidly increased due to globalization impact and developed in all aspect of industry. It is pointed out that digitalization is a new form of communication between producers and consumers of tourist services, becoming a source of competitive advantages of tourist organizations (Natocheeva et al., 2020). The online media product information will be easier and faster to convey to consumers (Andika et al., 2021). Through digital marketing, companies are able to advertise their products more effectively, reaching a larger batch of potential customers regardless of their geographic location. This was significantly boosted by the increase in the number of internet user (Carvalho & Carvalho, 2020). In the "digital era" the use of the internet and social media have a significant impact on the way consumers behave and companies do business (Todor, 2016). Customer nowadays is more mobile and more personal (Rizkinaswara, 2019). The utilization of social media in businesses is rising and is being extensively used for marketing. Social media sites support inter- and intra-organizational collaborations (Moore et al., 2013). It also supports a two-way communication, therefore a virtual co-creation as researches have shown (Lacka & Chong, 2016).

The implementation of Industry 4.0 aims to achieve the great national aspirations, which are bringing Indonesia upward to reach 10 biggest economies by 2030, returning the industry net export rate to 10 percent, doubling the labor productivity rate over the labor costs, and allocating 2% of GDP to R&D and technology innovation fields or 7 times higher than current allocation (BPKM, 2020). Tourism integrated into local communities, distanced from mass tourism, is necessary to provide a more realistic experience, which raises awareness of the need to preserve the traditions of local communities and their surrounding and practice sustainable tourism (Rodríguez-Díaz & Pulido-Fernández, 2020). This research also considers the degree in which digital marketing to Russian customer is implemented in The Apurva Kempinski Bali as a luxury international hotel chain. Russian customer has been one of main

targeted market in Bali, by Central Bureau Statistic, it was ranked #12 of arrival in 2019 with total 143.238 Russian tourists or 2,28% from total 6.275.210 tourist arrival in Bali, and ranked #4 of arrival in 2020 with total 57.817 Russian tourists or 5,41% from total 1.069.471 tourist arrival in Bali. This fact leads to Russian customer is one of the focus of international market to The Apurva Kempinski Bali. Since its opening from February 2019, the hotel is very well performed in international customer but unfortunately the result of Russian customer is very low. This huge gap explained that despite of Covid-19 pandemic, Russian customers has a very less engagement and still very less business result though same efforts in sales and marketing has been established.

The issue attracted the researchers' attention to have a research focusing on the increase of Russian customer to The Apurva Kempinski Bali as business strategy and an anticipation once the international travelling is slowly return to normal. Russian customer has a very unique characteristic, they are brave to any condition, spend a long time holiday, and predicted to be one of the first customer to travel back to Bali. The researcher understand that customer orientation in the Russian market consists of two distinct dimensions: customer-centric strategy and customer service delivery (Pereira & Bamel, 2021). The researcher has vision that digital marketing with RACE framework (Rautela, 2021) will be a future program in every hotel or company to increase customers. Progresses of marketing program are able to be seen in current updates of digital technology. The researcher optimist that research result will be able to be a great input for hotel of company to maximize its revenue production.

## Methodology

This research is using qualitative method to analyse the result, it is basically framed in term of words and open-ended questions. Qualitative research collects data qualitatively, and the method of analysis is also primarily qualitative. The goal of descriptive research is to describe a phenomenon and its characteristics. (Nassaji, 2015). The location of this research is at The Apurva Kempinski Bali located at Jalan Raya Sawangan, Nusa Dua, 80361, Bali, Indonesia. It was June-July 2022 when researcher conducted interview with 9 respondents and focus group discussion with 6 respondents. The respondents of interview are 10 natives, because the researcher would like to receive a real point of view from Russian natives' people, and 5 respondents are Indonesian who understand well regarding hospitality industry and digital marketing. Data analysis in this research is processed by researcher in order to achieve the objectives of research. The following are the stages in data analysis in this study are; data collecting, data reduction, data display and conclusion drawing and verification stage (Sugiyono, 2017)(Miles, 1994).

## Results and Discussions

The result for this research is classified by two segment. The first classification result is Resource Based View as an important discussion based on 4 indicators of RBV theory. The indicators are: (1) Valuable, which also mentioned topics of Place, Product and Price of 7P Marketing Mix, (2) Rare, (3) Imitability, which the respondents also mentioned topics of Physical Evidence of 7P Marketing Mix. The last indicator is (4) Organization which the respondents also mentioned topics People and Process of 7P Marketing Mix. This classification of discussion has important function to validate The Apurva Kempinski Bali as main object meets the criteria of research theories Resource Base View and 7P Marketing Mix. The second classification of discussion is Digital Marketing which has 3 topics during interview and FGD, there are: (1) The favourite digital marketing, (2) Content needed on digital marketing and (3) Suggestion and development of digital marketing. This particular classification is to approach the two formulation of problem result of this thesis research regarding appliance of digital marketing and to find the effective development model in digital marketing to increase Russian customers at The Apurva Kempinski Bali. Classification of research result by Nvivo can be seen in Figure 1 below.

Nodes			
<div> <div></div> <div> <div></div> <div></div> </div> </div>			
Name	Files	References	
1. Resource Based View		0	
1.1 Valuable		1	2
Place		1	1
Product		1	1
Promotion & Price		1	1
1.2 Rare		1	1
1.3 Imitability		1	1
Physical Evidence		1	4
1.4 Organization		1	1
People		1	1
Process		1	1
2. Digital Marketing		0	
2.1 The favorite digital marketing		1	
2.2 Content needed on digital marketing		1	1
2.3 Suggestion and Alternative of Digital Marketing		1	

**Figure 1.** Classification of research result by Nvivo

The discussion result as Figure 2 creates “marketing” as the biggest letter at word cloud. The result shows that marketing was the most important focus stated by respondents. Everyone agreed that marketing is a crucial step in introducing and presenting a hotel to be well-known broadly by customers from around the world. The respondents are agreed that The Apurva Kempinski Bali has been doing a very good marketing apart from the unique and magnificent product itself.

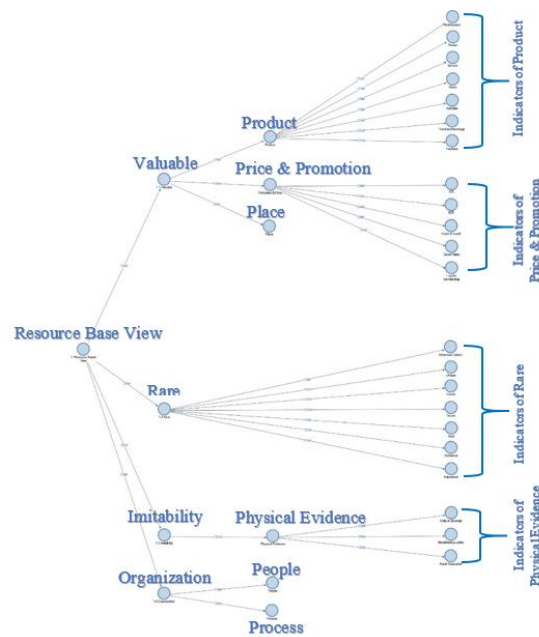


**Figure 2.** Word cloud of research result

## Resource Base View

The research result based on indicators value at Resource Base View and 7P Marketing Mix. Resource base View Indicators is VRIO, stands from Valuable, Rare, Imitability and Organize. Meanwhile 7P Marketing Mix indicators is Product, Prices, Place, Promotion, Physical Evidence, Processes and People.

The Figure 3 below demonstrate that respondents agreed that The Apurva Kempinski Bali is worth as a product with Resource Base View identifications. It means during the interview and FGD generates statement which indicated towards each theories.



**Figure 3.** RBV discussion result

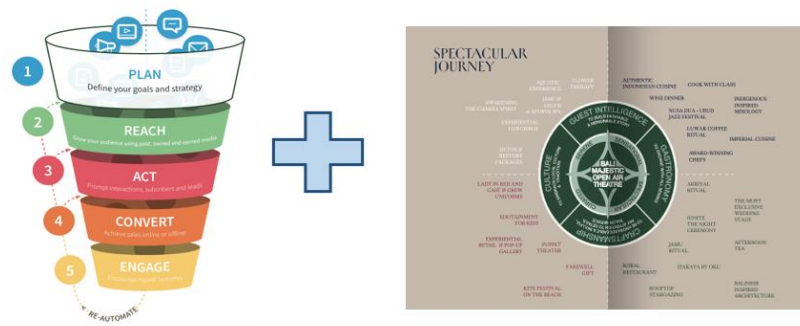
### Digital Marketing

The research findings on the Table 1 explained that the current favourite digital marketing in Russian customers from the most to the least favourite are: Instagram, Facebook, Youtube, Email, chat application and Google or Yandex as search engine. The findings of content needed in digital marketing exposure to Russian customers are: lifestyle or activity, guest facilities and room accommodation information. The last findings about suggestion and digital marketing development for Russian customers from the most to the least suggested are through channels: Google or Yandex as research engine, Telegram chat application, exposure with influencer that in line with hotel image and maximizing email promotion for B2B.

**Table 1.** Digital marketing discussion result

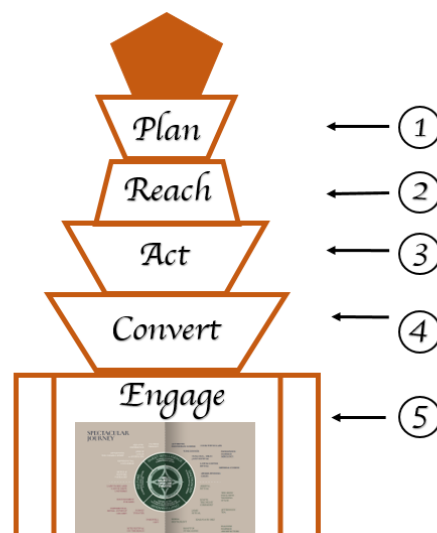
Topic Discussion	Description	References	Percentage
The Favourite Digital Marketing		6	10.53%
	Email	7	12.28%
	Facebook	11	19.30%
	Google	1	1.75%
	Instagram	21	36.84%
	Whatsapp or Chat	3	5.26%
	Youtube	8	14.04%
Total		57	100.00%
Content Needed on Digital Marketing		13	33.33%
	Facilities	10	25.64%
	Life style or Activity	12	30.77%
	Room	4	10.26%
Total		39	100.00%
Suggestion and Alternative		12	30.77%
	Email for B2B	1	2.56%
	Google or Yandex	16	41.03%
	Telegram	6	15.38%
	Thru Influencer	4	10.26%
Total		39	100.00%

The second research analysis process by FGD concluded a new hybrid model of Candi Candra Sengkala shape. The shape can be seen in Figure 5. The hybrid model is a mixture from RACE model combined with The Apurva Kempinski Bali Spectacular Journey Compass. The RACE model was found by Dr. Dave Chaffey from Smart Insight in 2010 and then updated in 2012 and 2015 (Naufal et. al, 2021). Smart Insights found that many businesses don't have well-formed digital marketing strategy and implementation plan. RACE model is designed to be customized and applied to all types of B2B and B2C from small business to larger organizations working on digital transformation. The RACE model combined with spectacular journey compass can be seen in Figure 4.



**Figure 4.** RACE Model combined with spectacular journey compass

RACE model covers the full customer lifecycle or marketing funnel from: (Plan) > Reach > Act > Convert > Engage. An additional first stage "Plan" not mentioned in abbreviation however the stage is vital which involves the overall digital strategy. Apart from the 4 stages, the model also mentions key KPIs for each stage. The last stage "Engage" is combined with Spectacular Journey compass of The Apurva Kempinski Bali. At RACE model, the funnel is getting smaller from the top to the bottom. However, by experience in hotel industry, the effort from plan stage to the customer's advocacy are getting huge and bigger from the top until the bottom. If the customers feel satisfied at the engagement, this will turn them into repeat customers.



**Figure 5.** Hybrid Model Candi Candra Sengkala

The Apurva Kempinski Bali has Candi Candra Sengkala as logo and one of signature statue around the hotel and also available in every rooms. Candi Candra Sengkala built in East Java in the year 1369. This is the most favourite candi of King Hayam Wuruk, the candi is

initially to protect the forest in Majapahit kingdom. Candi Candra Sengkala at The Apurva Kempinski Bali has a deep philosophy of safety and protection of the guests during their stay in the hotel. The researcher inspired by Candi Candra Sengkala to be the hybrid model of digital marketing development to increase Russian customer to The Apurva Kempinski Bali. The RACE model combined with Spectacular Journey Compass has similar stages with the shape of Candi Candra Sengkala.

## Conclusions

The researcher suggests the hybrid model of RACE combined with Spectacular Journey Compass concept to be implemented at The Apurva Kempinski Bali. The careful plan, marketing strategy and market development will to increase Russian customer. The effort will be massive and related to Sales and Marketing department in the hotel with the support of all employees. This hybrid model of RACE: (Plan) > Reach > Act > Convert > Engage to be implemented base on Resource Base View and 7P Marketing Mix, combines with the essence Spectacular Journey Compass to engage with Russian customers. The implementation will increase branding of The Apurva Kempinski Bali, the hotel branding will lead into upcoming business conversion of Russian customers.

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## Digitalization need: Green promotion framing in reinforcing the revenue increase

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**Abstract:** The current trend among tourists is staying in an accommodation that has applied the principles of green or pro-environment in the operations. Manah Shanti Resort has conducted green promotion to attract tourists who know about tourism sustainability well. The study aimed at identifying the strategies that are possible to apply to have better promotion in improving hotel revenue. The study used qualitative research design. The data were collected by conducting FGD with the owner, management staff, and operational team, interviews, and document reading initiations. Besides, the data obtained were determined in the SWOT analysis table of the green promotion yielding IFAS and EFAS data analysis. The resort generates revenue effectively as a result of green promotion performance. However, the resort partly implements green promotion and is categorized in a growth stage. According to the analysis, there are eight strategies suggested and categorized as Strengths-Opportunities, Weaknesses-Opportunities, Strengths-Threats, and Weaknesses-Threats strategies to conduct better green promotion in increasing revenue. Thus, further actions need to be taken to optimize the green promotion at Manah Shanti regarding digitalization needs.

**Keywords:** digitalization, green trends, promotion, revenue

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### Introduction

The revolution of industry 4.0 is all about how people utilize technology in all aspects of life to ease our productivity. People view this technological era from a positive perspective when they do not do all of the work manually but with the assistance of machines. The question is, Have people utilized proper technology to do the work? The revolution industry 5.0 answers the question. Machine, as a part of technology, is completed with the internet. Moreover, digitalization currently substitutes many matters that positively impact the environment. People are increasingly concerned about environmental problems due to ecological pollution disasters arising from the activities of the manufacturing industry around the world (Hung Chen, 2011).

The manufacturing and construction sectors, Information and Communication Technology, mining, electronic, entertainment, gaming, and tourism sectors take part in the damages caused. Waste generated needs to be well-managed, yet the cost of production is high related to money and natural resource. Fortunately, individuals and companies could take part in reducing the destruction. Efforts that the companies can carry out are to combine an environmentally friendly approach with marketing products which is expected to increase competitive advantage (Ginsberg & Bloom, 2004). Marketing is one of the crucial parts of a business for introducing and getting the product to be well-known.

In traditional or old beliefs, businesses are established to sell products and earn a surplus as much as possible. Owning a business is an essential criterion for a successful life journey in society. Furthermore, earlier, the companies were formed with the objective of profit maximization, but the recent perception is to establish companies that are sensitive toward society as well (Boztepe, 2012; McDaniel & Rylander, 1993). After getting settled inside, the

companies ought to look out and offer opportunities to work with the public. Thus, here comes Green promotion as a part of green marketing.

Green Marketing helps in fulfilling this aim of the companies. It is not just another marketing strategy but needs a careful and in-depth analysis of consumer buying behavior to succeed. Green marketing is the marketing of products that are considered environmentally safe; thus, environmentally friendly marketing combines various activities, including product modification, production process changes, packaging changes, and modifications advertising (Agustin et al., 2015; Hawkins et al., 1997; Polonsky & Rosenberger III, 2001; Sarkar, 2012; Situmorang, 2011). Ultimately, green marketing is crucial for the environment and local communities. However, it can also protect the environment, society, and culture and have a more significant local economic impact on the nation.

Tan et al. (2022), explain that the green concept of marketing development has three leading indicators: economy, environment, and community. Marketing is conducted for an increase in the economic situation. On the other hand, the business must consider the industry's impact on the environment and whether the industry could reduce the damage or maintain the existence of nature. Then finally, after the industry is in a stable condition, it is expected to involve the community nearby to be in the marketing process as everyone could be a salesperson. Besides, it is suggested that the industry could increase the income of the community surround. In particular, green marketing must accomplish two goals: develop eco-friendly products to be widespread and deal with guests' expectations (Dangelico & Vocalelli, 2017).

Marketing conventional has a development called green marketing mix with some indicators: a) Green product, b) Green pricing, and c) Green promotion. Green promotion consists of 3 types, namely: (1) Campaigns that discuss the relationship between products/services and the biophysical environment; (2) Campaigns that promote green lifestyles by highlighting products or services; (3) Campaigns that present a corporate image of environmental responsibility. The green promotion strategy must start from the problem that consumers still need to learn and understand the concept of green marketing (Tiwari et al., 2011).

According to Mamahit (2015); Rejeki et al. (2015), green promotion is a promotion that aims to change public perceptions of environmentally friendly products by using media, such as electronic media (television and internet). An intelligent green marketer can strengthen environmental credibility by using sustainable marketing with suitable communication media. The key to green marketing success is credibility.

The hotel industry is one of the industries that are facing a significant change in operations and marketing during digitalization. Each hotel nowadays needs a presence on the internet or social media to drive the customer's interest and book the hotel. The green promotion has a more substantial impact during the Covid pandemic to keep the business competitive in the digital marketing era. The stakeholder should watch their company's SEO score, which mentions the company ranking websites on Google, and measure the company's SEM to development of a site that can attract the user and is easy to navigate, social media plan, and social network for the sustainable network. Furthermore, one of the most recent trends to consider is content of Marketing to attract and retain a defined audience for future sales ranging from blogs and video marketing to be booted through email marketing, website, or social media.

Manah Shanti Resort is a hotel in Ubud, Bali, that adapts to this new era of digitalization as a part of the green marketing mix. However, in early 2020, the green marketing impact could have been faster following to fall of the business, for the revenue was going down significantly. This phenomenon needs to be sorted out as the hotel has to continue to generate revenue to run the hotel and survive in the post-pandemic. This study was conducted to determine the implemented green promotion strategy and identify further actions to increase sales at Manah Shanti Resort Ubud from a SWOT analysis.

## Methodology

The study employed a qualitative SWOT analysis that calculated the matrixes of IFAS and EFAS. The quantifiable data from SWOT (Strength, Weakness, Opportunity, Threat) analysis was obtained from Focus Group Discussions with structured questions, document reading, and interviews. This research was conducted in Manah Shanti Resort Ubud, where the hotel implements green promotion and maintains a green area in the resort as one of the iconic concerns in following the trends. Furthermore, the results were descriptively explained to attain a clear picture of the strategy and different solutions to the deficiencies found. Using purposive sampling, the subjects of the study were five people. They are the business owner, management, and operational team in Manah Shanti Resort Ubud under PT. Tirta Amertha Shan operation. The participants expressed their ideas about SWOT found in the hotel to complete the matrix. The participants have been watching the hotel's development for years and can answer the questions asked. The factors of SWOT were given a weight between 0,0, which represents the least essential factor to 1,0, which represents the essential factor, and a scale rating between 1 (poor) to 4 (very good). The strengths and weaknesses are internal factors, whereas the opportunities and threats are external factors. The total score obtained from EFAS and IFAS table is matched to the nine-cell diagram (Rangkuti, 2018). to determine the company's position. Thus, the stakeholders can consider impactful solutions to achieve the goals.

## Results and Discussions

### Results

Finding out the Strength, Weaknesses, Opportunities, and Threats (SWOT) was the first step in this study. The data were obtained from interviews and Focus Group Discussions with the stakeholders: the owner, management, and operational team. Completed by documents reading, the implementations of green marketing, specifically green promotion, are: (1) Maximizing promotion channel; (2) Partnering with e-commerce as the third party; and (3) Utilizing promotion tools. The strengths and weaknesses obtain through the interview and FGD processes were listed as four primary strengths and three significant weaknesses. Each item was given weight and rate in an IFAS matrix which is presented in [Table 1](#) below.

**Table 1.** Internal Factor Analysis Summary (IFAS) Manah Santhi Resort Ubud

No	STRENGTHS	Weight	Rating	Score	Remarks
1	Manah Shanti Resort architecture and designs are in demand	0.20	3.00	0.60	Minor Strengths
2	Manah Shanti's Pricing and Services are matched	0.20	3.00	0.60	Minor Strengths
3	Manah Shanti Resort Location is in the center, which is convenient for travelers	0.15	2.75	0.41	Minor Strengths
4	All personnel (Owners, Management and Staff) in Manah Shanti are service oriented	0.15	2.75	0.41	Minor Strengths
TOTAL		0.55	11.50	2.02	
No	WEAKNESSES	Weight	Rating	Score	Remarks
1	Manah Shanti needs more staff to manage social media	0.12	2.63	0.23	Minor Weakness
2	Manah Shanti is lacking social media focus	0.09	2.50	0.23	Minor Weakness
3	Manah Shanti's Website is static since it needs a booking engine	0.09	2.50	0.23	Minor Weakness
TOTAL		0.30	7.63	0.69	
Total Weight & Score for the Internal Factors		0.85	19.13	2.71	

Referring to the analysis of the internal factors in Table 1, it can be depicted that there are four strengths and three weaknesses. The first strength is that Manah Shanti Resort's architecture and designs are in demand. It was given 0.20 weight and a 3.00 rating with a total score of 0.90, which is classified as a minor strength. The second strength is that Manah Shanti's Pricing and Services are matched. It was given 0.20 weight and a 3.00 rating with a total score of 0.60, which is classified as a minor strength. The third strength is Manah Shanti Resort Location is in the center, which is convenient for travelers. It has a 0.15 weight and 2.75 rating with a total score of 0.41, which is classified as a minor strength. The fourth strength is that all personnel (Owners, Management and Staff) in Manah Shanti are service oriented. It gained a 0.15 weight and 2.75 rating with a total score of 0.41, which is classified as a minor strength. On the other hand, the first weakness is that Manah Shanti needs more staff to manage social media. It was given a 0.12 weight and 2.63 rating with a total score of 0.23, which is classified as a minor weakness. The second weakness is that Manah Shanti needs more social media focus. It has a 0.09 weight and 2.50 rating with a total score of 0.23, which is classified as a minor weakness. The third area for improvement is Manah Shanti's Website is static since it needs a booking engine. It earns a 0.09 weight and 2.50 rating with a total score of 0.23, which is classified as a minor weakness. The multiplication of weights and ratings results in a weighted value of 2.71 for the IFAS Matrix.

**Table 2.** External Factor Analysis Summary (EFAS) Manah Santhi Resort Ubud

NO	OPPORTUNITIES	Weight	Rating	Score
1	The existence of digital marketing companies in Bali	0,18	3.25	0.59
2	Social media users are growing within the markets of Manah Shanti	0,14	3.00	0.42
3	The government of Indonesia policies is friendly to social media like Facebook or Instagram	0,16	2.75	0.44
4	Guest wrote positive comments about Manah Shanti Resort on social media	0,20	2.75	0.55
TOTAL		0,68	11.75	2.00
	THREATS	Weight	Rating	Score
1	Social media are open platforms for any customer. Unhappy customers will write negative comments	0,19	2.50	0.48
2	The rising social media marketing costs	0,13	2.50	0.33
TOTAL		0,32	5.00	0.81
Total Weight & Score for the External Factors		1,00	16.75	2.81

Table 2 shows that there are four opportunities to utilize and two threats to avoid. The first opportunity is the existence of digital marketing companies in Bali. It possesses a 0.18 weight and a 3.25 rating with a total score of 0.59. The second opportunity is that social media users are growing within the markets of Manah Shanti. It got a 0.14 weight and a 3.00 rating with a total score of 0.42. The third opportunity obtained 0.44 for the total score is that Indonesia's government's policies are friendly to social media like Facebook or Instagram. It obtained a 0.16 weight and 2.75 rating. The fourth opportunity is that the Guest wrote positive comments about Manah Shanti Resort on social media. With a score of 0.55, it gained a 0.20 weight and a 2.75 rating.

On the contrary, the first threat is that social media are open platforms for any customer. Unhappy customers will write negative comments. It was given a 0.19 weight and 2.50 rating with a total score of 0.48. The second threat that the rising social media marketing costs. It has a 0.13 weight and 2.50 rating with a total score of 0.33. It can be concluded that the result of the multiplication between the weight and rating is 2,81 for the EFAS Matrix.

## Discussions

After calculating the IFAS and EFAS values with the SWOT approach, a matrix was created and crossed according to the almost-similar value of each analysis, IFAS (2.71); and EFAS (2.81). The matrix can be shown in Figure 1 below.

		Strong 3,00 - 4,00	Average 2,00-2,99	Weak 1,0-1,99
Total Score External Factor	Strong 3,00 - 4,00	I GROWTH (Concentration Through Vertical Integration)	II GROWTH (Concentration Through Horizontal Integration)	III RETRENCHMENT Turnaround
	Average 2,00-2,99	IV STABILITY Wary	V GROWTH (Concentration Through Horizontal Integration) STABILITY (There is no change in the strategy profit)	VI RETRENCHMENT Captive company or Divestment
	Weak 1,0-1,99	I GROWTH (Concentric Diversification)	VII GROWTH (Conglomerate Diversification)	IX RETRENCHMENT Bankrupt or Liquidation
		Total Score Internal Factor		

**Figure 1.** Matrix IE promotion strategy Manah Santhi Resort Ubud

According to Figure 1 above, the hotel is in the 'growth' stage. Manah Shanti Resort has partly implemented green promotions, with the outcome of significant revenue in 2019, knowing the hotel was just opened to the public. Four (4) key strengths of Manah Shanti are highly noted to be a critical success when green promotion occurs. Those four strengths are:

1. Manah Shanti Resort's architecture and designs are in demand.  
Travelers have their customized dream holiday. The high demand for unique trends in selecting the destination affects the travelers' shortlisted choice for a hotel. Fortunately, this hotel has many Instagram-able photo spots or building designs to be the background of the photos captured. The guests longing for intimacy, a quiet place, and a relaxing time would be satisfied. Besides, Manah Shanti Resort's pricing and the services offered are equivalent. Thus, first-time guests eagerly come back as repeaters or recommend this hotel to others, which lead to an increase in the guests visit. This is in line with the research from Cherian & Jacob (2012), that guests react positively toward the knowledge of green marketing.
2. Manah Shanti Resort pricing and services offered are in harmony.  
Getting famous in a short time could make the hotel gain more benefits from the increase in the room rates published. However, the rate of the rooms available is dynamically changed due to the trends and seasons. Furthermore, the rooms, facilities, and services the guests could get depend on how much they spend. The more money they spent, the more facilities they could access. The hotel management is trying not to let the guests' expectations down. Getting the products labeled as a pro-environment can help the purchasing decision up to 70 percent (Cherian & Jacob, 2012). To apply competitive prices of the products, the distinction among regular products and eco-labeled products. It is essential to add message about the importance of green movement (Boztepe, 2012).
3. Manah Shanti Resort location is in the center of Ubud, which is convenient for travelers.



This hotel could benefit from its strategic location. Ubud is well-known as an area of nature destination. It can create an image for a hotel to be pro-environmental. Tan et al. (2022), say that brand image helps a company to increase customer purchases of green products by providing more awareness and self-identity. Moreover, the ease of conveniently reaching some tourist destinations or attractions is highly valued. The tourism destinations or attractions refer to the Ubud market, Monkey Forest, and Ubud Palaces. Heading to other tourist areas to enrich the experiences, such as Kintamani, Bedugul, Tanah Lot, Jatiluwih, Lovina, and Candi dasa is worry-free.

4. All individuals with their roles (owner, management staff, and operational team) are service oriented.

More than having capable professionals is required. The organization needs to build a sense of belonging. In other words, all of the managerial and operational level employees have a mindset considering the hotel is their own business where they earn money, so it is crucial to maintain the business run well, provide the best services, and look for alternatives to survive. Consequently, the mindset comes along with a solid commitment to achieving one purpose or goal of the hotel's vision. Individuals and groups obtain what they want and need by creating, offering, and exchanging value products with others (Kotler & Armstrong, 2018). In line with the theory, the team encourages the guests to have a wonderful stay and experience from arrival until departure to get positive testimonies. This image creation provides an opportunity for brand loyalty to grow (Ginsberg & Bloom, 2004).

From the strengths identified, the hotel has a robust foundation, and opportunities appear to support the implementation of green promotion, which leads to a healthy business environment. The opportunities could be listed as follows:

1. Digital marketing companies  
Digitalization is unstoppable in every corner of the globe, in rural or urban areas. The online platform is evolving and keeps on growing. The internet users globally reached up to 4.9 billion (databoks.katadata.co.id). Every business is focused on online channels. Any small, medium or giant enterprises have a presence online or a website to connect to the market 24/7. A particular skill is required to reach those internet users. A company where the experts of digitalization are working offers a digital marketing service or even specifically in social media marketing only. The promotions are pushed to the targeted segments within the internet or social media. The cost is very effective, and the coverage is relevant and accurate, so no cost is wasted with the existence of digital marketing companies.
2. Social media and the market  
Analysis from Kepios (<https://kepios.com/>) shows that there will be 4.65 billion social media users worldwide in April 2022, equating to 58.7 percent of the total global population. The latest figures indicate that well over 9 in 10 internet users use social media each month. However, note that figures for social media users may not represent unique individuals. However, with social media, the business owner could create a page, blast an advertisement, gain followers, and attract customers within the market. How? Social media are getting more sophisticated daily, making the stings or filters more advanced to target the market. The hotel sees social media's importance in connecting with customers and building revenue.
3. Social-media-friendly policies  
Some countries have banned the operation of the social media that have the most users on the internet. Fortunately, the government of Indonesia allows those major social media to operate. It is a massive opportunity for companies to optimize penetrations on specific market targets. Furthermore, Indonesia continues enhancing its internet connection throughout the country. Even in a rural area, people in business remain connected to offices or their counterparts. The government of Indonesia is regulating the electronic system provider under three regulations: UU 19/2016 about ITE, PP 71/2019 about PSTI, and the latest one, PM Kominfo 5/2020. The ITE Law regulates the use of

information technology and electronic transactions so that they are carried out based on legal certainty, benefits, prudence, good faith, and freedom to choose technology. The global use of the internet impacts the revenue generated, which could be from guests from any country seeking a place to stay in Bali, especially in Ubud.

4. Positive comments

Manah Shanti Resort is getting high popularity, and very positive comments on social medias such as TripAdvisor at 4.5 out of 5, Booking.com with 8.7 out of 10 highest score, Expedia at 3 out of 5, which is good enough; Traveloka at 9.1 out of 10 and Tiket.com score is 4.1 out of 5 popularity score. Those popularity scores are an essential consideration in the decision-making process of travelers about a hotel. A good score is a reflection of good service. No secret that consumers rely on online hotel reviews to make reservations. According to a recent TrustYou study, 95 percent of all travelers use online review sites like TripAdvisor to help them make their final decision without directly coming to the sites. While a hotel's overall brand reputation is still essential, potential guests want to know the nuances of individual properties. Positive online reviews help increase bookings and allow the hotel to increase its room fees. A recent Cornell University study found that by boosting its overall review score by one point (based on the typical five-star rating system), a hotel can increase room rates by up to 11 percent. Hotel guests want the best experience, even if it costs more. More than 75 percent of guests are willing to pay more for a room with positive reviews, and they are four times as likely to move to a pricier hotel option if the ratings are outstanding.

Following the Internal/External matrix, it is identified to be four groups of strategies; Strengths Opportunities (SO) strategy, Strengths Threats (ST), Weaknesses Opportunities (WO), and Weaknesses Threats (WT). The strategies of the four groups can be seen in the Table 3 below.

**Table 3.** Matrix SWOT Manah Santhi Resort Ubud

IFAS/EFAS	Strengths (S)	Weaknesses (W)
	SO Strategy	WO Strategy
Opportunities (O)	SO1. Capitalize and manage social media content professionally.	WO1. Hire e-commerce staff who can control Social Media and other online presences
	SO2.Run social media paid boost to increase promotions visibilities.	WO2. Enhance the website to be more dynamic web
	ST Strategy	WT Strategy
Threats (T)	ST1. Reply to guest comments in social media professionally within a certain time frame.	WT1. Employ professional media companies to manage social media
	ST2. Target the apt social media customers for an effective promotion	WT2. Encourages happy guests to write positive comments online.

According to the SWOT matrix analysis, eight strategies are suggested to be implemented at Manah Santhi Resort Ubud Resort to enhance the current green promotion strategies to increase revenue.

1. Strength - Opportunities (SO) Strategy

a. Capitalize and manage social media content professionally.

Manah Shanti Resort has to optimize the promotion opportunities within social media platforms to improve performance. The actions should comprise content management to possess a relevant post. The tone of colors, the picture used, and the consistent posting schedule needs to be considered. Moreover, comments and responses should be timely managed. It is vital to inform the audiences or followers that Manah Shanti is active, alive, and engaged. At the same time, it is notable for continuing to grow the number of

- followers. The more followers gained, the more extensive spread of the promotion blasted.
- b. Run social media paid boost to increase promotions visibilities.  
Manah Shanti has to invest in social media paid boost to stimulate visibility and to have the promotion heard among the targeted customers. Along this way, the hotel's promotion would get a particular reach and impressions. At the same time, it would show engagements as seen from the dashboard paid boost report. By running a social paid boost, Manah Shanti could target a particular segment, age, and gender.
  2. Strengths-Threats (ST) Strategy
    - a. Reply to guest comments on social media professionally within a time frame.  
It is essential to tell the audience that we are alive. Some online platforms now even have live chats to engage customers. Answering comments is a must, especially when it is negative, although positive comments are necessary. A professional answer is needed since it would be seen in public. Furthermore, Mind vocab selection is suggested to avoid being defensive. The narrative has to be always positive and encouraging. Some tips are apologizing sincerely, avoiding making unreal promises, personalizing the message, replying as soon as possible, explaining to the customers, answering politely, and following up on the issues.
    - b. Target the apt social media customers for an effective promotion.  
It is recommended to analyze the data to determine the hotel's target market. It will be challenging to reach the target audience if the hotel is still determining who they are in the first place. Instead, use the website and social media analytics to determine and define the target audience. This data will tell the audience's demographics, what content they consume the most and where the audience is mostly active. Google Analytics is the best bet for narrowing down the target market.
  3. Weakness Opportunities (WO) Strategy
    - a. Hire e-commerce staff who can control social media and other online presence.  
Manah Shanti Resort needs an e-commerce department or staff to execute the strategy or promote the hotel online. The e-commerce associates ensure that online contents are visually appealing, easy to navigate, and furnished with accurate, up-to-date content. Many e-commerce associates are heavily involved in the quality assurance of such website content, while others perform the IT-related tasks that underpin these systems.
    - b. Enhance the hotel's website to be a more dynamic web  
Manah Shanti Resort needs to improve its website presence. Besides, another crucial part is not only the contents; installing a booking engine or even a live chat is necessary to automatize the booking process. Live chat would help Manah Shanti engages with customers online.
  4. Weakness Strategy - Threats (WT)
    - a. Employee professional media companies to manage social media.  
Another way to manage the social media of Manah Shanti Resort is to employ a professional social media company to assist in bringing Manah Shanti's social media presence to the level. Social media are evolving and dynamic, so having a professional would help and impact significantly.
    - b. Encourages happy guests to write positive comments online.  
To continue to boost the social media's popularity score, Manah Shanti could also ask those happy guests to write positive comments on social media. Manah Shanti should not just focus on getting reviews; instead, it needs to focus on getting good reviews. It can be done by encouraging reviews after a customer has expressed satisfaction.

## Conclusions

The implementation of Green Marketing at Manah Shanti Resort Ubud is the basis of the digital or green promotions practices by using the social media of Facebook and Instagram as well as the website of the resort, which are environmentally friendly. In order to optimize the social media platform or the company website in green marketing, Manah Shanti would need a deeper strategy to capitalize on the available green marketing tools in the market. First,

Strength-Opportunities strategies cover capitalizing and managing social media's content professionally and running social media paid boost to increase promotions visibilities. Second, Weaknesses – Opportunities Strategies include hiring e-commerce staff who can control social media and other online presences and enhancing their website to be dynamic. Third, Strength-Threats Strategies involve replying to guest comments on social media professionally within a time frame and targeting the right social media customers for effective promotion. Fourth, Weaknesses-Threat Strategies consider employing professional media companies to manage social media and encouraging happy guests to write positive comments online.

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# Implementation of green practices to improve the brand image of Nandini Jungle Resort & SPA Bali

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**Abstract:** This study discusses an environmentally friendly approach to determine whether implementing green practices can improve the brand image of Nandini Jungle Resort & Spa in the consumer's mind. The data collection was obtained through observations, questionnaires, and interviews. This study refers to the Likert scale, where each statement uses 1-5 scaled categories answers. Purposive sampling with 100 samples is used as the sampling technique. Simple linear regression is used as a quantitative analysis technique. This research concluded that there is a positive and significant effect on the implementation of green practices variable to the brand image enhancement variable. Calculated using a statistical formula using special software for data analysis from International Business Machine (IBM) Corporation called Statistical Package for the Social Sciences (SPSS) Version 25. The statistical calculation results of the analysis indicate that the variance or the value of Adjusted R Square is 0.701. Therefore, it can be concluded that the influence of green practices implementation (X) on brand image improvement (Y) is 70.1%. It means that green practices can affect the brand hotel.

**Keywords:** brand image, green practice, implementation, Nandini Jungle Resort & SPA Bali

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## Introduction

Environmental preservation has become a global issue currently. To participate in this issue, the hotel industry in Indonesia has been showing concern for environmental preservation (Sugianto et al., 2017). The Indonesian government supports this trend by providing awards for hotels in Indonesia concerning hotel actions towards the environment. In Indonesia, the hotel industry is a part of the tourism sector that supports the country's economy and is one of the industries that can pose threats to environmental sustainability.

Green practices are part of efforts to reduce environmental damages that can be implemented in hotel business operations. In addition to the environmental sustainability that positively affects the community, green practices as a form of concern for the environment's good can also affect hotel business performance. It is because customers also care about the company's practices or behavior, not only care about the products (Wang et.al, 2021). Furthermore, the green practices will give an intention to the tourist to revisit the hotel (M. Moise et al., 2018), (Kim et al., 2015), (Astuti & Ermawati, 2020).

In developing countries (such as Indonesia), this has not been the major case as some hotels have yet to adopt some green practices and hence have never enjoyed the benefits of going green (Zengeni et al., 2013). However, doing business with an effort to get high profits only without paying attention to the impact on the environment will create protests and complaints against hotels. Moreover, it has a negative impact, such as the water crisis and air quality decrease due to their business (Novitasari, 2018).

Nandini Jungle Resort & Spa Bali is a resort hotel with the tagline "discover a luxury jungle experience" that implements green practices based on direct observations made by the writer. As suspected by the writer, if carried out optimally, implementing green practices at Nandini Jungle Resort & Spa Bali will provide significant benefits through an improved brand image.

The purpose of this study is to determine whether implementing green practices can improve brand image so that later the hotel will be confident to determine steps in maximizing the implementation of green practices based on the proof of this research. Green practices can be defined as saving water and energy, waste management, and general support for sustainable tourism practices.

The results of this study can be used to improve the hotel's marketing strategy in improving the hotel's brand image, especially at the Nandini Jungle Resort & Spa Bali through the implementation of green practices, to maintain business in the increasingly tight market and become more confident in running an environmentally friendly business for the interest of nature and the surrounding community.

The limitation of this research includes consumer perceptions toward the brand image of Nandini Jungle Resort & Spa Bali related to the implementation of green practices and its role in 4 dimensions proposed by Kasimu, et. al (2012) of green practices implementation.

## Hypothesis

Ho: Green practices can't affect the brand image improvement of Nandini Jungle Resort & Spa

H1: Green practices can affect the brand image improvement of Nandini Jungle Resort & Spa

## Methodology

This research was conducted at Nandini Jungle Resort & Spa Bali, a four-star hotel in Br. Susut, Buahon Village, Payangan, Gianyar Regency, Bali, Indonesia. It has been implementing green practices based on direct observations by the writer for six months, from December 2021 until May 2022. The sampling technique in this research is purposive sampling (Babbie, 2008). The characteristics of respondents are guests who come to the hotel from December 2021 to May 2022 and those who are willing to fill out the questionnaire (Hikmawati, 2020). The sample in this research is 100 samples.

The analysis technique in this study is the quantitative data analysis technique (Creswell, 2009). The collected data was then calculated using a statistical formula using special software for data analysis from International Business Machine (IBM) Corporation called Statistical Package for the Social Sciences (SPSS) Version 25. Data collection techniques include observations, questionnaires, and interviews to support the data. According to Sugiyono (2015), observation is an activity of loading research on an object. The observation method is a method of collecting data directly. Researchers carry it out to observe the implementation of green practices and their role in improving the brand image at Nandini Jungle Resort & Spa Bali in this study. The questionnaire is a data collection instrument where the respondents fill in questions or statements given by the researcher (Sugiyono, 2016). The variable measurement scale in this study refers to a Likert Scale where each statement uses a 1-5 scale category of answers.

The details on a scale of 1 – 5 for the brand image variable:

1. A score of 5 is given for the answer strongly agree (SA).
2. Score 4 is given for the answer agree (A).
3. A score of 3 is given for the answer quite agree (QA).
4. Score 2 is given for the answer disagree (DA).
5. Score 1 is given for the answer strongly disagree (SDA).

Two variables are used in this research: the independent variable and the dependent variable. The independent variable in this study is the implementation of the green practice at Nandini Jungle Resort & Spa Bali (X). The dependent variable in this study is the enhancement of the brand image of Nandini Jungle Resort & Spa Bali (Y). The independent variable has four dimensions, and the dependent variable has five. The variables are explained in the following Table 1 below.



**Table 1.** Green practices and brand image indicators

Variable	Dimensions	Indicator
Independent Variable: Green Practices (Kasimu et al., 2012)	Energy Management	a) Switching incandescent light bulbs for fluorescent bulbs
		b) Replacing windows or adding insulation
		c) Installation of energy-saving information boards
	Waste Management	a) Reduce
		b) Reuse
		c) Recycle
	Water Saving	a) Towel reuse program
		b) Linen reuse program
		c) Installation of water-saving information boards
	General Support for Green Practices	a) Creating a non-smoking zone for a better ambiance
		b) Behave green in operational also back-office areas
		c) Cooperate with a local supplier
		d) Using a local organic ingredient
		e) Minimize the use of plastic in hotels
Dependent Variable: Brand Image (K.L Keller, 2013)	Personal Relevance	a) Easy company logo & name remembered and known
	Consistency	b) Products and services provided represent the hotels brand
	Desirable	c) Price compatibility with the product and services provided
	Deliverable	d) Product information is conveyed clearly
	Point of Difference	e) Attractive service

Source: Variable X (Kasimu et al., 2012), Variable Y (Keller, 2013)

## Results and Discussions

### 1. Characteristics of Respondents

Characteristics of respondents are the data obtained from questionnaires which determine the identity of respondents. Based on the research conducted at Nandini Jungle Resort & Spa Bali, there are three characteristics of respondents, such as gender, age, and nationality.

#### a. Characteristics of Respondents Based on Gender

The results of the characteristics of respondents based on gender are presented in Table 2. The characteristics of respondents based on gender in Table 2 show that the gender of respondents is divided into 79 female guests (79%) and 21 male guests (21%). This result shows that Nandini Jungle Resort & Spa Bali has more female guests than male guests who feel interested in being related in responding to the questionnaires.

**Table 2.** Characteristics of respondents based on gender

Gender	Respondent	
	Frequency	Percentage (%)
Female	79	79
Male	21	21
Total	100	100

Source: Data Processing Result (SPSS 25), 2022

#### b. Characteristics of Respondents Based on Age

The results of the characteristics of respondents based on age are presented in Table 3. The characteristics of respondents based on age described in Table 3 shows that the age of the

respondents is classified into 3, including 19 people aged 21-30 years with a percentage of 19%, 57 people aged 31-40 years with a percentage of 57%, and 24 people aged 41-50 years with a percentage of 24%. This result shows that the guests at Nandini Jungle Resort & Spa Bali who feel interested and related to participating are mostly in the age range of 31-40 years, as many as 57 people.

**Table 3.** Characteristics of respondents based on age

Age	Respondent	
	Frequency	Percentage (%)
21-30 years	19	19
31-40 years	57	57
41-50 years	24	24
Total	100	100

Source: Data Processing Result (SPSS 25), 2022

c. Characteristics of Respondents Based on Nationality

The results of the characteristics of respondents based on nationality are presented in Table 4. The characteristics of respondents based on gender in Table 2 show that the gender of respondents is divided into 79 female guests (79%) and 21 male guests (21%). This result shows that Nandini Jungle Resort & Spa Bali has more female guests than male guests who feel interested in being related in responding to the questionnaires.

**Table 4.** Characteristics of respondents based on nationality

Nationality	Respondent	
	Frequency	Percentage (%)
Italia	5	5
Switzerland	5	5
Ecuador	3	3
Bahama	4	4
Filipina	11	11
Espanyol	5	5
Australia	10	10
Costa Rica	5	5
Indonesia	52	52
Total	100	100

Source: Data Processing Result (SPSS 25), 2022

2. Data Quality Test

a. Validity Test

A questionnaire as a research instrument is considered good if it fulfills the data validity requirements. It means that if the research instrument is valid, it can be used to measure the variables to be studied. The validity test is used to measure whether a questionnaire is valid. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that the questionnaire will measure. Each questionnaire item is declared valid if the r-count is greater than the r-table and the significance value is smaller than 0.05. The validity test in this research is carried out on the green practices implementation and brand image improvement variables. The green practices implementation variable consists of 14 statements, and the brand image improvement variable consists of 5 statements.

The validity test of variable X (Green Practices Implementation) described in Table 5 above shows that all statements in the green practices implementation variable have Pearson Correlation (r-count) greater than r-table (df = N-2) with the test of the two-way significance level of 5% or 0.05, which is 0.361. Apart from comparing the r-count and r-table, it can also measure whether the statement is valid by looking at the Sig. (2-tailed). All statements in the green practices Implementation variable have the Sig. (2-tailed) smaller than the significance level of 0.05. By looking at the r-count and r-table comparisons and the significance level, it can

be concluded that the research instrument for the Green Practices Implementation variable has met the data validity requirements.

**Table 5.** The result of validity test variable x (green practices)

Statement	(r-count)	r-table (0.05)	Sig. (2-tailed)	Sig. Level (0.05)	Information
X.1	0.816	0.361	0.000	0.050	Valid
X.2	0.559	0.361	0.001	0.050	Valid
X.3	0.813	0.361	0.000	0.050	Valid
X.4	0.590	0.361	0.001	0.050	Valid
X.5	0.679	0.361	0.000	0.050	Valid
X.6	0.890	0.361	0.000	0.050	Valid
X.7	0.852	0.361	0.000	0.050	Valid
X.8	0.679	0.361	0.000	0.050	Valid
X.9	0.855	0.361	0.000	0.050	Valid
X.10	0.586	0.361	0.001	0.050	Valid
X.11	0.655	0.361	0.000	0.050	Valid
X.12	0.677	0.361	0.000	0.050	Valid
X.13	0.529	0.361	0.003	0.050	Valid
X.14	0.765	0.361	0.000	0.050	Valid

Source: Data Processing Result (SPSS 25), 2022

The validity test results of the brand image improvement variable are presented in Table 6 below. Table 6 shows that all statements in the brand image improvement variable have Pearson Correlation (r-count) greater than r-table (0.361). Apart from comparing the r-count and r-table, it can also measure whether the statement is valid by looking at the Sig. (2-tailed). All statements in the brand image improvement variable have the Sig. (2-tailed) smaller than the significance level of 0.05. By looking at the r-count and r-table comparisons and the significance level, it can be concluded that the research instrument has met the data validity requirements for the brand image improvement variable.

**Table 6.** The result of validity test variable y (brand image)

Statement	(r-count)	r-table (0.05)	Sig. (2-tailed)	Sig. Level (0.05)	Information
Y.1	0.827	0.361	0.000	0.050	Valid
Y.2	0.904	0.361	0.000	0.050	Valid
Y.3	0.920	0.361	0.000	0.050	Valid
Y.4	0.709	0.361	0.000	0.050	Valid
Y.5	0.578	0.361	0.001	0.050	Valid

Source: Data Processing Result (SPSS 25), 2022

#### b. Reliability Test

The reliability test is a test to measure whether the research instrument is consistent. It means that a research instrument is classified to be reliable if the measurement is consistent from time to time. The reliability test of the instrument is carried out to determine the instrument's consistency as a measuring tool so that the research can be trusted. For example, the research instrument is reliable if Cronbach's Alpha exceeds 0.7. This research uses the reliability test to measure the green practices implementation and brand image improvement variables. The results of the reliability test are presented in Table 7.

**Table 7.** The result of the reliability test

Variable	Cronbach's Alpha	Information
Green Practices	0.926	Reliable
Brand Image	0.855	Reliable

Source: Data Processing Result (SPSS 25), 2022

The reliability test of the research variables described in Table 7 shows that Cronbach's Alpha on both variables, including green practices implementation (X) and brand image improvement (Y), is greater than 0.7. The Cronbach's Alpha on the green practices implementation variable is 0.855, and the brand image improvement variable is 0.926. Therefore, it can be concluded that the green practices implementation variable and the brand image improvement variable are declared reliable, which means that the statements on the research instrument are consistent and trusted.

### 3. Correlation Analysis

The writer uses correlation analysis to determine the strength of the relationship between the independent and dependent variables. The correlation analysis was used to see the level of the relationship between green practices implementation and brand image improvement. The result of the correlation analysis is presented in Table 8.

**Table 8.** The Result of Correlation Analysis

Correlations			
		Green Practices	Brand Image Improvement
Green Practices	Pearson Correlation	1	.839**
	Sig. (2-tailed)		.000
	N	100	100
Brand Image Improvement	Pearson Correlation	.839**	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing Result (SPSS 25), 2022

Correlation analysis on the variables of green practices implementation and brand image improvement described in Table 8 shows that the significance value is smaller than 0.05, indicating a correlation between the variable green practices implementation (X) and brand image improvement (Y). The Pearson Correlation of 0.839 is in the range of 0.80 – 1.000, which indicates that the correlation between the variables is very strong. The range of coefficient correlation is presented in Table 9. The correlation between the two variables means a strong causal relationship exists between the green practices implementation variable and the brand image improvement variable. It indicates if the green practices implementation is implemented well enough at Nandini Jungle Resort & Spa Bali to improve the brand image of Nandini Jungle Resort & Spa Bali. To find out a variable relationship level, the correlation coefficient interpretation guidelines are used according to Sugiyono (2014), as described in Table 9.

**Table 9.** Correlation coefficient interpretation guidelines

Coefficient Correlation	Strength of Correlation
0.00 – 0.199	Very Weak
0.20 – 0.399	Weak
0.40 – 0.599	Moderate
0.60 – 0.799	Strong
0.80 – 1.000	Very Strong

#### 4. Classic Assumption Test

A classic assumption test is used to test the regression model, whether the regression model can be used or not. To know whether the regression model is applicable, the researcher carried out several tests, including a normality test, linearity test, and heteroscedasticity test.

##### a. Normality Test

The normality test is used to test the regression model. The confounding variable or residual has a normal distribution. In this research, the normality test is tested by Kolmogorov-Smirnov analysis with Monte Carlo Significance.

The Kolmogorov-Smirnov analysis is used to test the normality test by testing the residual value of the regression equation. The result of the normality test using Kolmogorov-Smirnov analysis is presented in Table 10.

**Table 10.** The result of normality test (Kolmogorov-Smirnov analysis)

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.87137279
Most Extreme Differences	Absolute	.092
	Positive	.068
	Negative	-.092
Test Statistic		.092
Asymp. Sig. (2-tailed)		.036 <sup>c</sup>
Monte Carlo Sig. (2-tailed)		.346 <sup>d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. Based on 10000 sampled tables with starting seed 2000000.		

Source: Data Processing Result (SPSS 25), 2022

The normality test using Kolmogorov-Smirnov described in Table 10 shows the significant value after being tested by Monte Carlo Sig. (2-tailed) is 0.036 greater than 0.05, so it can be concluded that the residual variance is normally distributed, and the regression model fulfills the normality assumption.

##### b. Linearity Test

A linearity test is used as a requirement in linear regression, which aims to determine the linear relationship between two independent and dependent variables. In this research, the independent variable is green practices implementation, and the dependent variable is brand image improvement. The result of the linearity test is presented in Table 11.

**Table 11.** The result of the linearity test

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Brand Image * Green Practices	Between	(Combined)	894.976	26	34.422	9.133	.000
	Groups	Linearity	823.408	1	823.408	218.471	.000
		Deviation	71.567	25	2.863	.760	.777
		From					
		Linearity					
	Within Groups		275.134	73	3.769		
	Total		1170.110	99			

Source: Data Processing Result (SPSS 25), 2022

The linearity test described in Table 11 shows that the Sig. Deviation from Linearity is 0.777 greater than 0.05, so it can be concluded that there is a linear relationship between two variables, namely the green practices implementation variable and the brand image improvement variable.

c. Heteroscedasticity Test

The heteroscedasticity test is used to test the inequality of the variance in the regression model from one residual observation to another. In this research, the heteroscedasticity using the Geyser Test and the result are presented in Table 12.

**Table 12.** The result of the heteroscedasticity test

Table 22: The Result of the Water-Recycling Test						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.377	.815		2.917	.004
	Green Practices	.019	.015	.126	1.262	.210
a. Dependent Variable: Abs_RES						

a. Dependent Variable: Abs\_RES

Source: Data Processing Result (SPSS 25), 2022

The heteroscedasticity is tested using the Geyser Test, as in Table 12. It shows that the significance value is 0.210, greater than 0.05, so it can be concluded that there is no heteroscedasticity. Therefore, the regression model is good if there is no heteroscedasticity symptom.

5. Simple Linear Regression Analysis

After fulfilling the regression model requirements, namely the classic assumption test consisting of a normality test, linearity test, and heteroscedasticity test, the regression model can be carried out. The regression model used is Simple Linear Regression because it consists of one independent variable (X) and one dependent variable (Y).

Simple linear regression analysis is used to determine how green practices implementation affects brand image improvement.



**Table 13.** Significance value

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.026	1.204		.852	.396
Green Practices	.348	.023	.839	15.256	.000

a. Dependent Variable: Brand Image Improvement

Source: Data Processing Result (SPSS 25), 2022

The simple linear regression test result is described in Table 13 above. Therefore the formula of the simple linear regression of this study is:

$$Y = a + bX$$

$$Y = 1.026 + 0.348X$$

Based on the formula above, it can be interpreted as follows:

a. a = constant number

The value of the constant number is 1.026, which means that if the value of green practices implementation (X) is 0, then the value of brand image improvement (Y) is 1.026.

b. b = coefficient of regression

The value coefficient of regression is 0.348, which means that if the green practices implementation (X) increased by one unit, the brand image improvement (Y) would increase by 0.348 units. It means that every improvement in implementing green practices can improve brand image.

The coefficient of regression is positive (+), so it can be said that the implementation of green practice (X) has a positive influence on brand image improvement (Y).

#### 6. Coefficient of Determination

The coefficient of determination is a test to determine the magnitude of influence of the independent variable on the dependent variable. For example, in this research, the coefficient of determination is used to determine the percentage of influence of the green practices implementation variable (X) on the brand image improvement variable (Y). The result of the coefficient of determination is presented in Table 14.

**Table 14.** The result of the coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.839 <sup>a</sup>	.704	.701	1.881

a. Predictors: (Constant), Green Practices

Source: Data Processing Result (SPSS 25), 2022

The coefficient of determination described in Table 14 shows that the variance or value of Adjusted R Square is 0.701, so it can be concluded that the variance of influence from the green practices implementation (X) on brand image improvement (Y) is 70.1% while other variables outside of this research influence 30.9%.

#### 7. T-Test

The T-test is used to test the significance of each regression coefficient to know the green practices implementation affects brand image improvement is real and used to test the

hypothesis. To know the influence of the independent variable on the dependent variable, the decision-making of the T-test is:

- If the value of  $t$  count  $>$   $t$  table, then  $H_0$  is rejected. It means that there is an influence of the independent variable (X) on the dependent variable (Y).
- If the value of  $t$  count  $<$   $t$  table,  $H_0$  is accepted. The independent variable (X) does not influence the dependent variable (Y).

The steps of the T-test are as follows:

- Hypothesis Formulation

$H_0$ : Green Practices Implementation has no significant influence on Brand Image Improvement.

$H_a$ : There is a significant influence of Green Practices Implementation on Brand Image Improvement.

- Table Statistic

In this research,  $\alpha$  (level of significance) is 5% (0.05), and  $df$  (degrees of freedom) is  $N - k = N - 2 = 100 - 2 = 98$ , the formula to determine the  $t$ -table is:

$$\begin{aligned} t\text{-table} &= (\alpha/2 : N - k) \\ &= (0.05/2 : 100 - 2) \\ &= (0.025 : 98) \end{aligned}$$

Based on the distribution of the  $t$ -table value, the  $t$ -table is at  $df$  (degrees of freedom) 98 with  $t_{0.025}$ . Therefore the  $t$ -table value  $= t(\alpha, df)$  is  $t(0.025, 98)$ . After the formulation to determine the  $t$ -table value, the researcher found the  $t$ -table value is 1.987.

- Calculate the  $t$ -count

Based on Table 15, the  $t$ -count is 15.256.

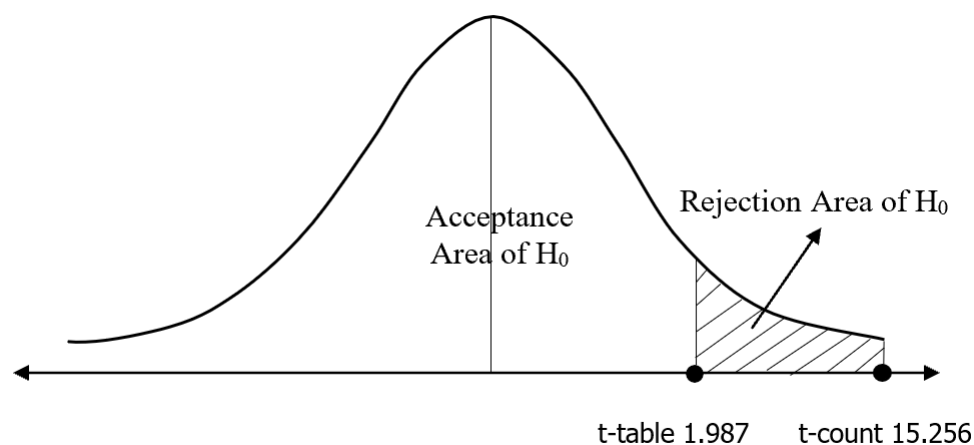
**Table 15.** The result of  $t$  test

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.026	1.204		.852	.396
	Green Practices	.348	.023	.839	15.256	.000

a. Dependent Variable: Brand Image Improvement

Source: Data Processing Result (SPSS 25), 2022

- The Curve of Acceptance and Rejection Area



**Figure 1.** The curve of Acceptance & Rejection

e. The Result of the T-test

Figure 1 above describes that the t-table is 1.987 and t-count is 15.256. The t-count of 15.256 is greater than the t-table of 1.987. The t-count is in the rejection area of  $H_0$ . Therefore, it can be concluded that  $H_0$  is rejected, and  $H_1$  is accepted. It means green practices implementation (X) significantly influences brand image improvement (Y). This result shows that the hypothesis is verified.

The green practices implementation in the water savings indicator at Nandini Jungle Resort & Spa Bali has been implemented properly and must be maintained. Therefore it can satisfy guests and have a positive influence in terms of implementing green practices. Furthermore, water savings through the towel and linen reuse program and installation of water-saving information boards is well noticed and can be felt significantly by guests of Nandini Jungle Resort & Spa Bali. It can be seen in Figure 2 below.



**Figure 2.** Water saving

Meanwhile, the waste management indicator needs attention so guests can sense the implementation while staying at Nandini Jungle Resort & Spa Bali. The implementation of waste management at Nandini Jungle Resort & Spa Bali still needs to be improved. Based on direct observation of the simplest waste management, namely the separation of organic and inorganic waste, the implementation is still lack implemented in discipline by Nandini Jungle Resort & Spa Bali. The value reuses indicator got the lowest value among the three indicators in the waste management dimensions. Therefore, it reflected that the reuse application for waste management was felt to be the least implemented by guests.

Based on direct observation of the application of reuse of old goods that can still be used, it has been implemented optimally. Because the old items used are refurbished and restored so that they do not look like reused items.

The less improved is information to guests about green practices implementation to improve the brand image of Nandini Jungle Resort & Spa Bali, which can be applied through direct information or e-information on websites or other online marketing platforms regarding this matter. The brand image of Nandini Jungle Resort & Spa Bali has a strong image in terms of personal relevance and brand image consistency in guests' eyes. They thank the implementation of green practices.

This research states a positive and significant influence of green practices implementation (X) on brand image improvement (Y). It means that green practices implementation present a high score to improve brand image (Gasbarro & Bonera, 2021). Also, it can be concluded that implementing green practices is an important factor in improving brand image because, by this factor, implementing green practices will improve brand image in consumers' minds. Brand image reflects a growing association in the minds of consumers (Wijaya, 2013). Green practices as drivers for generating a positive hotel image (Moise et al., 2021), (Hendarto et al., 2021).

The result of this study also support the research conducted by Chavalittumrong & Speece, (2022). It is said that green practice leads to a green brand image, which is attractive primarily to green customers. According to Khan et al., (2022), verified a positive relationship between green practices and green brand attachment, implying that bringing green practices into operation will strengthen brand attachment.

## Conclusions

Based on this study, it can be concluded that the implementation of green practices affects the brand image improvement of Nandini Jungle Resort & Spa Bali. The significant role of the four dimensions of green practices in improving brand image is to strengthen the brand association seen from the highest and average indicator of the brand image shown by the interview result from the Sales Coordinator of Nandini Jungle Resort & Spa Bali.

Based on problem identification, result, and discussion in the previous chapter, the suggestion that can be given to the company management is to continue implementing green practices. It includes energy management, waste management, water savings & general support for sustainable tourism practices so that the implementation's performance can benefit the company in improving brand image, especially in strengthening the hotel's brand image. In addition, green practices implementation at Nandini Jungle Resort & Spa Bali needs to be implemented more optimally, especially in the waste management implementation and the delivery of information regarding green practices. It can be conveyed more clearly through social media or others so guests can better know that green practices are implemented at Nandini Jungle Resort & Spa Bali. Also, the implementation of green practices needs to be developed with creative treatment to explore the point of difference to improve the uniqueness of brand association as an improvement of marketing strategy to lead the marketing competition and win it.

For future researchers, conducting deeper research using interviews with various parties and surveying the level of eco-consciousness in the prospective population or sample is recommended. So that there is more developed information from research results to develop hospitality management study knowledge, especially in the marketing and sustainable tourism field.

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