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The influence of work shifts on burnout for millennial chefs in The Western Cape, South Africa

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Abstract: The purpose of this research was to determine whether longer work shifts of more than eight hours, contributed towards millennial chefs' burnout levels. For this study, a quantitative research approach was adopted. The study comprised of two groups of millennial chefs, aged 25 to 39, who worked long hours (more than eight hours) as well as millennial chefs who worked shorter hours (eight hours or less). The Copenhagen Burnout Inventory was the instrument that was used to measure the Burnout levels of the chef participants. The results indicated that the chefs who worked longer hours where more burnt-out than the chefs who worked shorter hours. Personal Burnout had a large effect on the Burnout levels of the two different groups. Therefore, shift length could be considered a predictor of Burnout. The working hours of chefs has a major impact on their Burnout levels. Managers and owners of restaurants and hotels should adapt their working hours to decrease the Burnout levels of the chefs in their employment. The findings from this study will assist chefs to renegotiate working hours with their respective employees.

Keywords: burnout, millennial chefs, stress, work hours, work-life balance

Introduction

The overall number of Millennials struggling with work stress and job burnout is expected to grow because they are unfamiliar with the hospitality industry's work ethics, standards, and long work hours (Hammond et al., 2019). The hospitality industry is mostly an unpleasant work environment: the job is challenging, the guests' expectations are high, and poor wages are the norm (Ariza-Montes et al., 2018). Employees often face long hours on their feet, work overtime, and must deal with difficult superiors and demanding customers that add to the chefs' job stress (Ariza-Montes et al., 2018). Millennials also better known as Generation Y are considered optimistic people who do not value rules and need several career options (Yadav, 2021). For example, millennials demand gender equality, reasonable pay, the flexibility after Covid-19 to work remotely.

The long and unsociable working hours of chefs and high-pressure to provide quality culinary output, in an industry where transformation and innovation are essential to the outcome leads to job stress. Burnout is a term which describes an employee's, chronic and emotional stress which manifests itself at work. Subsequently a decrease in an employee's accomplishments is observed. Burnout is characterised by three elements namely, emotional exhaustion, depersonalisation, and lack of personal accomplishment (Maslach, 2003). Continuous stress leads to burnout if the chef does not receive support from his/her manager and peers (Ungar, 2019). When an employee loses the ability to connect with colleagues and the work environment in his/her professional capacity these relationships break down (Aycsegül & Erkan, 2018). Burnout furthermore leads to high staff turnover as well as high absenteeism due to a lack of motivation. As a result, employee turnover could affect the overall organisational performance (Azeem *et al.*,

2014). According to the Demerouti *et al.,* (2021), individuals who experience burnout often do not perceive any hope of positive change regarding their work environment.

Culinary work is fulfilling and provides benefits for society at large. Culinary work can be described as a calling as it provides meaning for the chef who is engaged in his/her occupation and contributes to the greater good in nourishing diners (Steger *et al.,* 2010). Cooking makes individuals happy, and the idea of providing nourishment through work as a calling takes on a literal meaning in commercial kitchens. In Traynor *et al.* (2022) study, Chef Michel explains: "not many jobs out there where you can go in and actually make people very happy and interact with people like you." He adds, "the food tastes better when you know it is made from passion." The energy and dedication put into the food production enhances the quality and the gastronomic experience for the diner who is eating the final product.

The French culinary term "mise en place" is described in the Larousse Gastronomique as follows: "...in the kitchen it means setting out the ingredients and utensils required for the preparation of the dishes on the menu" (Montagne, 2001). In the culinary environment mise en place is key to culinary success. A chef whose mise en place is successfully executed, realizes that he/she is in control of his/her time and has a subsequent flow experience (optimal experience) which is characterised by a state in which an individual is so deeply involved in an activity that nothing else seems to matter. This activity is so enjoyable that individuals will execute it for the sheer sake of doing it, even at great personal cost with regards to time and effort within the culinary environment (Csikszentmihalyi, 1990). Geyser *et al.* (2016) study, suggest that there are significant relationships between mechanics of time management perceived control of time and psychological well-being constructs such as flow.

In contrast, the physical environment where chefs function affects their job performance as well as their job satisfaction The environment is often highly stressful, erratic, and unpleasant as the physical working environment is crowded, hot and loud coupled with hostile chef behaviours in which in turn leads to high levels of work pressure (Thayer *et al.*, 2010). Similarly, Kohli & Mehta (2022), suggest that physical, psychological, mechanical, and chemical hazards coupled with a high workload, repetitive and monotonous tasks and low remuneration are major stressors in the culinary production environment.

The working hours of millennial chefs affects this group's burnout levels. Shift lengths are believed to be a predictor of burnout as millennial chefs who work longer than eight hours per day are often more burnt-out than the chefs who work less than eight hours per day. Understanding the work culture of millennial chefs would advance the organisational culture in the long run and this could possibly lead to better work engagement and productivity in commercial kitchens.

The owners and management of restaurants of hotels and hotels should therefore amend working hours to decrease the Burnout levels of the chefs in their employment. This can be done through better shift roster planning and by rotating chef employees to allow them to work shifts of eight hours or less at a time.

This work adjustment could lead to increased staff retention and better work-life balance for millennial chefs which would benefit management and will assist chefs to renegotiate working hours with their respective employers.

As a result of the above, the following hypothesis was formulated:

H1: Long shift lengths contribute to the burnout levels of millennial chefs.

The millennial executive chefs and chefs de partie

The Millennial generation were born between 1981 and 1994, thus a millennials age range in 2023 between 23 and 41 years (Dimock, 2019) and are currently replacing the Baby Boomers in the workforce (Wubbe, 2014). Thus, almost 50% of the workforce now are millennials. Millennial employees share many of the following characteristics - they value social connections, enjoy working in groups (Sánchez-Hernández *et al.,* 2019) and are considered as creative, energetic, and charismatic (Ray & Wakelin-Theron, 2018). These employees are expected to have a wide variety of skills and attributes to work in the changing tourism industry that is often volatile, unknown, complex, and ambiguous (VUCA) (Wakelin-Theron *et al.*, 2019). It is, however, possible to mentor them to become competent employees in a changing environment (Satterly *et al.,*

2018; Wakelin-Theron, 2021). Millennials are often younger than some of their managers and supervisors and have not experienced difficult times in an environment that is not conducive, and these chefs are not as resilient as the older generations who have learnt how to handle stressful situations (Liebenberg & Moore, 2018).

Millennials place their families first and need work life-balance (Sánchez-Hernández *et al.*, 2019; Waworuntu *et al.*, 2022). This is in contrast with their older, managers and supervisors as millennial employees are not prepared to work long hours, on the weekends and public holidays for little compensation, millennials become impatient and frustrated as they want career advancements early in their career (Cerasa *et al.*, 2020; Sánchez-Hernández *et al.*, 2019). Millennials are furthermore not prepared for the industry norms and leave the hospitality industry due to their pessimistic view regarding high levels of job stress and burnout (Nurdin & Rohaeni, 2020). It is essential to have the right set of skills to work within the tourism and hospitality environment (Wakelin-Theron *et al.*, 2019).

Millennials employees do not hesitate to leave their employer if their remuneration and purpose in the organisation do not align. For this generation, inclusive benefits go further than time off for parenthood as they demand time off for other pursuits such as pet care. The millennial employees are furthermore focused on gender equality and equal pay among genders for equal work output. They also desire to continue with flexible work arrangements after the Covid-19 pandemic and embrace hybrid work models. The organisational culture should be a welcoming environment, where they can ask questions, be heard, and have a sense of shared ownership together with their employers. This generation wants to be creative, explore new ideas, push boundaries, and disagree with the status quo (Sánchez-Hernández *et al.,* 2019).

Work hours

Aksu & Temeloglu (2015) study suggests that lengthier work hours contribute to burnout. Most individuals who work long hours are dissatisfied with their working hours which typically occur in industries such as farming, retail, and hospitality, where the workers must work inflexible hours taking on more than what and individual employee can handle (Fabian & Breunig, 2019). The employees in these industries are considered to have low levels of formal schooling and rely on their on-the-job knowledge and skills at work (Fabian & Breunig, 2019).

Stress

Stress often happens when individuals experience something for the first time, which can either be a pleasant surprise or it could be a threat to the individual. According to Demerouti *et al.,* (2021) every individual manages his/ her stress in a unique way. The human body generates a stress hormone when the body is stressed out and this stress hormone helps individuals to push through a challenging situation and the flight-or-fight response is triggered. Very high levels of stress, however, causes hopelessness and depression. Some warning signs in individuals include poor attitude, low morale, lack of interest in daily performance issues as well as a lack of care towards customers. In summary, from the discussion above long-term stressful environments affect mental and physical health (Okely *et al.*, 2017; Demerouti *et al.,* 2021).

Types of stress

Selye (1976), distinguished two types of stress and named them eustress, which is a desirable kind of stress such as looking forward to a vacation, and distress, which is an undesirable or unpleasant type of stress such as writing an exam. The bodily responses to both types of stress are nearly the same non-specific reactions to the many positive or negative provocations that an individual encounters constantly from his/her environment. In an earlier work Selye (1976) explained that the origin of eustress causes less harm than distress and it is up to an individual's response of "how you take it" that defines whether an individual could become accustomed to changing conditions and subsequently successfully adapt to these changing conditions.

Ungar (2019) reports that there are different kinds of stress. The first type is known as eustress or positive stress as explained by Selye (1976). This is when an acceptable amount of stress is present for a brief period. The second kind of stress that one can experience is tolerable stress. It can negatively affect a person but can be managed by adequate resources, health care

as well as relationships. The third type is considered 'toxic stress' and is tough to manage and to cope with (Kalisch *et al.*, 2015). Toxic stress happens when there is a lack of resources to manage stress and as a result compromises an individual's health. It furthermore amplifies helplessness and can contribute to an individual's forming addictive habits (Kalisch *et al.*, 2015; Pidd *et al.*, 2015). Stress is, however, not always bad and can sometimes be helpful. Based on the discussion, it is therefore crucial to balance stress, resources, and resilience to manage one's own wellbeing (Ungar, 2019).

Stress in the kitchen

Chefs work in a high-stress work environment (Cerasa *et al.*, 2020; Pidd *et al.*, 2015). The difficulties they face include but are not limited to the following: blocked sinks, inadequate work surface, lousy ventilation, cluttered spaces, a shortage of storage, dirty surfaces, and bad lighting (Ungar, 2019). Chefs furthermore work with severe heat and with dangerous equipment such as hot ovens, sharp knives, and gas, all whilst guarding against greasy floors (Ariza-Montes *et al.,* 2018), with limited smart technology at hand, or in some cases the inadequacy of the appropriate use of these innovative mediums. Therefore, there is an increased risk of suffering injuries and illnesses. Chefs can also burn themselves on gas flames or slip on fallen food and sustain injuries (Ariza-Montes *et al.*, 2018). They perform intensive physical labour such as picking up and moving large equipment and standing for the whole shift (Ariza-Montes *et al.*, 2018; Okely *et al.*, 2017). Prolonged periods of this kind of exposure have a negative effect on the mental as physical wellbeing of chef employees.

New employees and employees who have little to no experience needs intensive training and need to be carefully supervised by a senior chef. Chefs with inadequate skills are less productive due to an absence of knowledge, training, and practical work experience than those with sufficient skills. The skilled, experienced chefs therefore assist their less experienced colleagues, act as mentors and provide on the job training to those chefs with who has limited skills while still performing at their own jobs (Marinakou, & Giousmpasoglou, 2022). This extra burden during a kitchen shift adds to an already stressful situation at work.

Emotional stress at work

The kitchen brigade system is a hierarchical system developed by Auguste Escoffier. He served in the French army and brought his military hierarchical experiences to the Ritz hotel kitchen in the 1800s. This system streamlined kitchen duties and has prevented chaos in commercial kitchens globally for many years (Aron, Botella & Lubart, 2019). The kitchen brigade hierarchy system runs on fear and not encouragement and chefs tolerate being bullied and harassed by their superiors. Due to the high levels of pressure and stress, conflicts may causing a lack of creativity and purpose in preparing food, and an overall loss of enthusiasm (Ariza-Montes *et al.*, 2018; Pidd *et al.*, 2015).

Job burnout

Burnout is defined as the mental, physical, and emotional exhaustion that comes from long-term stress (Aycsegül & Erkan, 2018; Maslach, 2003). Furthermore, job burnout can be explained as a psychological disorder that is a delayed response to job stress (Hadi *et al.*, 2018; Maslach, 2003). Someone who experiences burnout will also experience fatigue and exhaustion that stems from continuous stress that is emotionally draining (Aycsegül & Erkan, 2018). Some consequences of burnout lead to excessive stress, dizziness, fatigue, headache, insomnia, alcohol or substance abuse, digestive issues, high blood pressure and in some cases heart disease (Esterhuyse *et al.*, 2022). Therefore, burnout has a physical and a psychological component regarding exhaustion (Robins *et al.*, 2018). Job burnout is furthermore considered as an occupational hazard (Hadi *et al.*, 2018; Koc & Bozkurt, 2017; Maslach, 2003).

Continuous work stress leads to burnout (Azeem et al., 2014). This type of stress can be reduced by adjusting. The adjustment to stress varies on how much the environment benefits or fails an individual, and results in neurological, genetic, and behavioural changes (Ungar, 2019). Employees who work under severe work pressure and continual stress can be psychologically drained and are likely to develop burnout (Maslach, 2003). For example, burnout has a higher

incidence for the following occupations: line workers, managers, and service industries professionals (Maslach, 2003). Many chefs who experience burnout have a desire to resign but continue at their current job for personal, financial, and geographical proximity reasons (Hadi et al., 2018; Koc & Bozkurt, 2017).

Coping mechanisms

Numerous chefs use alcohol and drugs as a coping mechanism to deal with the long working hours, bullying and kitchen stress as well as smoking cigarettes to decrease individual stress levels to combat burnout. Often chefs also use drugs and alcohol as a sleeping aid (Pidd *et al.*, 2015). An optimal employability skill set which include soft skills such as interpersonal skills, customer orientation and conflict resolution skills could assist chefs in their quest to overcome burnout symptoms (Wakelin-Theron *et al.*, 2019).

Resources and support

Efficient job resources support hospitality employees to reduce their burnout levels and stress. Job resources such as feedback, career opportunities, job security and reward will enhance an employee's working environment (Ah et al., 2022; Trépanier et al., 2020). Moreover, technical resources in the kitchen environment similarly assist chefs to work more efficient and effectively by minimising the workload and stress through the implementation of smart kitchens, or autonomous services (Wakelin-Theron, 2021). The technical resources for example may include appliances such as smart ovens and digital inventory systems (Gössling, & Hall, 2021).

The support and recognition of superiors is paramount to an employees' wellbeing. Management needs to monitor staff, alleviate workplace pressure, and act before the situation becomes unmanageable. By providing support, resources as well as opportunities for growth and additional learning in a positive social and work environment that promotes productivity, improves mental health, and reduces job stress is created (Ungar, 2019; Wakelin-Theron, 2021). Numerous individuals experience stress but have the necessary resources and support not to experience burnout (Ungar, 2019). Good organisational support may retain valuable chefs and minimise staff turnover (Ah *et al.*, 2022; Trépanier *et al.*, 2020).

Many chefs have been criticised for perpetuating a toxic work environment where employees were expected to work long hours for no remuneration, strict rules, and employee harassment and bullying of staff (Iqbal, Asghar & Asghar, 2022).

Methodology

For this quantitative research study an existing questionnaire, namely the Copenhagen Burnout Inventory (CBI) was used. Convenience sampling was furthermore used to collect data from 150 chefs between the ages of 25 and 39 in the Western Cape, South Africa. These chefs were employed in sit-down restaurants that served at least two meal courses. The sample was divided into two groups: one group (75 respondents) worked up to eight hours; the second group (75 respondents) who worked more than eight hours.

The Copenhagen Burnout Inventory (CBI) (Kristensen *et al.*, 2005), was employed to measure the burnout levels of the chef participants. The CBI comprises of 19 items and 3 subscales for the 3 dimensions of life: Work-related burnout, client-related burnout, and personal burnout. The work-related burnout subscale discovers the participant's emotional and physical tiredness and exhaustion experienced at work. For example, "Does your work frustrate you?" The client-related burnout subscale processes burnout related to dealing with clients, for example, "Are you tired of working with clients?" Lastly, the personal burnout subscale is generic and investigates the general tiredness and exhaustion of an individual, for example "How often do you feel worn out?" The questions are rated on a five-point Likert scale were 5=Always and 1=Never (Kristensen *et al.*, 2005).

The study was conducted during Covid-19 and numerous restaurants had to close during this period. Restaurants that were still open and functioning during the pandemic was approached to participate. The data collection was done in the same manner as pre-pandemic procedures were followed. The geographical area of the restaurants that were targeted to participate in the

Western Cape, South Africa was enlarged to enable the collection of a robust sample. The manager had to give permission for the chefs to participate. However, the chefs could still choose not to participate and ultimately had the final say. The study used a pen and paper method because chefs do not work in an office and do not always have access to electronic devices. The questionnaire consisted of a consent letter which outlined the purpose and aims of the study. The questionnaire was collected a few days later and captured on Excel spreadsheet for further statistical analysis. The SPSS statistical version 27 was used to perform further statistical analysis.

Ethical principles were maintained to ensure that no damage was done to the participants, such as notifying the participant about the purpose of the research, protecting anonymity, and not deceiving the participants (Bryman *et al.*, 2014). The study followed the Covid-19 regulations provided by the Research Ethics Committee of the tertiary institution where this study was registered. The respondents were informed of the reasons they were partaking in the study. The respondents also had a choice to participate and were permitted to withdraw without negative concerns. Furthermore, the respondents were not compelled to answer any questions that made them uncomfortable. The researcher did not influence their answers.

Results and Discussions

Results

The collected data was analysed with SPSS version 27 to determine if shift length contribute to burnout in millennial chefs. Factor analysis was used to reduce the data and explore the theoretical structure (Mayers, 2013). Moreover, the t-test was utilised as well as a pairwise comparison to test the statistical significance.

The first section of the questionnaire consisted of background questions about the millennial chefs such as gender, age, length of shifts an experience. See Table 1 for the composition of the sample.

Table 1. The composition of the millennial chef sample

	Frequency	Percent
Gender ($n =150$)		
Male	80	53.3
Female	70	46.7
Age ($n = 150$)		
25–28	61	40.7
29–32	39	26
33–36	25	16.7
37–39	25	16.7
The average length of shifts ($n = 150$)		
8 hours or less	75	50
More than 8 hours	75	50
Years' experience ($n = 150$)		
Less than one year	6	4
1–3 years	26	17.3
4–6 years	45	30
7–9 years	26	17.3
Ten years or more	47	31.3

There were 150 chef respondents whereby 53.3% were male and 46.7% were female. The sample predominantly consisted of the younger millennials as 40% of the sample were between the ages of 25-28 and both age brackets, 33-36 and 37-39 consisted of 16.7% each of the sample.

Half (50%) of the respondents worked eight hours or less and 50% of the respondents worked more than eight hours. There were 47 respondents (31.3%) who had more than 10 years' experience and only 6 respondents (4%) who had less than a year's experience.

An existing questionnaire was used to determine the burnout levels of the chefs. However, some of the questions were rephrased. For example: "worked for clients" to "work with clients". Thus, Exploratory Factor Analysis (EFA) was used to measure the burnout items. The EFA indicated that there were 3 subscales for burnout and 2 items had low factor loadings and was omitted. The new subscales that had eigenvalues higher than 1, were different from what the CBI authors intended. The KMO was administered to test for multi-collinearity for overall Burnout. The test for multi-collinearity as shown in Table 2.

Table 2. Test for multi-collinearity

KMO and Bartlett's test		
KMO measure		.919
Bartlett's test of sphericity	Approx. chi-square	1339.390
	Df	136
	Sig.	.000

The KMO must be greater than 0.6. The new subscales were renamed to Clients Contributing to Exhaustion, Personal Exhaustion and Worn out.

Table 3 describes the descriptive statistics for the overall burnout and include the mean and Standard Deviations.

Table 3. Descriptive statistics of burnout

Item	Mean	SD	α>	Skewness Less than 8 hours	Skewness More than 8 hours	Kurtosis Less than 8 hours	Kurtosis More than 8 hours	Number of items
Burnout (overall)	2.56	0.76	0.92	0.34	0.22	0.37	0.16	17
Clients contributing to exhaustion.	2.55	0.84	0.85	0.14	0.22	-0.30	-0.28	7
Personal exhaustion	2.57	0.77	0.86	0.46	0.18	-0.06	0.10	7
Worn out	2.70	1.00	0.85	0.32	0.04	0.15	0.55	3

Notes. SD: Standard deviation, α: Cronbach Alfa.

The overall mean score for Burnout was 2.56 (SD: 0.76). The Burnout subscales had the following mean scores: Clients contributing to exhaustion: 2.55 (SD: 0.8), Personal exhaustion: 2.57 (SD: 0.77) and Worn out: 2.70 (SD: 1.00). The skewness, kurtosis, and the alpha coefficients confirmed the reliability of the CBI. Pyzdek and Keller (2003) suggest that skewness is a measure of asymmetry, where zero is considered ideal symmetry. The skewness in the present study was positive. The skewness was within the parameters of 0.46 for shifts of eight hours and less and 0.22 for shifts longer than eight hours.

The Cronbach alpha coefficient was used to calculate the reliability of the CBI. The Cronbach alpha was calculated for each item and then an average value was calculated. The reliability of the scales was good, as the alpha coefficients were greater than 0.70 (Pallant, 2016)

The KMO test for multi-collinearity was ordered to establish if there was a sufficient relationship between the variables of Burnout (Mayers, 2013). It indicated an appropriate fit. According to Pallant (2016), the KMO should be greater than 0.6. The next table displays the T-Test of significance for Burnout.

Table 4. T-test of significance for Burnout

Variable	8 hours or less			More than 8 hours			t	df	p-value	d
	N	Mean	SD	N	Mean	SD				
Client related exhaustion	75	2.32	.798	75	2.78	.835	-3,429	74	0.001**	0.56
Personal exhaustion	75	2.31	.649	75	2.85	.804	-4,500	74	0.000**	0.73
Worn out	75	2.50	.877	75	2.90	1.090	-2,447	74	0.016*	0.40

Table 4 displays the T-test for significance for overall Burnout and the Burnout subscales. Higher mean scores were found for Worn out, 2.9; Personal exhaustion, 2.85 and Client-related exhaustion, 2.78 for chefs who worked shifts longer than eight hours. The chefs who worker eight hours or less had the following means score for the Burnout subscales: Worn out, 2.5; Personal exhaustion, 2.31 and Client-related exhaustion, 2.32.

Significant differences between the lengths of the shifts for the two groups was found. The p-values shown in Table 4 were smaller than 0.05 for Client-related exhaustion (0.001), Personal exhaustion (0.000), and Worn out (0.016). Thus, there were noteworthy differences between the respondents regarding shift length.

Furthermore, a Pairwise Comparison was administered to establish the difference between the variances for the dependant variable Burnout for the two different shift length groups. The results are shown in Table 5.

Table 5. Pairwise comparison

(I) A3	(J) A3	Mean Difference (I-J)	Std. Error	df	Bonferroni Sig.
2	1	.4104[a]	.11470	1	.000
1	2	-.4104[a]	.11470	1	.000

Notes. A3=Shift lengths, 1=eight hour of less shift, 2=more than eight-hour shifts

The mean score is significant when $p<0.05$, therefore, shift length is a significant predictor of burnout.

Discussions

It is evident that the chef work force is almost equally divided as the sample consisted of 46.7% females and 53.3% males. In 2018 a chef sample consists of 31% females and 69% men (Haddaji et al., 2018). Many of the respondents have been working in the kitchen environment for 10 years or more. Half of the sample worked more than eight-hour shifts and the other half worked eight hours or less shifts.

In the literature review it is evident that work stress is higher for chefs for various reasons, with the main reason being long working hours (Pidd *et al.*, 2015), and currently need to do more with less resources at hand due to the load shedding crises, failure of electrical appliances stressors in South Africa which is crippling the South African economy. Furthermore, constant job stress without support and less resource and failing electrical equipment, load shedding leads to job burnout. In addition, an individual's job burnout levels can be influenced by his/her co-workers as well as the work environment (Ah *et al.*, 2022).

The present study indicated that there was a significant difference in means scores for Burnout between the different shift length groups. The burnout subscales Client-related exhaustion, Personal exhaustion and Worn Out were higher for the group that worked more than eight-hour shifts. Therefore, the group that worked eight hours or less were displaying lower burnout levels than those who worked more than eight hours. In addition to this result, further tests were

conducted to determine whether the working hours contributed to the burnout levels of the chefs. The results indicated that shift length is a significant predictor of burnout. The hypothesis is therefore accepted.

The results of the study is supported by the literature, which indicated that millennials are more probable to experience job stress and burnout because of the difficulties accepting the hospitality industry norms. The hospitality industry norms include long and unsociable hours, high physical endurance, overtime and being on your feet. Furthermore, the hospitality industry is a customer-orientated industry; therefore, chefs need to present high-quality food timeously. These aspects place extra stress on the employees when performing in their jobs (Hammond *et al.,* 2019; Trépanier et al., 2020; Arzia-Montes *et al.,* 2018)

Furthermore, it is important that individuals experience manageable stress to build resilience and to learn how to deal with stress (Ungar, 2019; Esterhuyse et al., 2022). Toxic stress as well as continuous stress has a negative effect since individuals, in this case chefs, turn to alcohol and drugs or nicotine to deal with the stressors of the kitchen, and subsequently shows signs of physical deterioration for example headaches, insomnia, mood swings and depression (Pidd *et al.*, 2015).

Burnt-out individuals should receive the necessary support and resources to assist them in the workplace and to reduce stress and burnout at work. The resources may include more personnel, better equipment such as smart ovens, operating systems, and adjustments to their working conditions such as a reduction in work hours. The use of new, innovative electrical technology or clamping down on load shedding will assist chef employees and enforce break times. The water crisis in South Africa caused by water scarcity and mismanagement is severely hampering future economic growth as water supply to cities are on the brink of total collapse (Rawlins, 2019). Management needs to act before staff become unmanageable by becoming more employee focused. Employers as well as employees need to check on labour laws and align them accordingly to their respective operations.

Managers and supervisors may use the results of the study to amend their work schedule and shifts by reducing long working hours and in return reduce the number of burnt-out employees, which will ultimately reduce staff turnover and create a better working environment. Moreover, managers may provide stress management training to chefs so that the chefs could learn how to positively cope with stress and reduce the number of burnt-out employees in the hospitality industry. Management should provide clear job expectations, use capacity planning, and resource management to get ahead of burnout, or assist with the redistribution of work as required, or to assist the team to prioritise their work better. This study, furthermore, contributes to the hospitality industry since it provides insight into wellbeing, work-life balance, and mindfulness to create a positive work environment in the industry.

Conclusions

The research study was conducted during the first half of Covid-19; therefore, numerous restaurants were closed or worked with a reduced kitchen brigade. It was challenging to get chef participants since managers were reluctant to let their chefs answer questions about stress and exhaustion. Some managers did not want to give permission for chefs to participate if they were aware that the chefs were stressed and burnt out. Thus, the result does not show an accurate picture of burnout in millennial chefs.

Moreover, the CBI is a self-assessing burnout questionnaire. The chefs had answered the questions from their own perception and was not clinically assessed by a psychologist. The study has limited application since it only included chefs in a specific area, namely the Western Cape in South Africa.

It is recommended that managers adjust their work hours of chefs to reduce the probability of chefs to develop burnout and provide stress management training to their employees. It is recommended that future studies make use of a reduced questionnaire, as many chefs did not participate since it was too long, and they did not have time to waste. Future studies can make use of a mixed method approach by incorporating psychologist to analyse the chefs clinically.

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Green purchasing of kitchen equipment at Anantara Uluwatu Bali Resort

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Abstract: Green purchasing is a form of implementing selection to buy products by prioritizing environmentally friendly principles. Green purchasing of kitchen equipment is important to help reduce environmental impacts and guarantee the safety, stability, welfare, and quality of life of the present and future generations. This research was conducted at Anantara Uluwatu Bali Resort located on Pemutih Street, Labuan Sait, Uluwatu, Bali. This study aims to determine the implementation of green purchasing in the procurement of kitchen equipment at Anantara Uluwatu Bali Resort which was analyzed using green purchasing indicators developed by Pramesti. The data collection method used is interviews with key informants determined purposively and observation techniques using participant observation. The data analysis method used is the qualitative descriptive analysis technique. The results of this study indicate that Anantara Uluwatu Bali Resort has not implemented green purchasing optimally in the procurement of kitchen equipment. There are several obstacles experienced by purchasing department, namely not having guidelines for implementing green purchasing, the price of goods is expensive, and the production of goods is still small so it cannot meet the needs of kitchen items. The implication of this research is to advise companies to make Standard Operating Procedures regarding implementing green purchasing and to carry out routine price evaluations for suppliers with environmentally friendly product criteria to get prices that match the company's budget. In addition, the purchasing department can also make regular observations on goods produced by suppliers with environmentally friendly criteria.

Keywords: green purchasing, kitchen, procurement of goods, supplier selection, waste management

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Introduction

Waste has been a global problem for a long time. However, now the global community is focused on the amount of plastic waste scattered throughout the sea and polluting the ecosystem, so it has a bad environmental impact. Plastic needs continue to increase along with technological developments (Wanda, 2019). According to data from the Ministry of Environment and Forestry (KLHK), the percentage of plastic waste composition in Indonesia continues to increase. In 2014, plastic waste in Indonesia amounted to 14 percent (8.94 million tons) of the composition of the existing waste pile (64 million tons). This number increased in 2016 to 16 percent (10.43 million tons) of the existing waste generation (65.2 million tons) (Qodriyatun, 2019).

Based on data obtained from the Indonesian Plastic Industry Association (INAPLAS) and the Central Statistics Agency (BPS), there is a fact that Indonesia is the second largest plastic waste contributor in the world. Plastic waste in Indonesia reaches 64 million tons/year, of which 3.2 million tons are plastic waste dumped into the sea. In addition, about 10 billion plastic bags are disposed of into the environment annually. Research conducted in 2017 in Bali Province by the Department of Environmental Engineering at the Bandung Institute of Technology (ITB) and Danone-Aqua, plastic waste production reaches 268 tons per day, and only 29.4% of plastic

waste is disposed of in landfills (TPA). Meanwhile, 44.5% of plastic waste is not processed or pollutes the environment from rivers to the sea (Kubontubuh, 2019).

Most stakeholders' main challenges are environmental degradation, abuse of natural resources, and industrialization due to increasing global human consumption (Yew et al., 2019). The main key for tourism actors to survive amid the challenges of environmental damage is to have the ability to adapt, innovate, and utilize environmentally oriented resources. People's behavior is starting to change, followed by a shift in tourism trends. The shift in consumer attitudes occurs because organic materials have met the expectations of modern consumers. As a result, consumers' understanding of environmentally friendly products starts to influence the purchase decision-making process (Maniatis, 2015; Suki, 2013; Rex & Baumann, 2007). Kotler (2011) found that consumers became more selective and prioritized price, luxury, or quality of services and facilities in determining their destination or residence and focused on the added value hotels can offer. For example, the level of corporate social responsibility towards the environment when choosing among the brands available in the market. In addition, it raises public and consumer awareness to pay more attention to the surrounding conditions or conditions and to have a sustainable consumption pattern, or it can be said that consumers can ensure that fulfilling their needs does not harm the environment. One of the opportunities that can be applied to hotel managers is to carry out the green hotel concept. Every hotelier and consumer must maintain the environment for health, cleanliness, beauty, and sustainability. Green hotel practices are considered environmentally friendly initiatives that aim to eliminate the negative impact on the environment by saving energy, for example, installing energy-efficient appliances, implementing renewable energy programs, reducing water consumption, and waste management (Abdou et al., 2020; Erdogan & Baris, 2007).

According to the Ministry of Tourism, a green hotel is a form of sustainable hotel development and management with an environmentally friendly development concept important in greenhouse gas mitigation in energy, water conservation, and efficiency efforts. Environment, environmentally sound hotel operations, land use, building materials, water efficiency, energy efficiency, air quality, and waste management. In line with this spirit, the obligation to maintain environmental sustainability is also the main agenda for hotel managers. The trend has changed most organizations to be oriented towards becoming a hotel industry that is sound economically as well as environmentally sustainable. The focus of the hotel industry is not only on the production process of goods and services but is also active in preserving the existence of the environment (Setiawati & Sitorus, 2014).

According to Bartono & Ruffino (2005), the kitchen is a department responsible for processing food for guests or the outside community through restaurants inside or outside the hotel. The kitchen is closely related to procuring goods or raw materials, which has implications for meeting operational needs and achieving customer satisfaction. To stimulate such market demand for products containing recycled material or recovered content (RM or RC) it is necessary to understand public sector purchasing, including the influences on its purchasing processes and decisions (Wijayasundara et al., 2022). The process of procuring goods is obtained through purchasing. Purchasing is a systematic buying process with what is needed, checking prices, negotiating with suppliers, and getting the desired goods (Sumiati, 2015). According to Mahyudin & Suradi (2018); Schiele (2019), purchasing is a purchasing activity in meeting the needs of the company's goods and services by considering quality, price, quantity, and others. The main purpose of purchasing is to ensure the procurement process, from planning to selecting suppliers. It receives, runs on time, the quantity is under order and checks the quality of the goods. In the procurement process, a purchaser will cooperate with external parties to provide goods or services called suppliers (Malacina *et al.*, 2022).

Green purchasing is a purchase made based on environmental principles. Green purchasing is implementing selection to buy products by prioritizing environmentally friendly principles. There are seven components: the type of product, form, brand, sales, product quality, time of purchase, and how to pay (Khan & Qianli, 2017). According to Ninlawan *et al.* (2010), green purchasing is a procurement process that includes the reduction, reuse, and recycling of raw materials in the purchasing process. According to Pramesti *et al.* (2020), there are two dimensions of green purchasing: supplier selection and reduce, reuse, recycle procurement process. Supplier selection

has eleven indicators, while reduce, reuse, recycle procurement process has three indicators. One of the indicators of supplier selection is requiring suppliers to use environmentally friendly (degradable and harmless) packaging. However, the results of direct observation conducted by the researcher show that goods or raw materials purchased still use single-use plastic packaging. It ends up being plastic waste that cannot be reused. This plastic waste will impact the environment (Upe & Usman, 2022), so there needs to be a real improvement and innovation efforts from business people, which can be started from the procurement stage, namely by implementing green purchasing.

Research conducted by Khan & Qianli (2017) found that the application of green purchasing directly and positively impacts company performance because its application can protect the environment from hazardous and toxic materials significantly impact company performance. In addition, green purchasing provides a tremendous opportunity for hotels to increase their selling points and market share. Therefore, the importance of implementing green purchasing is as a conscious and planned effort that integrates environmental, social, and economic aspects into the procurement strategy to ensure the fulfillment of company needs. Furthermore, It directly guarantees the integrity of the environment and the safety, ability, welfare, and quality of life of the present and future generations (Rao & Holt, 2005). Based on this description, this study aims to analyze the implementation of green purchasing of kitchen equipment at Anantara Uluwatu Bali Resort.

Methodology

This research was conducted at Anantara Uluwatu Bali Resort, located on Bleaching, Labuan Sait Street, Uluwatu, Bali. This study uses a qualitative procedure. The steps include data collection, collecting information through unstructured observation with the participant, and interviews related to the problem formulation (Creswell, 2003). Three participants participated in this observation: purchasing manager, purchasing supervisor and receiving. Observations were conducted for three months. The primary data in this study came from interviews and observations. Descriptive research explores or clarifies an existing symptom, phenomenon, or social reality. In addition, it describes some variables related to the problem and unit under study (Samsu, 2017). The qualitative descriptive analysis describes the implementation of green purchasing in the procurement of kitchen equipment by Anantara Uluwatu Bali Resort. It is analyzed using a preexisting green purchasing theory with two sub-dimensions and 14 indicators developed by Pramesti et al. (2020), as shown in Table 1.

Table 1. Green purchasing indicator

Variable	Sub-Dimensional	Indicator
Green Purchasing	Supplier Selection	1. Eco-labeling of products. 2. Cooperation with suppliers for environmentally friendly purposes. 3. Select suppliers using environmental criteria. 4. Supplier internal management audit. 5. Second stage evaluation for suppliers that implement environmentally friendly practices. 6. Require suppliers to use environmentally friendly packaging (degradable and harmless). 7. Suppliers ISO14000 certification. 8. Purchase products only from "green partners" who meet the standards. 9. Environmentally friendly research and development capabilities of suppliers. 10. Implementing a Health, Safety, and Environment (HSE) System. 11. Assessment based on the quality management system.
	3R's Procurement Process	1. Reduce 2. Reuse 3. Recycle

The method of determining informants is carried out purposively. Namely, the technique of determining informants is selected with certain considerations and goals (Sugiyono, 2015). The interview technique used in this study is a structured interview technique. The questions as shown in Table 2.

Table 2. The questions for interview

Question
1. What are the steps in procuring kitchen goods at Anantara Uluwatu Bali Resort?
2. What criteria must a supplier have as a supplier at Anantara Uluwatu Bali Resort, especially in the kitchen?
3. When selecting a supplier to procure kitchen goods, does the supplier's product have to have eco-labeling? If "no", is there another required standard?
4. Does the hotel cooperate with suppliers for environmentally friendly purposes and work with local farmers?
5. Is the purchase of kitchen products only from suppliers with environmentally friendly criteria or "green partners"? If "no," give reasons.
6. Is there an internal management audit evaluation of suppliers who work with hotels in meeting the needs of kitchen goods? If "Yes," is a second evaluation stage conducted for suppliers implementing environmentally friendly practices?
7. Does the hotel have a policy requiring suppliers to use environmentally friendly (degradable and harm-less) packaging?
8. Has the hotel collaborated with an ISO14000-certified supplier?
9. Does the hotel cooperate with suppliers who try to develop environmentally friendly products?
10. Does the selection of hotel suppliers apply to the Health, Safety, and Environment system?
11. Is selecting suppliers to procure kitchen goods in this hotel based on quality/quality management?
12. Is ordering kitchen goods through an electronic system (without paper)?
13. Is the packaging of the goods purchased by the kitchen reused differently? For example, materials such as cans, glass, paper, plastic, and cardboard that should be wasted are used to make new products.
14. Does the packaging for the items purchased by the kitchen have a recycle label, or can they be recycled?
15. What obstacles have caused the implementation of green purchasing in the procurement of kitchen goods at Anantara Uluwatu not to be maximized?

The data analysis technique used in this study is the analytical technique proposed by Miles & Huberman (1994), which states that the data flow consists of three activities: reduction, data presentation, and conclusion drawing/verification. In principle, these data analysis activities are carried out during research activities/ data collection, and most include data simplification/data reduction, data presentation/data display, and verification/conclusion (Samsu, 2017).

Results and Discussions
Results

Based on the interviews with purchasing manager and purchasing supervisor, it is known that implementing green purchasing in the procurement of kitchen at Anantara Uluwatu Bali Resort indicators/criteria green purchasing completely and ideally. However, it is shown from the procurement process that it is carried out more referring to the availability and suitability of goods with operational needs without considering the implications of the procurement on environmental sustainability. Abdou et al. (2020) illustrate the United Nations' data on SDGs. There are 17 SDGs, namely donate what you do not use, waste less food and support local farmers, vaccinate your family, help educate the children in your community, empower women and girls and ensure their equal rights, avoid wasting water, use only energy-efficient appliances and light bulbs, create job opportunities for youth, fund project that provide basic infrastructure, support the marginalized and disadvantages, bike, walk or use public transportation, Ensure sustainable consumption and production patterns, act now to stop global warming, avoid plastic bags to keep the ocean clean,

plant a tree and help protect the environment, stand up for human rights and lobby your government to boost development financing. There are three SDGs related to supplier selection: waste less food, support local farmers, avoid plastic bags to keep the ocean clean and ensure sustainable consumption and production patterns.

From the interview results, it is also known that of the 14 indicators in the application of green purchasing, only four indicators have been well implemented, and five indicators have been implemented but are not carried out optimally, and five other indicators have not been implemented in the procurement process. These indicators are guidelines that require the purchasing department and suppliers to take action to ensure the environmental quality of their operations. The following is a description of the research results, namely:

a. Supplier Selection:

1) In selecting suppliers, the purchasing does not require that the products offered by suppliers have eco-labeling. In practice, several suppliers already include eco-labeling on their product packaging, but this is not applied by all suppliers who collaborate with Anantara Uluwatu Bali Resort. In addition, no operational standards require the procurement process to be carried out only on suppliers with an environmentally friendly label. So far, the selection of suppliers is only based on three criteria: the credit payment system, the best quality, and the lowest price. For example, it is known that only three suppliers of goods kitchen have eco-labeling from 15 suppliers who collaborate with Anantara Uluwatu Bali Resort indicator eco-labeling has only been applied by 20% in the supplier selection.

2) The hotel does not have an environmentally oriented cooperation policy with the supplier, so there is no continuous engagement and cooperation between the hotel and the supplier to jointly maximize environmental conservation efforts, especially in the procurement process. As long as the supplier meets the criteria determined by the hotel, the procurement process can occur without being guided by the principle of environmental conservation. One of the policies currently being carried out is prioritizing local farmers purchasing raw materials, especially fruit and vegetable products. It is also related to SDG number two, prioritizing ordering food from local farmers to support local farmers. It helps them empower local farmers by working with them to meet the raw material needs of restaurants in hotels.

3) The selection of suppliers for the kitchen does not use environmental criteria because suppliers will be selected based on their capabilities to meet the needs that the user/kitchen has determined. In addition, the procurement process does not consider whether a product in its distribution has a bad impact on the environment. The main thing is how the product can be made available to support operational processes and achieve company profits. The selection of the wrong supplier will damage the environment in the future. It relates to the SDGs regarding responsible consumption and production pattern. Unsustainable consumption and production patterns are the root causes of the triple planetary crises of climate change, biodiversity loss, and pollution. These crises, and related environmental degradation, threaten human well-being and achievement of the Sustainable Development Goals.

4) The purchasing management audits suppliers every six months to find that suppliers used are credible, reliable, have permits, and do not sell goods illegally. Purchasing also evaluates the price contract offered by the supplier every two months to determine whether the price of goods has decreased or increased according to the market price and ensures that the price purchased is the best.

5) The purchasing has not yet conducted a second evaluation for suppliers implementing environmentally friendly practices. In addition, because the procurement process does not focus on efforts to preserve the environment, suppliers used do not have special standards related to environmental conservation efforts. Instead, the evaluation refers to the performance, quality, price, or service.

6) The hotel has urged suppliers to use environmentally friendly packaging. However, it has not run optimally in practice because there are still goods packaged using single-use plastic packaging, such as spices, grains, meat, fruit, and vegetables. Furthermore, the appeal application is not implemented in real terms because the supplier does not have binding obligations. There is no cooperation, agreement, standard, or even certain sanctions given by the hotel to the supplier, so there is a lack of awareness of using more environmentally friendly packaging. It is evident from the documentation results that the researchers carried out, as shown in Figure 1.

Figure 1. Goods packaging from suppliers
Source: Research Documentation, 2022

It is known that seven suppliers of goods kitchens have used environmentally friendly packaging from fifteen suppliers in collaboration with Anantara Uluwatu Bali Resort, which means that the sixth indicator has been applied by 47% in the supplier selection.

7) The hotel has collaborated with several suppliers certified to ISO 14000. However, in practice, this indicator has not been fully implemented. It is because there are suppliers who are still conventional and home industries that run their business on a small scale, so they are not certified. Anantara Uluwatu Bali Resort strongly supports the empowerment of suppliers and farmers so that ISO certification is not mandatory in procuring goods or raw materials for the kitchen. Nevertheless, it is known that four necessities kitchen suppliers have been certified ISO 14000 from 15 suppliers in collaboration with Anantara Uluwatu Bali Resort, which means that the seventh indicator has been applied by 26% in the supplier selection.

8) The purchase of products needed by the kitchen has not been to the green partner. The reason is that suppliers with environmentally friendly criteria sell goods at a fairly high price. Besides, the limited goods offered do not cover the kitchen's needs.

9) Some suppliers collaborating with Anantara Uluwatu have not fully developed environmentally friendly developments. The distribution of goods focuses on the accuracy of goods, quality, quantity, and price without considering environmental aspects. However, in practice, some suppliers have used shopping bags or multifunctional baskets when shipping goods to reduce the use of single-use plastics. Seven suppliers of goods kitchen have developed environmentally friendly by not using single-use packaging from 15 suppliers in collaboration with Anantara Uluwatu Bali Resort, which means that the ninth indicator has been applied by 47% in the supplier selection.

10) The hotel has implemented a Health, Safety, and Environment system in selecting suppliers. It ensures that the purchased goods are guaranteed from the aspect of Health, Safety, and Environment and are received in good condition until later they will be used by the user, in this case, the kitchen. The properties at Anantara Uluwatu Bali Resort are CHSE certified. CHSE (Clean, Health, Safety, and Environment) is a health and safety certification issued by the Indonesian Ministry of Tourism and Creative Economy. Proof of the CHSE certificate can be seen in the QR-Code Image in Figure 2.

Figure 2. Goods packaging from suppliers
Source: https://chse.kemenparekraf.go.id/id/detail-tersertifikasi/anantara-uluwatu, 2023

11) The selection of suppliers for the procurement of the kitchen is based on quality management. Therefore, before the cooperation agreement, the supplier must provide quality-checking samples, especially meat products. Usually also supported by certain certificates, such as BPOM, halal certificate, and others which show that the products offered by the supplier are good, safe, and guaranteed quality.

b. Reduce, reuse, recyle a Procurement Process:

1) The purchasing procurement process kitchen by placing orders using an electronic system to minimize the use of paper (paperless). This system impacts procurement by being faster and more efficient and reducing paper usage. However, for purchase orders, they still use paper as a company archive, and the paper used is paper that still has an empty side.

2) Packages of items purchased by the kitchen are not reused in the same or different ways. Single-use packaging will be directly collected as waste. In contrast, packages such as cardboard, styrofoam, cans, bottles, and jerrycan will be collected and sorted based on waste management and then sold to third parties. It is evident from the documentation results that the researchers carried out, as shown in Figure 3.

Figure 3. Sales of waste to third parties
Source: Research Documentation, 2022

3) Few packages of purchased goods are recycled because most of the goods brought by suppliers are packaged using single-use packaging. So most of this packaging will be discarded and collected as non-recyclable waste. For example, of the items purchased for the kitchen, only 10% were recycled, and the rest still used single-use packaging. It is evident from the documentation results that the researchers carried out, as shown in Figure 4.

Figure 4. Disposable packaging
Source: Research Documentation, 2022

From the description above, it is known that the procurement of the kitchen at Anantara Uluwatu Bali Resort has not optimally used environmental-based criteria. It is shown from the procurement process that is carried out more referring to the availability and suitability of goods with operational needs without considering the implications of the procurement on environmental sustainability. This condition is irrelevant to what was stated by (Khan & Qianli, 2017). Green purchasing is a form of implementing selection to buy products by prioritizing environmentally friendly principles. Value creation through resource recovery of waste to enable use of in new products requires careful consideration of potential value chain issues such as collection, segregation, and reprocessing (Wijayasundara *et al.*, 2022). The following are the results of research from the two interviewees interviewed, as shown in Table 3.

Table 3. Implementation of green purchasing on procurement of kitchen equipment at Anantara Uluwatu Bali Resort

Variable	Sub-Dimensional	Indicator		Percentage of Application
Green Purchasing	Supplier Selection	1.	Eco-labeling of products.	20%
		2.	Supplier cooperation for environmentally friendly purposes.	0
		3.	Supplier selection using environmental criteria.	0
		4.	Supplier internal management audit.	100%
		5.	Second stage evaluation for suppliers implementing environmentally friendly practices.	0
		6.	Require suppliers to use environmentally friendly packaging (degradable and harmless).	47%
		7.	Suppliers ISO14000 certification.	26%
		8.	Purchase products only from "green partners" who meet the standards.	0
		9.	The supplier's eco-friendly research and development capabilities.	47%
		10.	Implementing the Health, Safety, and Environment System.	100%
		11.	Assessment based on the quality management system.	100%
	3R's Procurement Process	1.	Reduce.	100%
		2.	Reuse.	0
		3.	Recycle.	10%
		The Average Implementation of Green Purchasing		39%

Source: Data Processed, 2022

Table 3 shows the interview results. There were 15 suppliers of Kitchen Raw Materials at Anantara Uluwatu Bali Resort. Of these 15 suppliers, only 3 have eco-labeling, or around 20% are raw material suppliers. Based on the interview results, there are 15 suppliers of Kitchen Raw

Materials Suppliers at Anantara Uluwatu Bali Resort who use environmentally friendly packaging. Of these 15 suppliers, only seven use environmentally friendly packaging, or around 47% use environmentally friendly packaging. Based on interview results, 15 Kitchen Raw Material Suppliers at Anantara Uluwatu Bali Resort have ISO 14000 Certification. Of the 15 suppliers, only four have ISO 14000 Certification, or around 47% use ISO 14000 Certification. The resource person also explained that only 10% of the items purchased for kitchen needs had a recycle label, and the rest still used disposable packaging.

It is necessary to find out how the real implementation of green puchasing and what the actual value of the implementation itself by calculating each indicator result of green purchasing. To get the score is to add up all the results of the value of each weight divided by the total number of indicators. These categories can be seen in Table 4. The average value of implement-ing green purchasing in kitchens at Anantara Uluwatu Bali Resort is 39%. According to Sugiyono (2016), Table 4 below shows that the application of green purchasing in the procurement of the kitchen at Anantara Uluwatu Bali Resort has implemented enough. Based on green purchasing indicators from (Pramesti et al., 2020), green purchasing at Anantara Uluwatu Bali is sufficient to implement supplier selection and reduce, reuse and recycle procurement Process.

Table 4. Criteria for application of green purchasing

Index	Description
X≤20%	Not Implemented
20%<X≤40%	Implemented Enough
40%<X≤60%	Implemented
60%<X≤80%	Good Implemented
100%<X	Very Good Implemented

Source: (Sugiyono, 2016)

The sub-dimension of supplier selection shows that suppliers are selected only based on their capabilities in meeting the needs of the goods needed by the kitchen without considering the impact on the environment. The criteria used in selecting suppliers refer to the credit payment system only, the best quality, and the lowest price. The sub-dimension of reduce, reuse, recycle procurement process shows that in carrying out its duties, purchasing has attempted to reduce green procurement indicators by reducing the use of paper. Still, green procurement has not been implemented ideally. Other indicators still have not been fulfilled, namely, reuse and recycle. In the procurement process, the distribution of goods still uses single-use packaging that cannot be recycled. This condition causes the increasing environmental pollution caused by plastic waste.

It has not considered the two indicators in green purchasing, the ideal supplier selection and reuse, reduse, recycle procurement process. Supplier selection is the process of selecting suppliers based on the criteria needed by the company. The procurement process in hotels is certainly important to consider these two factors as an ideal step for implementing green pur-chasing to meet hotel operational needs while minimizing the environmental impact.

The researchers conducted a second stage of interviews to verify the data that had been processed and to find out the obstacles experienced by the purchasing. So, they could not apply green purchasing to procuring the kitchen at Anantara Uluwatu Bali Resort to the fullest. The following are the obstacles experienced by the purchasing at Anantara Uluwatu Bali Resort in implementing green purchasing in the procurement of kitchen, namely:

a. Implementation Guidelines
    The purchasing does not yet have guidelines that regulate the implementation of green purchasing so that the purchase of goods is only based on the necessary needs. For this reason, it is necessary to have guidelines that regulate the implementation of green pur-chasing.
b. Prices
    Prices of goods from suppliers with environmentally friendly product criteria are more ex-pensive than those of suppliers. It is because the procedure for implementing the environ-mental concept is costly and time-consuming. In this condition, the purchasing requires regular price evaluations of suppliers with criteria for environmentally friendly products to get the right price and preserve the environment.

c.   Production
Suppliers offer goods with limited environmental criteria, so they cannot meet the kitchen's needs at Anantara Uluwatu Bali Resort. Thus, the purchaser only buys goods as needed or desired by the kitchen without prioritizing environmentally friendly purchases. In this case, purchasing needs to periodically observe goods produced by suppliers with criteria for environmentally friendly products to meet their needs.

The constraints experienced by the purchasing at Anantara Uluwatu Bali Resort are similar to the theory proposed by Chan et al. (2018), which states that there are several inhibiting factors in implementing green purchasing, namely the lack of guidelines for implementing green purchasing and the price of expensive goods.

The management overseeing Anantara Uluwatu Bali Resort has tried to implement environmental conservation by making environmental-based operational standards, which require the hotel to use non-plastic straws (sustainable straws) since 1 January 2018. Sustainable must be made from environmentally friendly or not use disposable materials. The sustainable straw Anantara Uluwatu Bali Resort uses is straw made from paper that can be recycled. The use of sustainable straw at Anantara Uluwatu Bali Resort is evident from the results of the research documentation, which can be seen in Figure 5.

Figure 5. Sustainable straw
Source: Research Documentation, 2022

Using a sustainable straw is an effort from Anantara Uluwatu Bali Resort to support environmental sustainability by purchasing environmentally friendly products for use in Food and Beverage. However, sustainable straw consumption cannot be categorized as green purchasing to support maximum environmental conservation efforts by applying green purchasing ideal suppliers using environmental-based criteria and the procurement process that the reuse, reuse, recycle guide.

When implemented optimally in the procurement process at Anantara Uluwatu Bali Resort, green purchasing can make a real contribution to maintaining and preserving the environment. The implementation of green purchasing has a direct and positive impact on company performance because its implementation can protect the environment from hazardous and toxic materials and significantly impact company performance. It is also supported by the results of research conducted by Igarashi et al. (2013) that green purchasing has significant implications for the firms implementing it, especially regarding the criteria used in supplier selection. According to Younis et al. (2020), green purchasing impacts operational and economic performance. In addition, green purchasing provides a tremendous opportunity for hotels to increase their selling points and market share. The importance of implementing green purchasing is as a conscious and planned effort that integrates environmental, social, and economic aspects into the procurement strategy to ensure the fulfillment of company needs. It directly guarantees the integrity of the environment and the safety, ability, welfare, and quality of life of the present and future generations. Green purchasing is important because it is a useful tool to mitigate consumption's environmental impacts and promote clean production technology (Dubey et al., 2013).

Conclusions

The implementation of green purchasing of the kitchen at Anantara Uluwatu Bali Resort has been implemented enough by 39%. With these results, it can be said that the implementation of green purchasing of the kitchen at Anantara Uluwatu Bali Resort has not been maximized. This is due to green purchasing that experiences several obstacles; namely, they do not have guidelines for implementing green purchasing initiative, the price of green items and goods are expensive, and the production of green goods are still small, so they cannot meet the kitchen's needs. The implication of this research is to advise companies to apply SOPs regarding implementing green purchasing and to carry out routine price evaluations for suppliers with environmentally friendly product criteria to get prices matching the company's budget. In addition, the purchasing department can also make regular observations on goods produced by suppliers with environmentally friendly criteria.

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Marketing strategy at e-commerce Double-Six Luxury Hotel Seminyak to maximize room occupancy

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Abstract: The E-Commerce division at Double-Six Luxury Hotel Seminyak has an important role in selling rooms through websites and OTA platforms. Given the shift caused by the Covid-19 pandemic, where the majority are now leaning towards booking rooms online, recalibrating strategies to fit the new normal era has become imperative for this division. This research seeks to identify potential internal and external factors affecting the E-Commerce unit and formulate marketing strategies to increase room occupancy rates. Qualitative and quantitative data were collected from primary and secondary sources. For the initial research questions, methodologies such as observation, interviews, and document review were used. IFAS and EFAS matrices were developed using a questionnaire, while IE and SWOT matrices were developed based on a literature review. The research also proposed a strategic approach rooted in a combination of internal and external factors. Using purposive sampling, the findings emphasize the importance of internal factors such as the elements of the marketing mix-product, price, place, promotion, people, process, and physical evidence. As well as the importance of considering external factors such as customers, competitors, distributors, and the public practically, these insights suggest that Double-Six Luxury Hotel Seminyak's E-Commerce unit should consider a growth-oriented approach. This entails pursuing vertical integration with direct room sales through hotel's website, creating stay packages with additional benefits, creating customer data-driven pro-motions, and increasing website visibility through SEM and SEO.

Keywords: e-commerce, marketing strategy, room occupancy

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Introduction

With the development of Bali as a tourism destination, the number of hotels in Bali also continues to increase so that competition to fill room occupancy rates among hotel industry becomes increasingly fierce (Saimima and Makawangkel, 2019). Chair and Pramudia (2017) define room occupancy rate as a condition of how many or how many rooms can be sold compared to the total number of rooms available for sale. With these increasingly fierce competition conditions, every hotel is required to have the best strategy in an effort to face competition and maximize its room occupancy rate. The development of the digital era 4.0, causing consumers to no longer only seek information through conventional media, but there has been a shift to digital media (Teguh & Ciawati, 2020). This encourages every company, including hospitality businesses, to continuously innovate in supporting their marketing.

In the hospitality industry, the development of an effective, efficient, and integrated marketing is known as digital marketing or e-commerce (Wachyuni & Wiweka, 2020). In the evolving landscape of the hotel industry, embracing a mix of traditional and digital marketing strategies can be the key to success. Staying updated with the latest trends, listening to guest feedback, and constantly innovating will ensure that hotels remain the top choice for travelers in an increasingly competitive market (Kandampully et al., 2018). CRM (Customer Relationship Management) marketing strategy focuses on a customer-centric approach with the goal of

building and maintaining long-term profitable relationships through a deep understanding of customer needs and preferences (Kotler & Armstrong, 2017). E-commerce (Electronic Commerce) refers to the use of the Internet to buy, sell, transport, or trade data, goods, or services (Turban et al., 2018). In the hotel business, hotels that use marketing strategies through e-commerce generally collaborate with Online Travel Agents (OTAs) or create official hotel websites as a promotional media and online reservations, including Double-Six Luxury Hotel Seminyak. In order to sell their available rooms and capture the target market share, Double-six Luxury Hotel Seminyak has implemented online marketing strategies through e-commerce by creating an official hotel website, namely www.double-six.com and by collaborating with 24 Online Travel Agents (OTAs) such as Agoda, Booking.com, C-Trip, Expedia, Traveloka, Hotelbeds, Agoda, Booking.com, Tiket.com, etc.

Based on the data obtained, in 2017-2019 Offline Travel Agent still provides the largest contribution to the number of room sales and occupancy (Hardiani, *et al.*, 2022) as shown in Figure 1.
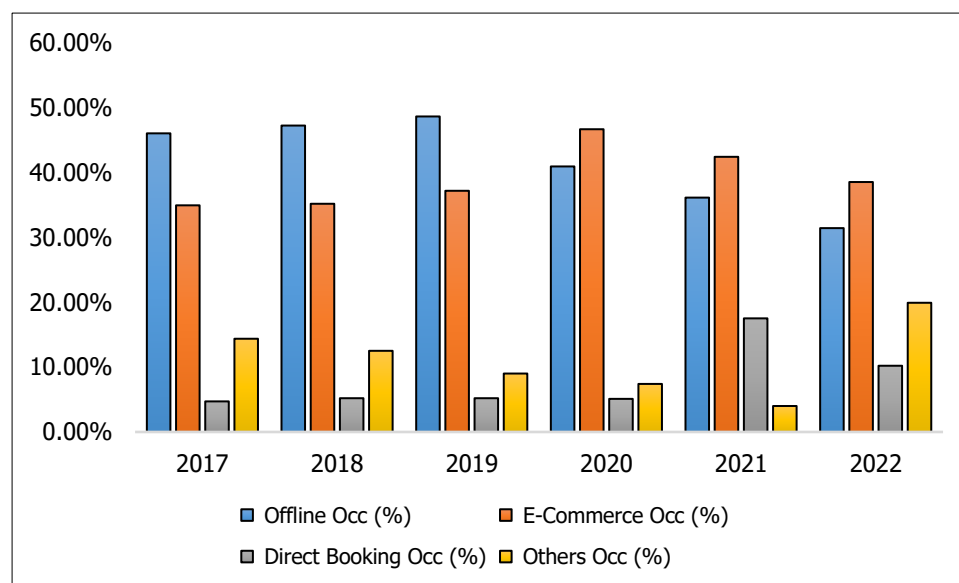
Figure 1. Total room sales and occupancy percentage 2017-2022 Double-Six Luxury
Source: Sales & Marketing Department Double-Six Luxury Hotel 2023

However, after the emergence of Covid-19 pandemic, starting from 2020-2022 the largest number of room sales and occupancy percentages were obtained through e-commerce (Miskiyah et al., 2021). This indicates that the Covid-19 pandemic has caused a shift in the trend, where more people now prefer to book rooms online. This presents a significant opportunity for further development, especially by the e-commerce unit to target a wider range of market segments. Therefore to carry out its opportunity, it requires appropriate and up-to-date strategies consider-ing both internal strategic factors (strengths and weaknesses) and external strategic factors (opportunities and threats) owned by the e-commerce unit itself. Therefore, the author is interested in conducting this research entitled "Marketing Strategy at Double-Six Luxury Hotel Seminyak E-commerce in an Effort to Maximize Room Occupancy Rate".

Methodology

This research was conducted at Double-Six Luxury Hotel located at Jl Pantai Legian No.66, Seminyak, Badung Regency, Bali. The object of this research is the marketing strategy in the e-commerce unit. This research examines how Sales & Marketing utilizes the e-commerce platform to promote and increase room occupancy rates. Acoording to Kotler et al (2016), variable identification in this study is the Marketing Mix 7P's variables (product, price, place, promotion,

people, process, physical evidence) as internal indicators, and micro external environment variables (customers, suppliers/distributors, competitors, public) as external indicators.

The types of data used in this research are quantitative and qualitative data. The sources of data used in this research are primary and secondary data. Data collection techniques used in this research include observation, interviews, documentation, questionnaires, and literature review. The method of selecting key informants for this research is the purposive sampling method. Purposive sampling is a non-probability sampling technique used in research to select specific individuals or elements from a population based on predetermined criteria or specific purposes (Sugiyono, 2016).

The data analysis technique used in this research is qualitative descriptive using SWOT analysis. Acoording to Rangkuti (2017), the SWOT analysis is conducted in several steps, starting with identifying and assessing key internal factors (strengths and weaknesses) using the Internal Factor Analysis Summary (IFAS Matrix). Then, identifying and assessing key external factors (opportunities and threats) using the External Factor Analysis Summary (EFAS Matrix). The next step involves determining the position of Double-Six Luxury Hotel Seminyak using the Internal-External Matrix (IE Matrix). Finally, the strengths, weaknesses, opportunities, and threats are combined to develop strategic implications using the SWOT Matrix.

Results and Discussions

a. Potential of Internal and External Factors in E-commerce Double-Six Luxury Hotel Seminyak

The potential of internal factors and external factors in the E-commerce Double-Six Luxury Hotel Seminyak refers to the strengths and weaknesses within the hotel's control and the opportunities and threats present in the external environment. These factors play a crucial role in determining the e-commerce competitive position and its ability to achieve its objectives. The potential of internal and external factors is obtained from the results of interviews conducted with 5 informants from the Sales & Marketing Department and 2 informants who were guests staying at the hotel. The potential of internal factors (strengths and weaknesses) was analyzed using the 7Ps Marketing Mix indicators which include, product, price, place, promotion, people, process, and physical evidence. In this section the data collection method is carried out by observation, interviews, and documentation. The result of the internal factors can be seen in the Table 1.

Table 1. Internal strategic factors in e-commerce Double-Six Luxury Hotel Seminyak

No	Internal Strategic Factor	Internal Indicators
	Strengths	
1	The entire rooms are spacious suite types	*Product*
2	The hotel is strategically located in the heart of Seminyak.	*Place*
3	The hotel has direct access to the beach	
4	Reasonable pricing	*Price*
5	E-commerce has flexible rates that can be adjusted based on room occupancy levels.	
6	E-commerce unit can direct promotions according to the targeted market segmentation	*Promotion*
7	E-commerce provides daily discounts and additional discounts at specific times.	
8	E-commerce unit has a good relationship with the key person in charge (PIC) of each Online Travel Agent (OTA)	*People*
9	Easy and efficient room booking process through the e-commerce platform.	*Process*
10	E-commerce unit has a channel manager called Siteminder to inte-grate activities across various Online Travel Agents (OTAs) and the hotel website.	
11	The content displayed on the e-commerce platform matches the real physical evidence of the Hotel.	*Physical evidence*
	Weaknesses	

1	Hotel does not have a large-capacity meeting room/ballroom.	*Product*
2	Beach bar around the hotel sometimes creates noise	*Place*
3	Does not yet have a Hotel Revenue Management System (HRMS) that is integrated with e-commerce	*Price*
4	Does not yet apply a Customer Relationship Management System (CRMS) that is integrated with e-commerce	*Promotion*
5	There are no more than 2 staffs who manage the e-commerce at Double-Six Luxury Hotel, so it is often over handled.	*People*
6	Does not yet have a 2 ways integration between the Channel Manager and the reservation system	*Process*
7	The content on the e-commerce platform needs to add more human touch.	*Physical evidence*

Meanwhile, the potential of external factors (opportunities & threats) was analyzed using the micro external environment variables, which include customers, suppliers/ distributors, competitors, and public. The result of the external factors can be seen in the Table 2.

Table 2. External strategic factors in e-commerce Double-Six Luxury Hotel Seminyak

No	External Strategic Factors	External Indicators
	Opportunities	
1	Opportunities to target new markets according to trends in e-commerce	*Customers*
2	Opportunities to increase hotel brand awareness through the platforms and campaigns provided by OTA partners.	*Distributors*
3	The ability to monitor prices and promotional strategies implemented by competitors on e-commerce platforms.	*Competitors*
4	The hotel has a good relationship with the local community	*Public*
	Threats	
1	Negative customer reviews on e-commerce platforms can influence the trust level of other potential customers.	*Customers*
2	Certain OTA individuals often leads to price disparities (disparity rate)	*Distributors*
3	The emergence of new competitors in the same area with lower prices	*Competitors*
5	Government policies that burden tourists.	*Public*

Understanding and analyzing these internal and external factors will help the E-Commerce Unit to formulate effective strategies in order to maximize its potential and address any challenges.

b. Internal Factors Analysis Summary (IFAS) & External Factors Analysis Summary (EFAS)
    After identifying the internal and external strategic factors, the next step is assigning weights and ratings to each factor based on its significance and performance. in this section the data collection method is carried out by questionnaire. The results of the IFAS and EFAS Matrix assessment can be seen in the following Table 3 and Table 4.

Table 3. IFAS matrix assessment results

No	Internal Strategic Factors	Weight	Rating	Score
	Strengths			
1	The entire rooms are spacious suite types	0.06	3.86	0.21
2	The hotel is strategically located in the heart of Seminyak.	0.06	3.57	0.21
3	The hotel has direct access to the beach	0.06	3.57	0.22

No		Weight	Rating	Score
4	Reasonable pricing	0.06	3.29	0.18
5	E-commerce has flexible rates that can be adjusted based on room occupancy levels.	0.06	3.86	0.25
6	E-commerce unit can direct promotions according to the targeted market segmentation	0.06	3.86	0.24
7	E-commerce provides daily discounts and additional discounts at specific times.	0.06	3.71	0.22
8	E-commerce unit has a good relationship with the key person in charge (PIC) of each Online Travel Agent (OTA)	0.06	3.57	0.21
9	Easy and efficient room booking process through the e-commerce platform.	0.06	3.86	0.25
10	E-commerce unit has a channel manager called Siteminder to integrate activities across various Online Travel Agents (OTAs) and the hotel website.	0.06	3.71	0.23
11	The content displayed on the e-commerce platform matches the real physical evidence of the Hotel.	0.06	3.57	0.21
	Total			2.43
	Weaknesses			
1	Hotel does not have a large-capacity meeting room/ballroom.	0.04	1.86	0.08
2	Beach bar around the hotel sometimes creates noise	0.06	1.43	0.08
3	Does not yet have a Hotel Revenue Management System (HRMS) that is integrated with e-commerce	0.05	1.86	0.09
4	Does not yet apply a Customer Relationship Management System (CRMS) that is integrated with e-commerce	0.05	1.57	0.08
5	There are no more than 2 staffs who manage the e-commerce at Double-Six Luxury Hotel, so it is often over handled.	0.05	1.57	0.08
6	Does not yet have a 2 ways integration between the Channel Manager and the reservation system	0.05	1.86	0.09
7	The content on the e-commerce platform needs to add more human touch.	0.05	2.00	0.10
	Total			0.59
	IFAS SCORE	1.00		3.02

Table 4. EFAS matrix assesment results

No	External Strategic Factors	Weight	Rating	Score
	Opportunities			
1	Opportunities to target new markets according to trends in e-commerce	0.13	3.86	0.52
2	Opportunities to increase hotel brand awareness through the platforms and campaigns provided by OTA partners.	0.13	4.00	0.51
3	The ability to monitor prices and promotional strategies implemented by competitors on e-commerce platforms.	0.12	3.86	0.45
4	The hotel has a good relationship with the local community	0.11	4.00	0.45
	Total	0.49		1.93
	Threats			
1	Negative customer reviews on e-commerce platforms can influence the trust level of other potential	0.13	2.00	0.26

	customers.			
2	Certain OTA individuals often leads to price disparities (disparity rate)	0.13	2.00	0.27
3	The emergence of new competitors in the same area with lower prices	0.11	2.14	0.24
5	Government policies that burden tourists.	0.13	2.29	0.31
	Total	0.51		1.07
	EFAS SCORE	1.00		3.00

c. Internal External (IE) Matrix

Internal External (IE) Matrix is used to determine the company's strategic position. The position of a company in the IE matrix is determined from the score of the IFAS matrix analysis on the X axis, and score of the EFAS on the Y axis. The IE Matrix is divided into 9 (nine) cells, each representing different strategic positions. in this section the data collection method is carried out by literature review. The position of the E-Commerce Unit in the IE Matrix can be seen in Figure 2.
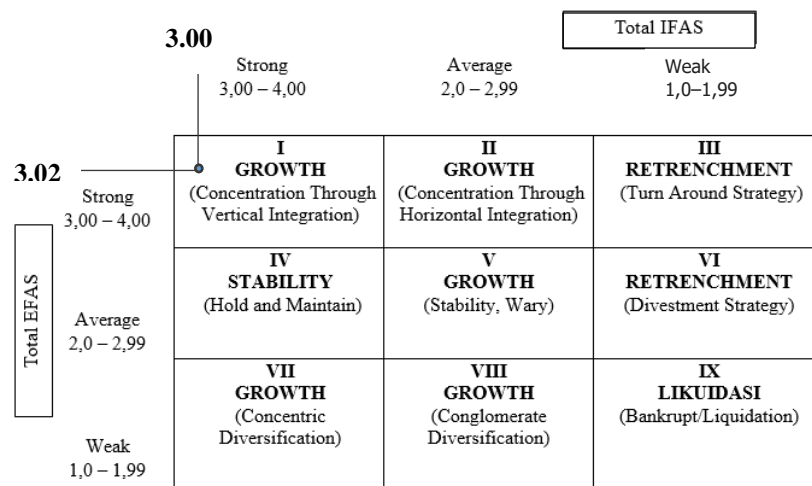
Figure 2. Results of IE matrix analysis

Based on Figure 2, it can be seen that the E-commerce Unit of Double-Six Luxury Hotel Seminyak is in cell I, which represents the growth position. Being in cell I indicates a "grow and build" position with a focus on vertical integration. Suitable strategies for this position are intensive strategies that aim at Market Penetration, Market Development, and Product Development.

d. SWOT Matrix

After analyzing the position of E-commerce Unit on the Internal-External (IE) matrix and knowing the direction of the strategies to be developed, the next step is creating the appropriate marketing strategy to be applied for the E-Commerce Unit of Double-Six Luxury Hotel Seminyak in an effort to maximize room occupancy using the SWOT Matrix. In the SWOT matrix, it illustrates how external opportunities and threats can be aligned with the company's strengths and weaknesses, resulting in four types of alternative strategies which are SO Strategy (utilize the company's internal strengths to take advantage of external opportunities), WO Strategy (overcome internal weaknesses by leveraging external opportunities), ST Strategy (use the company's internal strengths to minimize the impact of external threats), and

WT Strategy (Mitigate internal weaknesses and avoid external threats), in this section the data collection method is carried out by literature review, that can be seen on Table 5.

Table 5. Results of SWOT matrix analysis

IFAS / EFAS	Strengths	Weaknesses
	1. The entire rooms are spacious suite types 2. The hotel is strategically located in the heart of Seminyak. 3. The hotel has direct access to the beach 4. Reasonable pricing that is not significantly different from competitors. 5. E-commerce has flexible rates that can be adjusted based on room occupancy levels. 6. E-commerce unit can direct promotions according to the desired market segmentation 7. E-commerce provides daily discounts and additional discounts at specific times. 8. E-commerce unit has a good relationship with the key person in charge (PIC) of each Online Travel Agent (OTA) 9. Easy and efficient room booking process through the e-commerce platform. 10. E-commerce unit has a channel manager called Siteminder to integrate activities across various Online Travel Agents (OTAs) and the hotel website. 11. The content displayed on the e-commerce platform matches the original physical evidence.	1. Hotel does not have a large-capacity meeting room/ballroom. 2. Beach bar around the hotel sometimes creates noise 3. Does not yet have a Hotel Revenue Management System (HRMS) that is integrated with e-commerce 4. Does not yet apply a Customer Relationship Management System (CRMS) that is integrated with e-commerce 5. There are no more than 2 staffs who manage the e-commerce at Double-Six Luxury Hotel, so it is often over handled 6. Does not yet have a 2 ways integration between the Channel Manager and the reservation system 7. The content on the e-commerce platform needs to add more human touch.
Opportunities	**SO Strategy**	**WO Strategy**
1. Opportunities to target new markets according to trends in e-commerce	1. Create customized promotions to target specific markets by analyzing market potential based on incoming bookings.	1. Develop cooperation with village security (pecalang and hansip) to ensure security around the hotel, especially in regulating

2. Opportunities to increase hotel brand awareness through the platforms and campaigns provided by OTA partners. 3. The ability to monitor prices and promotional strategies implemented by competitors on e-commerce platforms. 4. The hotel has a good relationship with the local community	2. Participate in more campaigns offered by OTA partners, while highlighting the Unique Selling Points (USPs) of the hotel. 3. Maintaining prices and always analysing current market trends to determine the right sales price 4. Implement Search Engine Marketing (SEM) and Search Engine Optimization (SEO) to improve website visibility and make online promotions on e-commerce platforms more effective.	the beach bar to prevent noise 2. Improve promotion in marketing technology by developing a Customer Relationship Management System (CRMS) 3. Adding a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor prices. 4. Implement a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor price
Threats	ST Strategy	WT Strategy
1. Negative customer reviews on e-commerce platforms can influence the trust level of other potential customers. 2. Certain OTA individuals often leads to price disparities (disparity rate) 3. The emergence of new competitors in the same area with lower prices 4. Government policies that burden tourists.	1. Responding quickly and responsively to guest reviews in the comments section on the e-commerce platform. 2. Taking over direct distribution channels from the hotel to guests by encouraging room sales through the hotel's website. 3. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors 4. Creating accommodation packages with additional benefits.	1. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors 2. Retain customers by creating a special loyalty card program for direct bookings through the website. 3. Increase the number of staff to maximize e-commerce management, utilizing daily workers or trainees.

Discussions

a. Potential of Internal and External Factors in E-commerce Double-Six Luxury Hotel Seminyak

The first question that becomes the concern of this research is "What are the Potentials of Internal and External Factors in the E-commerce Double-Six Luxury Hotel Seminyak?" Based on observation and interviews using internal and external indicators, it was found that the E-commerce Double-Six Luxury Hotel Seminyak has several strengths, weaknesses, opportunities, and threats. This aligns with the theory by Kotler *et al.* (2016), where in determining a company's strategy, the first step is to find the alignment between the internal strengths (strengths-weaknesses) and the external strengths (opportunities-threats). Based on the analysis of the IE matrix, the E-commerce Double-Six Luxury Hotel Seminyak is positioned in cell I, which indicates a growth position. In this position, the strategies can be

focused on vertical integration, market development, market penetration, and product development. This aligns with the findings of a research conducted by Sanusi *et. al* (2022) where the results showed that the hotel's position in cell I (one) supports growth strategy through vertical integration.

b. Marketing Strategies that Can be Implemented in the E-commerce Double-Six Luxury Hotel Seminyak to Maximize Room Occupancy

Based on the strategic direction that was obtained from IE Matrix, the SWOT matrix is then used to formulate marketing strategies that can be implemented based on the strengths, weaknesses, opportunities, and threats of the E-commerce Double-Six Luxury Hotel Seminyak. The SWOT analysis results in four sets of alternative strategies which are SO (strengths-opportunities), WO (weaknesses-opportunities), WT (weaknesses-threats), and ST (strengths-threats) strategies. This is consistent with the theory proposed by Kotler and Keller, K (2021) where marketing strategies are determined by using internal-external strategic factors.

Based on the SWOT analysis conducted on the E-commerce Double-Six Luxury Hotel Seminyak, the SO strategy that can be applied is to leverage the strengths to seize all available opportunities such as:

1. Create customized promotions to target specific markets by analyzing market potential based on incoming bookings.
2. Participate in more campaigns offered by OTA partners, while highlighting the Unique Selling Points (USPs) of the hotel.
3. Maintaining prices and always analysing current market trends to determine the right sales price
4. Implement Search Engine Marketing (SEM) and Search Engine Optimization (SEO) to improve website visibility and make online promotions on e-commerce platforms more effective

This is consistent with the findings of a research conducted by Hu and Yang (2020) which indicated that during the consideration stage, attributes such as listed hotel prices, promotional discounts, overall ratings, review volume, and booking popularity are significant for potential guests. Meanwhile, during the booking stage, attributes like listed prices, promotional discounts, overall ratings, and review volume influence consumer booking decisions. Overall, this research supports the SO strategy to create customized promotions, participate in more campaigns, analyze appropriate pricing, and optimize the online platform system through SEO and SEM.

Next, the ST strategy that can be applied to utilize the company's strengths to mitigate potential threats are:

1. Responding quickly and responsively to guest reviews in the comments section on the e-commerce platform.
2. Taking over direct distribution channels from the hotel to guests by encouraging room sales through the hotel's website.
3. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors
4. Creating accommodation packages with additional benefits.

The ST strategy is supported by the findings of a research conducted by De Pelsmacker et al (2018) on 132 hotels in Belgium, which showed that review volume drives room occupancy rates, and the valence of reviews impacts the revenue generated from each room. The research also indicated that digital marketing strategies and tactics influence the volume and valence of online reviews, which indirectly affecting hotel performance. Therefore, the results of this research support the ST strategy of responding promptly and attentively to guest reviews in the comments section on the e-commerce platform.

Furthermore, for WO strategies that can be applied to Double-Six Luxury Hotel e-commerce to improve internal weaknesses to take advantage of external opportunities include:

1. Develop cooperation with village security to ensure security around the hotel, especially in regulating the beach bar to prevent noise.
2. Improve promotion in marketing technology by developing a Customer Relationship Management System (CRMS).
3. Adding a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor prices.
4. Implement a Hotel Revenue Management System (HRMS) to predict demand and accurately adjust room prices, including analyzing competitor price.

The WO strategy is supported by the findings of a research conducted by Peng and Boonyanmethaporn (2021) which identified seven aspects for hotel sustainability in the post COVID-19 era. One of these aspects is related to pricing, where hotels need to understand market consumption as the situation after COVID-19 is still uncertain. This finding supports the strategy of implementing a Hotel Revenue Management System (HRMS) to accurately predict demand and adjust room prices accordingly. By adopting such a system, the E-commerce Double-Six Luxury Hotel can effectively respond to market fluctuations and optimize revenue management in the post-COVID-19 landscape.

Furthermore, for the WT strategy that can be applied to the E-commerce Double-Six Luxury Hotel include:

1. Continuously highlighting the Hotel's Unique Selling Points (USPs) and improving the services so that the price offered can compete with competitors
2. Retain customers by creating a special loyalty card program for direct bookings through the website.
3. Increase the number of staff to maximize e-commerce management, utilizing daily workers or trainees.

The WT strategy is supported by the findings of research conducted by Guo *et al.* (2022), which utilized data obtained from the Online Travel Agent (OTA) with the largest market share in China. The research showed that hotels with a shorter operating period (newer hotels), higher-quality facilities and services, and better brand image are in a better position to handle crises. Additionally, leisure-oriented hotels tend to recover faster compared to business-oriented hotels. These findings support the strategy of continuing to highlight the Unique Selling Points (USP) of Double-Six, which includes being a leisure-oriented hotel with all-suite rooms, high-quality facilities and services, and a strategic location with direct beach access. The WT strategy is further supported by the research findings of Hua *et al.* (2018), which revealed that loyalty programs have a significant and positive impact on three operational performance indicators: Revenue per Available Room (RevPAR), Average Daily Rate (ADR), and Occupancy, as well as on the financial performance indicator of gross operating profit. This supports the strategy of retaining customers by creating a special loyalty card program for direct bookings through the website.

Conclusions

By analyzing the internal and external factors using the IFAS and EFAS matrices, as well as the IE matrix, it was found that the current position of the E-commerce Double-Six Luxury Hotel Seminyak is in cell I (one), which represents growth, indicating that the business is experiencing rapid growth. Based on this position, the strategies used are directed towards vertical integration through forward integration/ backward integration, product development strategy, market development strategy, and market penetration strategy. These strategies are identified based on the combination of internal and external factors using the SWOT matrix, resulting in four alternative sets of strategies that can be applied by the E-commerce Double-Six Luxury Hotel Seminyak, namely SO, ST, WO, and WT strategies. Theoretically, the findings support the literature which emphasizes the importance of considering the 7P marketing mix in formulating effective marketing strategies, especially for e-commerce units. On the practical side, this research offers strategic recommendations for the e-commerce unit of Double-Six Luxury Hotel Seminyak. Some suggestions include implementing a growth strategy focused on vertical integration by taking over direct distribution channels from the hotel to guests by encouraging

room sales through the hotel's website, implementing product development strategy by creating accommodation packages with additional benefits, implementing market development strategy by creating customized promotions to target specific markets by analyzing market potential based on incoming bookings, and implementing market penetration strategy by implementing Search Engine Marketing (SEM) and Search Engine Optimization (SEO) to improve website visibility and make online promotions on e-commerce platforms more effective.

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The effectiveness of Instagram ads as a promotional platform in selling product at Sthala Ubud Bali using the EPIC model method

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Abstract: Current technological developments affect global marketing trends. This development has made marketers change their marketing strategies to internet marketing, one of which is Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International which wants the products marketed to cover the global market, the objective in this study is of course to measure the role of Instagram in carrying out promotions and sales so that the level of effectiveness of the advertisements that are run must be measured. The researcher was interested to analyse the effectiveness of hotel advertisements through the Instagram platform in selling products Using variables from EPIC (empathy, persuasion, impact, and communication) the level of advertising effectiveness can be determined. The sampling technique used for this study was purposive sampling, consisting of Instagram followers of this hotels, with total 100 respondents were collected as samples. This study uses the EPIC model as a method for calculating effectiveness which consists of four dimensions, namely empathy, persuasion, impact, and communication. The results of research and examination of Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott Internasional's Instagram is considered very effective for the empathy dimension, the persua-sion dimension, the impact dimension, and the communication dimension. Overall, these findings conclude that advertising Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International via Instagram is very effective. The effectiveness of hotel room sales growth was also tested which shows positive growth results but due to Covid-19, sales growth has decreased. This is indicated by data on room sales from 2018 to 2019 it rose significantly and in 2020 it dropped dramatically and experienced another increase in 2021 to 2022.

Keywords: ads effectiveness, EPIC model, instagram ads, promotional platform, room product sales

Introduction

Instagram has become a very popular digital marketing tool nowadays, with a wide market reach and many Instagram features that can help hotels in marketing. The effectiveness of using Instagram needs to be tested so that it is in line with the target market being reached considering that tourism in Indonesia has increased quite rapidly, quoted from CNBC Indonesia, Minister of Tourism and Creative Economy Sandiaga Uno said that tourism is the second largest foreign exchange earnings (aka. GDP) in 2020 for Indonesia and Bali is the largest contributor (Widyastuti et al., 2020). Even, Indonesia has an intention to make tourism as the biggest contributor for GDP, while Smith (in PWC 2022) stated that tourism's contribution to Indonesia's GDP can grow higher. This is in line as reported that tourism has been relied to be the main support to the GDP. This shows that tourism has a very important role in Indonesian economics. Therefore, the objective of this research is to measure the role of Instagram in carrying out promotions and sales so that the level of effectiveness of the advertisements that are run must be measured. The

researcher was interested to analyse the effectiveness of hotel advertisements through the Instagram platform in selling products using variables from EPIC (empathy, persuasion, impact, and communication) the level of advertising effectiveness can be determined.

To increase room sales, a hotel needs to promote its product by advertising or ads (Fakhradyan, 2021). The development of the Internet nowadays has changed most of the way we act. This includes marketing as well. Previously the term conventional marketing, then moves to electronic marketing and now it is becoming digital marketing. Along with the rapid development of the internet, therefore most of companies are taking this opportunity to increase their market share by using the digital marketing.

One of the Internet application used for digital marketing is instagram. This hotel used Instagram as the main tools for the digital marketing. It has one billion monthly active users (Dixon, 2023a). Instagram is a suitable platform to reach a large audience. Individuals spend 53 minutes each day on Instagram, which is the second most visited social media site after Facebook and Instagram has been a powerful marketing tool for businesses looking to expand their presence and product visibility through Instagram ads (Rahmadanti et al., 2021). Because instagram is a highly visual platform, it's an excellent social media marketing tool for showcasing cool, innovative, interesting, and beautiful products and services.

An Instagram user statistical data Dixon (2023b) shows that Indonesia ranked fourth as the largest Instagram user in the world after India, US and Brazil with around 60,000,000 users, and Indonesia also ranked has the fourth social network users in the world after China, India and the US (Dixon, 2023a). Therefore, Instagram users will become promising marketing targets. To make use that, therefore the hospitality industry needs to make marketing efforts through Instagram social media efficiently and right on target. Along with the rapid develop-ment of social media users, the development of digital advertising can also be seen from the increasing cost of spending in digital advertising, a study conducted by eMarketer in 2016, the expenses on digital advertising were $ 72.09 billion compared to spending on TV advertising of $71.29 billion, this indicates a change in the advertising process compared with conventional.

Therefore, special attention is needed during the discussion process on Instagram ad-vertisements and its targets. The more achievements by an advertisement, it also means the more effective the advertisement (Widyastuti et al., 2020). The effectiveness of an advertisement can be seen from 2 sides, namely the result/ impact of communication where the impact includes effects on awareness, knowledge, and preferences while the second is the impact of sales which is more difficult to measure because sales are influenced by many factors besides advertising. Based on the background above.

Several previous studies serve as references in this study. These studies are as follows. The first research was conducted by Sukanya & Subbulakshmi (2022), entitled Effectiveness of YouTube advertisement among viewers in Chennai City. This research examines the role of YouTube as an advertising medium in the city of Chennai with the aim to know the effectiveness of YouTube advertisements, and to analyze the factors which influence the viewers in their purchase behavior and intention, and to provide suggestions for improvement. This is an analytical research conducted by using a structured questionnaire with 100 respondents through convenient sampling in and around Chennai. While the difference of this research is the methodology specifically in the approach taken between the two studies. The similarity between this research is that both of these studies analyze a social media platform as an advertising tool or media promotion.

The second research was conducted by Belanche *et al.* (2019), entitled Instagram Stories versus Facebook Wall: an advertising effectiveness analysis. This research aims to investigate advertising effectiveness in Instagram and Facebook. The results indicate that Instagram Stories not only enhances consumer attitude toward ads but also increases perceived intrusiveness, compared to Facebook Wall or effective in a way (Rachmatiyah, 2021). Millennials are more disturbed by Facebook Wall ads than non-millennial users. A triple interaction effect reveals that non-millennial men are more loyal toward Facebook Wall ads, whereas millennials of both genders and non-millennial women are more loyal to ads on Instagram Stories.

Several literature reviews used to support this research are the EPIC Model, The EPIC (Empathy, Persuasion, Impact and Communications) model is an advertising effectiveness analysis model developed by AC Nielsen, one of the world's leading marketing research companies. Epic Model and includes four critical dimensions, namely empathy, persuasion, impact and communication (Durianto & Sugiarto, 2001).

The following will describe the dimensions in the Epic model.

1.   Dimension of Empathy

The empathy dimension provides valuable information about the attractiveness of a brand.

Empathy is a mental state that makes a person identify himself or feel himself in the same state of feeling or thinking with other people or groups. Empathy involves consumer affection and cognition; affect and cognition refer to two types of psychological internal responses that consumers have towards environmental stimuli and events that take place. Basically:

Cognition: involves thinking

Affective: involves feelings. Variations in affective responses can be in the form of positive, negative, pleasant or unpleasant ratings, and consumers can feel four types of affective responses, namely emotions, special feelings, moods and evaluations which differ in their level of intensity and improvisational power.

2.   Dimensions of Persuasion

The persuasion dimension informs what an advertisement can provide to increase or strengthen the character of a brand, so that advertisers gain an understanding of the impact of advertising on consumers' desire to buy and gain the ability of an advertisement to develop the attractiveness of a brand. In the world of advertising, persuasion is a change in beliefs, attitudes, and behavioral intentions caused by a promotional communication. Promotional communications, such as advertising, which can influence consumers can use two cognitive processes, namely: "central path" and "peripheral path" to persuasion. The persuasion process to be used is determined by the level of consumer involvement in the product message.

The central route to persuasion tends to emerge when the level of consumer involvement increases. On the central channel, the consumer "focuses on the product message" in advertising. Consumers translate product messages in the advertisement, then form beliefs about the characteristics and consequences of the product, and integrate these meanings to form attitudes and desires.

The peripheral route to persuasion tends to occur when the level of consumer involvement is lower. In the peripheral channel, consumers do not focus on the product message in an advertisement but on "peripheral" stimuli, such as celebrities or popular and attractive music.

3.   Dimension of Impact

The Impact dimension shows whether a brand can stand out compared to other brands in a similar category and whether an advertisement is able to involve consumers in the message conveyed. The desired impact from the results of advertising is the amount of product knowledge that consumers achieve through the level of consumer involvement with the product and or the selection process. Consumers have different levels of product knowledge, which can be used to interpret new information and make purchase choices. Consumers can have four levels of product knowledge, namely: product class, product form, brand, and model.

4.   Dimensions of Communication

The communication dimension provides information about the consumer's ability to remember the main messages conveyed, consumer understanding, and the strength of the impression left by the message.

The cognitive processing perspective is core to developing a successful marketing strategy which is a matter of communication. The process begins when the promotional communication source determines what information should be communicated, then encodes the message in the most appropriate form of symbols (using words, pictures, or actions). Then, the message is transmitted to a recipient through various media, such as television shows, postal offers, billboards, or magazines. Recipients or consumers, if led to a promotion, must decoding or translating its meaning. Then, the consumer can take an action, such as going to a store or making a purchase.

Two-stage communication model is needed, especially for the successful implementation of the promotion strategy. The first stage occurs when the marketer creates promotional

communications to encode meaning. The second stage is decoding, in which consumers enter and understand the information in promotional communications and develop their personal interpretation of the captured meaning (Indah & Maulida, 2017).

Methodology

The object of this research is the effectiveness of using Instagram as a promotional platform in selling product at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International. Effectiveness analysis is also needed to measure the effectiveness of advertising for product sales (Mellone, 2023).

The methodology in this research is quantitative research. This quantitative research methodology uses descriptive surveys in collecting data. In the descriptive method, the researcher used the simple tabulation analysis method. Quantitative analysis is a method of data analysis using calculations. In this quantitative analysis, scoring is used by transforming descriptive data from questionnaires into a quantitative form Sugiyono (2017).

Survey research is a type of research that takes samples from one population and uses a questionnaire as the main data collection tool. The use of descriptive case studies in this research is to enable to reveal or obtain information from research data through in depth interview (Sugiyono, 2017). Interviews were conducted with the Director of Sales and Marketing and Assistant General Manager of Sthala Ubud Bali.

The data collection instrument used is questionnaires with participants action research as the survey approach. The presence of researcher at research sites is needed as the main instrument. In this case the researcher acts as a planner, action provider, and data collector as well as a report maker. The questionnaire was compiled based on the indicators contained in the EPIC variable itself so that the questions used were said to be valid and reliable.

The number of respondents in this research is 100 respondents taken from the population of Instagram followers @sthalaubudbali which have seen and enjoyed advertisements from Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International. The number 100 was determined by using Slovin formula. Measuring the effectiveness of advertising and sales using a Likert scale in determining the level of effectiveness of an advertisement.

The data analysis used is where validity and reliability tests are carried out first so that it shows valid and reliable data so that the process of tabulating the data and calculating the data using EPIC Rate is then carried out so that the results can be found whether an advertisement on Instagram is effective or not.

Results and Discussions

Epic Rate

To enable to analyze data obtained from respondents with existing theories, in this case the level of effectiveness measurement is very important. Without measuring the effectiveness, it will be difficult to find out whether the company's goals can be achieved or not. Sazali and Rozi in Hesti *et al.* (2021), stated that advertising is effective if it achieves the goals set by advertisers. The the effectiveness of online platform of Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International's Instagram can be measured using the EPIC model (Amira & Nurhayati, 2019) The EPIC Model according to Durianto & Sugiarto (2001) is one of the tools for measuring the effectiveness of advertising with a communication approach developed by AC Nielsen which is one of the world's leading marketing researcher companies. The EPIC model includes four critical dimensions including the empathy dimension, the persuasion dimension, the impact dimension and the communication dimension.

The EPIC model was used to measure the effectiveness of the company's communication with consumers in influencing consumers to make decisions. The data obtained was processed into percentage form using simple tabulation analysis, then from the questionnaires data which was the answers of the statements can be retrieved by using a Likert scale and the last step was calculating the EPIC rate. The four dimensions of the EPIC model are represented by 12 statements distributed via an online questionnaire.

Previously, the researchers presented field findings related to the four dimensions provided in the EPIC model. Then the results of field research regarding the four dimensions were calculated using a simple tabulation method. These results are represented on a Likert scale as a tool to determine the range of effectiveness of these four dimensions in online platform advertising via Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International.

In the data presentation points, the author has presented the findings related to the dimensions of Empathy, Persuasion, Impact and Communication. The average score was then calculated using a simple tabulation and the results of the average score will be analyzed using a Likert scale to determine the position of the average value. The results of the average score and the position of the Likert scale from the four dimensions of each statement can be seen on Table 1.

Table 1. Empathy dimension average score

Statement Attributes	Frequency X Weight (a)	Average Score Per Attribute (a/100)
1	459	4.59
2	448	4.48
3	465	4.65

Source: Author's Processed Data

After knowing the results of the average score of several statements shown in Table 1 above, the next step is to determine the level of effectiveness of the empathy dimension by calculating the average score of each statement as follows:

$$X_{emphaty} = \frac{4.59+4.48+4.65}{3} = 4.57 \tag{1}$$

From the calculation of the total average score above, the respondents' opinions on statements that measure the dimensions of empathy obtained a result of 4.57. This value is in the scale range where the empathy dimension of an advertisement is stated to be very effective. From the average score above it can be concluded into the decision scale range as and it can be seen on Figure 1.
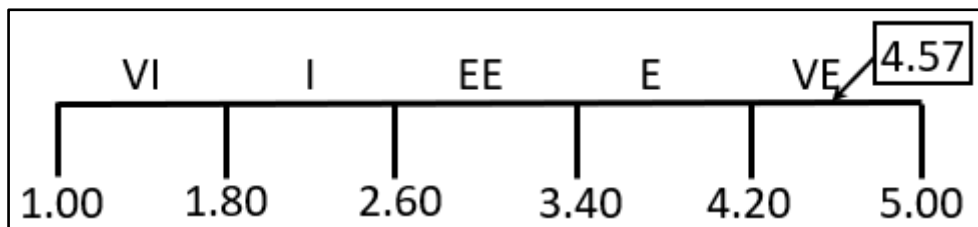
Figure 1. Scale range of empathy dimension

The empathy dimension has a weight of 4.57, which is classified very effective. Then it is concluded that the effectiveness of online platform advertising through Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International when viewed from the empathy dimension is very effective.

In the theory that has been explained that consumers like an advertisement and describe how consumers see the relationship between an advertisement and their personality (Durianto & Sugiarto, 2001). This means that from the results above, in general, many people like advertising carried out by Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International through online platform Instagram and this can encourage consumers to buy Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International products.

Table 2. Persuasive Dimension Average Score

Statement Attributes	Frequency X Weight (a)	Average Score Per Attribute (a/100)
1	456	4.56
2	465	4.65
3	464	4.64

Source: Author's Processed Data

After knowing the results of the average calculation of the several statements shown in Table 2 above, the next step was to determine the level of effectiveness of the persuasion dimension by calculating the average score of each statement as follows:

$$X_{persuasive} = \frac{4.56+4.65+4.64}{3} = 4.62 \tag{2}$$

The result of calculating the average score from the persuasive dimension above is 4.62 then the results can be summed up in the decision scale range and it can be seen on Figure 2.
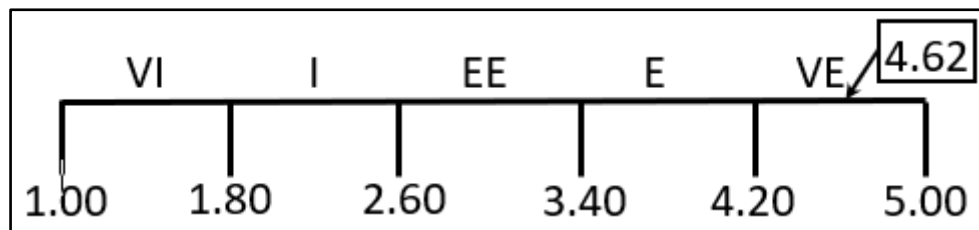

Figure 2. Scale range of persuasive dimension

The persuasive dimension has a weight of 4.62 which can be classified that it is very effective. Thus the effectiveness of online platform advertising through Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International when viewed from a persuasive dimension is very effective. In this case Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International is able to strengthen and enhance brand character to consumers through online platform advertising with Instagram facilities. And it can facilitate the consumers demands.

Table 3. Impact dimension average score

Statement Attributes	Frequency X Weight (a)	Average Score Per Attribute (a/100)
1	468	4.68
2	472	4.72
3	469	4.69

Source: Author's Processed Data

After knowing the results of the average calculation of the several statements shown in Table 3 above, the next step was to determine the level of effectiveness of the impact dimension by calculating the average score of each statement as follows:

$$X_{impact} = \frac{4.68+4.72+4.69}{3} = 4.70 \tag{3}$$

The result of calculating the average score from the impact dimension above is 4.70 therefore the results can be summed up in the decision scale range and it can be seen on Figure 3.
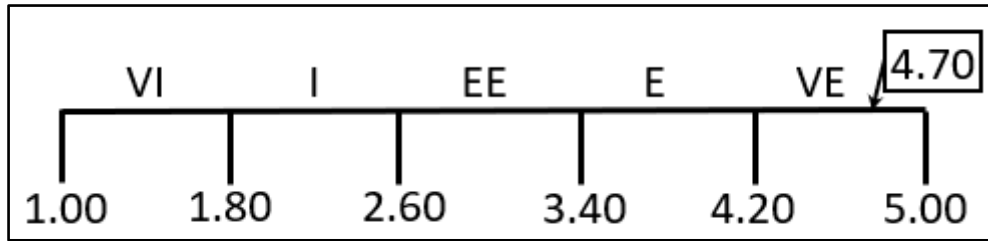
Figure 3. Scale range of impact dimension

The impact dimension has a weight of 4.70, it means that it can be classified that it is very effective. Thus the effectiveness of online platform advertising through Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International seen from the impact dimension is very effective. In this case, Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International was able to highlight its products compared to other places. Besides that, Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International was also able to attract consumers' attention through online platform advertisements with the instagram facility.

Table 4. Communication dimension average score

Statement Attributes	Frequency X Weight (a)	Average Score Per Attribute (a/100)
1	472	4.72
2	478	4.78
3	474	4.74

Source: Author's Processed Data

After knowing the results of the average calculation of the several statements shown in Table 4 above, the next step was to determine the level of effectiveness of the communication dimension by determining the average score of each statement, namely as follows:

$$X_{communication} = \frac{4.72+4.78+4.74}{3} = 4.75 \tag{4}$$

From calculation it's found that the average score of the communication dimension is 4.75, to find out how far the level of effectiveness is on the communication dimension, it can be summed up in the decision scale range below on Figure 4.
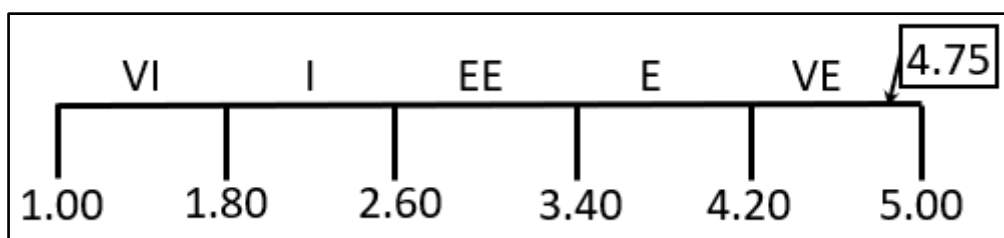
Figure 4. Scale range of communication dimension

The communication dimension has a weight of 4.75, which can be concluded that it is very effective. Then the effectiveness of online platform advertising through Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International seen from the communication dimension was very effective. In this case the Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International Instagram advertisement was able to convey information about Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International products to consumers.

The EPIC rate is a step for determining the average of each dimension, namely the empathy dimension, persuasion dimension, impact dimension and communication dimension. Then the EPIC rate value can be obtained in the following way on Table 5 and Table 6.

Table 5. Calculation results of each dimension

Dimension	Calculation Result
Emphaty	4.57
Persuasive	4.62
Impact	4.70
Communication	4.75
Average	4.66

Source: Author's Processed Data

Table 6. Rating scale

Rating Scale	Rate Assessment
1.00 – 1.80	Very Ineffective
1.80 – 2.60	Ineffective
2.60 – 3.40	Effective Enough
3.40 – 4.20	Effective
4.20 – 5.00	Very Effective

Based on the EPIC rate assessment above, it can be concluded that the effectiveness of online platform advertising through Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International shows a result of 4.66, therefore according to the rating scale it was included in the very effective category. This can be seen from Figure 5 below which shows a graphic of the EPIC model from 4 dimensions, as follows:
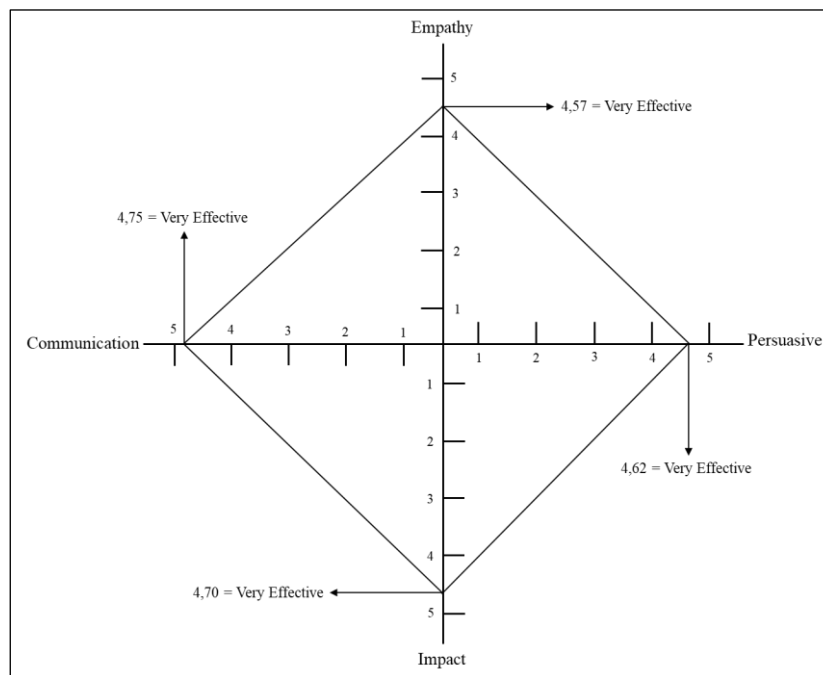
Figure 5. EPIC models graphics
(Source: Author's Processed Data)

From Figure 5, the Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International Instagram advertisement is a very interesting advertisement and was liked by the majority of respondents and the respondents were interested in the product. The advertisement of Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International was able to make respondents bought Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International products. On the other hand, this is also influenced by respondents' perceptions of Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International itself, as explained in the results of the communication dimension analysis above, namely the assumption that advertisements carried out by Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International via Instagram were very good at conveying

the purpose of the advertisement so that respondents enable to know what to see in the Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International advertisement on instagram.

Respondents also have a very high desire to enjoy the facilities or products sold by Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International which is indicated by the balance of the graph above which shows that it is very effective. This is in line with what was said by the hotel management Mr. Sugeng Purnomo as the Cluster Director of Sales and Marketing at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International. Each dimension of EPIC, which is a benchmark for advertising effectiveness, is an important reference for running ads on Instagram social media. Mr. Sugeng Purnomo also explained that the Australian market has special steps to attract visitors from Australia, therefore the method of delivering advertisements from Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International will also be according to the target market. This similar kind of market was also shared by local competitor (Nurtirtawaty et al., 2021).

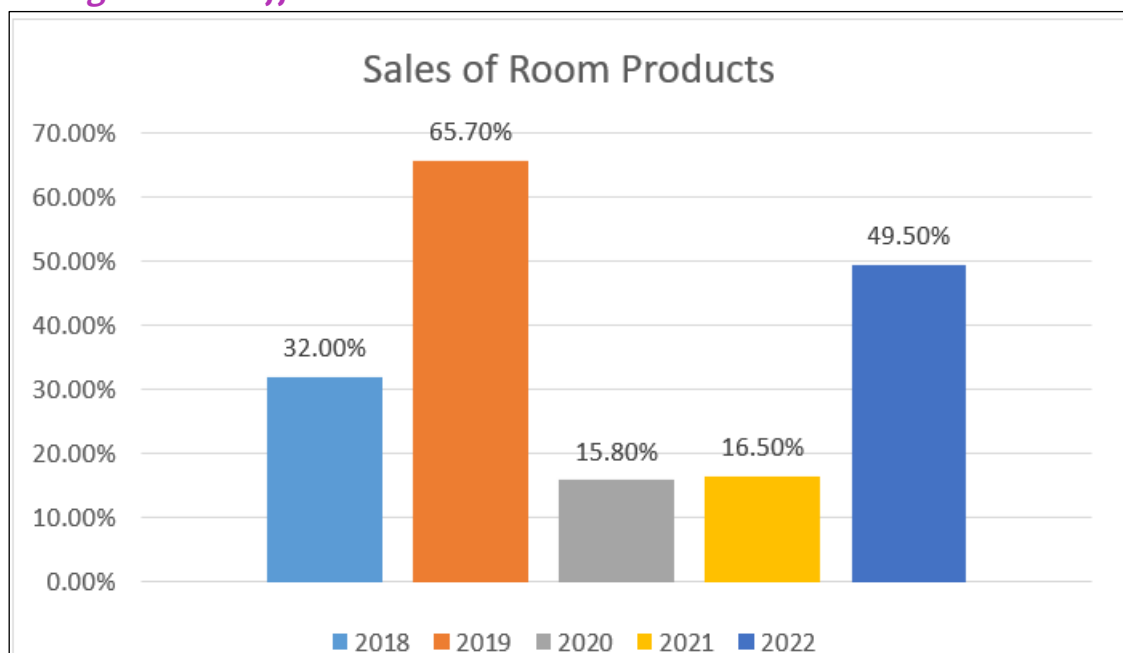## *Selling Product Effectiveness*

Figure 6. Room product report
(Source: Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott Internasional)

From the data obtained by the author at the place of observation namely Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International (Figure 6), it can be seen that there has been a significant growth as well as a very significant decrease in sales of room products at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International. In the vulnerable time of 2018 room sales at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International had a pretty good percentage, this was the impact resulted by the application of ads on Instagram which aims to increase brand knowledge of the Tribute Portfolio. This statement was according to the the interview with Ms. Desi Ariani as Personal Assistant General Manager Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International. She also stated that every month there would be advertisements run regularly with each target market adjusted to market conditions so that Tribute Portfolio brand knowledge has a significant impact on room sales. This has been indicated by the increase in room sales at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International in 2019 which has been doubled from the previous year.

In 2019 the increase in sales of room products at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International increased so significantly that it became the highest percentage of room sales in the last 5 years, namely at 65.70%. however, the following years, namely 2020

and 2021, were dark years for Bali tourism where tourism was closed so that no foreign tourists could come to Bali. This also had impacted Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International where in 2020 was the year when room sales were at their lowest point, namely at 15.80% and followed in the following year at 16.50%.

According to the results of the interview, the statement from Mr. Sugeng Purnomo explained that the transitional period from Covid-19 was quite a challenging time where hotels were required to be able to increase room sales to survive and pay hotel obligations, where one of the things that had a role was the intensity of advertising which was always budgeted every month to increase distribution of advertisements as well as being able to attract tourists who wanted to come and stay at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International. In 2022 which was a transitional year for the opening of Bali to foreign tourists resulting in a significant increase in sales of room products in the figure is 49.50% which was 3 times of the previous year. Therefore, it can be seen that sales of room products at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International have increased in the years before the Covid-19 outbreak in the world and experienced a significant decrease in the impact of Covid-19 pandemic. However Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International was able to rise and increase room sales in line with the level of effectiveness of Instagram advertising which has a very effective value as well as the development of an increase in room sales which has increased annually but there are other factors that make its development seem fluctuating.

Conclusions

According to the previous chapter of Result and Discussion, there are some conclusions obtained on this research as described as follows:

1. The results of measuring the effectiveness of online platform advertising Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International using the EPIC Model approach, show that the effectiveness of Instagram online advertising is considered very effective. The results of measuring the effectiveness of online platform advertising Instagram Sthala, a Trib-ute Portfolio Hotel, Ubud Bali by Marriott International in calculating the EPIC is 4.66 which in-dicates that the advertising carried out by Instagram Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International is very effective, and this is also proven by all dimensions of the EPIC Model approach were in very effective criteria. From the four dimensions of the EPIC Model method studied, all dimensions demonstrated very effective results. Therefore Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International needs to maintain these standards and max-imize the opportunities that appear in every advertisement through the Instagram platform.

    The suggestion of using Instagram as a promotional platform is the implications of advertising arrangement can be taken when we see advertisements that were previously only in the form of flyers or photos, so to follow the current trend, advertising data is packaged with animated concepts and can add music in it so that advertisements can attract someone's atten-tion to see or convert them into room reservations.

2. Referring to sales of room products over the last 5 years at Sthala, a Tribute Portfolio Hotel, Ubud Bali by Marriott International, in general, the trend of increasing sales figures can be seen every year, but the impact of Covid-19 makes this necessary to be watched closely. The in-crease in room sales figures in 2018 towards 2019 was very significant it's from 32% to 65,7% but beginning on 2020 the sales figures dropped sharply to 15,8% due to the impact of Covid-19. The increase in room sales figures can be seen again from 2020 to 2021 from 16,5 % to 49,5%. Although this increase is not significant, however a signif-icant increase can actually be seen when entering 2022 where this period was a transitional period from the Covid-19 pan-demic, therefore the increase in sales of room products was seen so drastic.

    The suggestion of this research is maintaining room amenities according to standards and also maintaining camera quality is also able to create an extraordinary stay experience coupled with excellent service so that this can open opportunities for guests to become repeat guests and review hotels with positive reviews on several e-commerce platforms that are indi-rectly also helps the marketing of the hotel.

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Exploring the culinary heritage: Strategies for promoting gastronomy tourism in Tourism Village Tista Tabanan

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Abstract: This study explores strategies to promote local cuisine as a central element of gastronomy tourism in Tista Tourism Village, inspired by the UNWTO's recognition of Ubud in 2019. Using qualitative research methods, this study merges the Triangle of Indonesian Gastronomy theory with Local Cuisine Development principles. Subsequent data analysis employed qualitative descriptive methods, IFAS matrix, EFAS matrix, and SWOT analysis. The evaluation of the internal-external matrix (IE) pinpointed the recommended strategy of elevating local cuisine into a central offering of gastronomy tourism, situated within cell I. This conclusion finds support in the IFE score of 3.3 and EFE score of 3.02. Emphasizing cultural and historical aspects, this approach involves crafting narratives that connect local cuisine to its origins. The SWOT analysis yields four strategies focusing on preserving cultural heritage and enhancing existing attractions for an enriched gastronomy tourism experience, this research enhances gastronomic tourism in Tista Tourism Village and provides a strategic framework for stakeholders which supports sustainable development by leveraging strengths, addressing weaknesses, and mitigating potential threats. Active community engagement fosters ownership and participation are vital findings to enhance the initiative's enduring success, to conclude The study's critical findings are that entities such as the local community, POKDARWIS, and Village authorities have the sense of active engagement to nurture a sense of ownership and participation as it is crucial for the enduring success of gastronomy tourism.

Keywords: gastronomy tourism, local cuisine, tourism

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Introduction

Gastronomy is specifically an applied science discipline formed from the development of the concept of culinary tourism (Mulcahy, 2020). Gastronomy is defined as a phenomenon that combines food with cultural existence contained in food (Scarpato, 2002). Gastronomy studies the relationship between culture and food as well as artistic characteristics. Hjalager, (2002) stated that the number of gourmets increased rapidly, the knowledge of gastronomy became fashionable, and spread to kitchens, halls, libraries, and theaters. On the other hand, the increasing interest in food in the social sciences, the interest in gastronomic tourism has also gained momentum in the last few years. Some of the topics discussed in gastronomic tourism are the development of gastronomic tourism (Pipan & Gačnik, 2021). Gastronomy in general is a study of the relationship between the culture of enjoying food and drink (Putri *et al.*, 2013). Gastronomy further studies various cultural components with the culinary center as the center of analysis. The scope of gastronomy does not only display food and drinks in terms of fulfilling physiological needs but more deeply examines the regional culinary point of view as a cultural aspect as well as an asset for the region in developing the tourism industry in order to increase the people's economy and regional income (Gregorash, 2018).

In Indonesia, especially Bali in 2019 UNWTO has designated the Ubud, Gianyar area as a gastronomy protype (Yanthy, P. S., & Aryanti, 2019). In addition to that potential, according to UNWTO (2019) in the Guidelines for Development of Gastronomy Tourism in order to develop gastronomic tourism, the main component such as local food, holds an important value in de-

veloping gastronomic tourism that is based on local genius that lives with the community and involves the community in its development. Gastronomy as a tourist attraction according to UNWTO (2021) in the 6th World Forum On Gastronomy Tourism, has great potential to be developed in rural areas that are thick with culture, history and special local food, it is reaffirmed that the ideal rural area is a tourism village or tourist village . In addition, because of supporting elements such as cultural authenticity and a storytelling network that is more than just an expression of meaning but also enters the realm of philosophy (Pavlidis & Markantonatou, 2020).

A tourist village that is the object of research in Tista Tourism Village, Tabanan Regency. This tourist village has diverse culinary potential, evident from the selection of Tista Tourist Village as the 1st champion representing Tabanan regency in the province-level POKDARWIS competition. With one of the products that got the jury's attention is redesata coffee (Tista country spice). This product becomes a flagship and is able to save the economy in the race and post-race many orders that want this coffee. Due to the development of the products of this Tista tourist village, the Tista tourist village has been known for its gastronomic potential from the drink side, so food products such as prepared appetizers, main meals and desserts found in the Tista tourist village need to be developed, so that in the future the tourist village Tista can increase the attractiveness of tourism in the field of gastronomy through local culinary.

Based on the presentation above, This research embarks on a comprehensive exploration of Gastronomic Tourism within the context of Tista Tourism Village, Tabanan Regency. With an overarching aim to enhance this facet of tourism, the study diligently assesses the village's internal strengths and weaknesses, alongside external opportunities and threats that exert influence on its development. This meticulous analysis serves as a foundation for crafting efficacious strategies that leverage strengths, address weaknesses, seize opportunities, and navigate potential threats, thereby bolstering the village's culinary tourism prospects. Furthermore, this research equips stakeholders with a well-structured analytical framework that aids in making informed decisions pertaining to the optimal utilization of the village's culinary assets for tourism development. Guided by the insights gleaned, strategies can be meticulously tailored to resonate with the village's resources and align harmoniously with the external milieu. Moreover, a notable contribution of this research lies in its promotion of sustainable development practices. By pinpointing opportunities and strengths, the study sets the stage for the village's culinary offerings to evolve sustainably. Concurrently, the research's spotlight on weaknesses and threats engenders a proactive approach, paving the way for preemptive measures aimed at curtailing potential adverse impacts. In a pivotal stride toward the longevity of any tourism endeavor, this research actively involves the local community, enlisting vital entities such as POKDARWIS and the Head of Tista Village. This inclusive approach fosters profound community engagement and ownership in the developmental process, thereby fortifying the bedrock upon which the edifice of enduring tourism success is built.

This research was made to formulate a local culinary development strategy as a gastronomic tourism with a formulation of any local culinary problems found in the Tista tourist village that is in accordance with the triangle theory of Indonesian gastronomy, how to develop a local culinary strategy as a gastronomic tourism, moreover the findings of a recent study analyzing the implementation of community-based tourism (CBT) in a tourist village align with the concept of gastronomic tourism. The study revealed that CBT has economically, socially, culturally, environmentally, and politically contributed to the local community (Oka *et al.*, 2021). This highlights the significance of incorporating local communities and their perspectives in the development of gastronomic tourism, as emphasized by the United Nations World Tourism Organization (UNWTO) guidelines (UNWTO, 2019). By recognizing the value of local food and involving the community in its development, gastronomic tourism can thrive, particularly in rural areas rich in culture, history, and distinctive local cuisine, such as the Tista tourist village in Tabanan Regency (Oka *et al.*, 2021; UNWTO, 2021; Yanthy, P. S., & Aryanti, 2019). Therefore, in formulating a local culinary development strategy for gastronomic tourism, it is crucial to address the specific culinary challenges identified in the Tista tourist village while considering the principles of community engagement and the multi-dimensional nature of gastronomy.

Methodology

The methodology section outlines the approaches and techniques utilized in this study, which was carried out in Tista Tourism Village, located in the Kerambitan District of Tabanan Regency, Bali Province, spanning from October 7, 2022, to February 2023. Employing a non-participant qualitative approach, the research incorporated a range of data collection methods, encompassing focus group discussions, interviews, literature reviews, and questionnaires. The utilization of purposive sampling facilitated the selection of 14 participants for the focus group discussion, ensuring a targeted and relevant respondent pool. Additionally, accidental sampling yielded 14 responses from tourists for the internal factor questionnaires, while purposive sampling garnered 43 responses from various stakeholders within Tista Village for the external factor questionnaires.

Rigorous selection criteria, aligned with research objectives, took into account demographic characteristics, experience levels, geographical locations, and levels of involvement. Notably, the research encompassed key participants such as the village head, pokdarwis admin, and tim penggerak kesejahteraan keluarga (PKK) members. This purposive sampling process meticulously tailored the collected dataset of 43 data points, ensuring a direct alignment with research objectives and providing invaluable insights into the external factor influences on Tista Village.Subsequent data analysis hinged on descriptive qualitative methods, employing matrices including IFAS, EFAS, IE, and SWOT to delve into the findings more profoundly. The presentation style adopted for the outcomes masterfully integrated both formal and informal elements, leading to a comprehensive and well-rounded portrayal of the results.

Results and Discussions

Local Culinary Potential of Tista Tourism Village

In an interview with the Tista tourism village admin, Mrs. Citra & Mr Suardana the village head both are state the same number and name of the local cuisine, in total the information was collected regarding local culinary potential is 14 items (Figure 1).

Figure 1. Left: Observation documentation, Right: Interview with stakeholder (from up to bottom: admin tista tourism village & village head)

Based on explaintion before, through the theory of the triangle of Indonesian gastronomy, a mapping of local culinary development will be made based on culture/food culture, food history/history , then based on that set it will appear which ones need to be prioritized for storytelling design. Table 1 show a mapping table for local culinary potential.

Table 1. Potential local culinary

No	Name	History	Culture
1	Siomay ikan	-	-
2	Pepes ikan	-	-
3	Ladrang ikan	-	-
4	Bistik ikan	-	-
5	Pudding bunga telang	√	√
6	Donat ubi ungu tista	-	-
7	Nasi bejek desa tista	√	√
8	Kacang sembunyi	√	√
9	Loloh desa tista	√	√
10	Kopi Redesta	√	√
11	Teh sereh	-	-
12	Bubuh Sambel Cak-cak	√	√
13	Apem kukus ubi ungu khas Tista	-	√
14	Jajanan kaliadem khas Tista	-	√

Based on Table 1 kopi redesta, bubuh sambal cak-cak, nasi bejek desa tista, loloh desa tista, pudding bunga telang and kacang sembunyi have cultural and historical potential that can be converted into storytelling. According to the Expert Council of the Indonesian Gastronomy Academy (AGI). Ms. Gini in a virtual interview on 6 June 2022, local food that has not yet found its cultural or historical identity, can still be storytelled for marketing, but if it is determined based on a priority scale, food that has a cultural and historical narrative should be made a priority. Based on this statement, these two culinary preparations will then be analyzed for internal and external factors, as stated Scarpato & Danielle (2003) that there is a need for internal and external factors that can support gastronomic products, in line with that, Renko *et al.*, (2010) revealed the vital role of supporting facilities and infrastructure as well as tourist attractions that already exist can bring a multiplier effect to a new tourist attraction. In gastronomic tourism itself, there are 3 segments of tourists that need to be hooked, namely: 1) deliberate gastronomy tourist, which places gastronomy as the primary motivation, 2) opportunistic gastronomy tourist, tourists who place gastronomy on secondary motivation, 3) accidental gastronomy tourist , a group or a tourist who accidentally discovers a gastronomic tourism location and is interested in filling their vacation time (Yariş *et al.*, 2019).

Internal and External Factor Analysis

In developing a Tourism Village, of course there are factors that influence its development. Several factors include supporting and inhibiting factors in the development process in Tista Tourism Village. Based on the results of observations and interviews with the tourism awareness group (POKDARWIS), the Head of Tista Village and elements of the community, 2 factors were collected, namely internal and external which could influence its development, namely:
1.   Internal Factor

Table 2. Score, rating, and final score of internal factor analysis

No	Internal Factor	Score	Rating	Final Score
Strength				
1	Uniqueness of culture & history on local cuisine	0.06	4	0.24
2	the availbility of local host homestay	0.04	4	0.16

3	the branding of tista tourism village as a winner in various national or regional tourism competition	0.5	3	2
4	the supporting attraction such as pande besi, sanggar tari	0.06	3	0.18
5	Dudu natural eco tourism (DNET) as strategic tourist attraction	0.06	4	0.24
6	Acces to tista tourism village	0.03	3	0.09
7	The position of tista tourism village close to kerambitan traditional market	0.03	3	0.09
Weakness				
1	Lack of cooking equipment	0.04	2	0.08
2	Limited trained human resources on public speaking in english	0.04	2	0.08
3	Limited knowledge in gastronomy tourism	0.07	2	0.14
		1		3.3

Based on the results of research in the tourist village of Tista (Table 2), it can be concluded that there are 2 local culinary delights, namely bubuh sambal cak-cak, kopi redesta which have the potential for cultural and historical narratives to be further developed into storytelling (Figure 2).

Figure 2. Left: Bubuh Sambal Cak-Cak, Right: Kopi Redesta on sealed package

Internal factors supporting gastronomic tourism in Tista include prioritizing unique culinary culture and history, existing tourist attractions with facilities and infrastructure, and a positive village image from national and regional wins. Weaknesses encompass limited cooking tools, language barriers, and disorganized food processing.

External opportunities consist of global and national gastronomic tourism trends, diverse market reach, community contributions to local culinary heritage, unique local dishes, village security, and policy collaborations. Threats involve global and national economic influences, emerging similar tourist destinations, disease outbreaks, and natural disasters.

Based on IE analysis, Tista is positioned for growth (quadrant I) with an IFE value of 3.3 and EFE of 3.02. Strategies involve capitalizing on current opportunities, enhancing culinary products and facilities, protecting cultural heritage, and bolstering human resources. Weighted indicators for strengths (e.g., uniqueness of culture and history) range from 0.03 to 0.5 with corresponding ratings. Weakness indicators (e.g., limited cooking tools, human resources) are rated and weighted for analysis.

2.   External Factor

Table 3. Score, rating, and final score of external factor analysis

No	External Factor	Score	Rating	Final Score
Opportunity				
1	trend on gastronomy tourism on global and national scene	0.5	3	1.5
2	Boarden market segmentation on gastronomy tourism	0.06	3	0.18
3	Contribution from local people to preservering the culture and hisoty of local culinary	0.04	3	0.12
4	Uniqueness of local culinary	0.05	3	0.15
5	Tista tourism village's security	0.04	3	0.12
6	Collaboration with stakeholder	0.05	3	0.15
Threat				
1	Fluctuative Global Economic Growth	0.03	2	0.06
2	Fluctuative National Economic Growth	0.02	2	0.04
3	Existing tourism village with same potential	0.04	2	0.08
4	Pandemic situation	0.03	2	0.06
5	Natural disaster	0.02	2	0.06
				3.02

In Table 3, it is explained about the opportunities and threats that Tista village has. Each indicator in this aspect has the lowest weight of 0.02 to 0.4, the highest. Opportunities that exist in external factors as in the strategy for developing the local culinary potential of the Tista tourist village, as follows:

a.   In the economic aspect, the growing trend of gastronomic tourism on the global and national level and being able to reach new potential markets in the gastronomic field each gets a weight of 0.5 and 0.06 with a rating of 3.

b.   In the socio-cultural aspect, the role of the community in maintaining local culture and culinary uniqueness each gets a weight of 0.04 and 0.05 with a rating of 3.

c.   On the security aspect, Tista village security gets a weight of 0.04 with a rating of 3.

d.   In the socio-political aspect, in terms of collaboration between policy makers, it gets a weight of 0.05 with a rating of 3.

The indicators included in the threat are as follows:

a.   In the economic aspect, the influence of the global economy and the influence of the national economy each get a weight of 0.03 and 0.02 with a rating of 2. Other influences such as disease outbreaks that can become pandemics get a weight of 0.03 with a rating of 2, and threats Others originating from unexpected events such as natural disasters, get a weight of 0.02 with a rating of 2.

b.   In the aspect of competition, the development of a similar tourist village gets a weight of 0.04 with a rating of 2.

Strategy for developing local culinary potential into gastronomic tourism

Based on the results of an analysis of internal and external factors, a general and alternative strategy can be formed:

1.   General Strategy

Based on calculations on the analysis of internal and external factors, the internal factor value is 3.3 and the external factor is 3.02, then the number of values obtained is entered into the internal external matrix (IE).

Figure 3. Scoring matrix IFAS EFAS

Based on the total IFE results of 3.3 and EFE 3.02, it can be in accordance with Figure 3, the environmental confluence of internal and external factors is in quadrant I, concerning growth & development, which means Tista Village responds very well to existing opportunities and threats. The Tista tourism village needs to maximize its current gastronomic opportunities, namely processed bubuh sambal cak-cak and kopi redesta which receive a priority scale for storytelling narrative conception as well as current products in the form of tourist attractions that already exist such as blacksmiths, dance studios, yoga and fitness. jogging and cycling). Another thing, because it is in quadrant I, moving away from competitive advantage is not recommended. According to Dr. John Smith, a renowned tourism expert, "Quadrant I in the environmental confluence matrix indicates that a destination is effectively utilizing its internal strengths and responding well to external opportunities, positioning it for growth and development" (Smith, 2002).

2.   Alternative strategy

Based on the strengths and weaknesses of internal factors, opportunities and threats to external factors, through the SWOT matrix several strategies for developing local culinary potential will be found on Table 4.

Table 4. SWOT analysis results

IFAS dan EFAS	Strength	Weakness
	1. Uniqueness of culture & history on local cuisine 2. the availbility of local host homestay 3. the branding of tista tourism village as a winner in various national or regional tourism competition 4. the supporting attraction such as pande besi, sanggar tari 5. Dudu natural eco tourism (DNET) as strategic tourist attraction 6. Acces to tista tourism village the position of tista tourism village close to kerambitan traditional market	1. Lack of cooking equipment 2. Limited trained human resources on public speaking in english 3. Limited knowledge in gastron-omy tourism
Opportunity 1. Trend on gastronomy 2. Tourism on global and national scene 3. Boarden market	SO (*Strength-Opportunity*): 1. Take steps to protect and conserve culture and history contained in local cuisine 2. Maintaining local culinary quality	WO (*Weakness-Opportunity*): 1. Rearranging the design of the food processing plant 2. Prioritizing sustainable renewal of cooking equipment

segmentation on gastronomy tourism 4. Contribution from local people to 5. preservering the culture and history of local culinary 6. Uniqueness of local culinary 7. Tista tourism village's security	3. Maintain supporting facilities and supporting attractions in support-ing the development of gastronomic tourism	3. Increasing the potential of human resources in the field of public speaking

Based on the SWOT analysis presented in Table 4, it can be seen the strengths, weak-nesses, opportunities and threats that can be developed as an alternative strategy in developing local culinary potential for gastronomic tourism. The following are alternative strategies that can be formulated:

1. Strength opportunities (SO) strategy is a strategy that takes advantage of internal strengths to take advantage of existing opportunities. This strategy is developed by prioritizing measures to protect, conserve and maintain the culture and history that exist in local cuisine.

2. Strategi Strength Threats (ST) is a strategy that uses the strength that is owned to take anticipatory action against threats from outside. This strategy focuses on increasing local community awareness and formulating iconic locations for gastronomic tourism. Dr. Michael Anderson, a tourism development specialist, suggests that "Utilizing internal strengths to mitigate external threats in gastronomic tourism necessitates community engagement and the establishment of iconic gastronomic destinations that showcase lo-cal culinary excellence" (Anderson, 2020).

3. Weakness Opportunity (WO) strategy is a strategy that takes advantage of existing opportunities to improve internal weaknesses. This strategy offers constructive improve-ments in terms of facilities and infrastructure to support gastronomic tourism. Professor Maria Garcia emphasizes that "Capitalizing on existing opportunities in gastronomic tourism requires addressing internal weaknesses through investments in infrastructure and facilities that enhance the overall visitor experience" (Garcia, 2019).

4. Weakness Threats (WT) strategy is a strategy created to minimize weaknesses as well as external threats. This strategy promotes awareness of sustainable products and builds the potential of local human resources and strenghten the resiliences of tourism destina-tion. Dr. Sophia Lee, an expert on sustainable tourism, stated, 'WT's strategy in gastro-nomic tourism underscores the importance of awareness of sustainable products and development of strong local human resources to minimize internal weaknesses and deal with external threats' (Lee, 2022).

a. Results of the SWOT Analysis:
   The SWOT analysis in your research uncovers the following:
1. Strengths: These are internal factors that contribute positively to the development of gastronomic tourism in Tista Tourism Village. For example, the uniqueness of local cuisine, the presence of attractive tourism spots like Dudu natural eco tourism, and proximity to attractions like Kerambitan traditional market are identified as strengths. These factors can be leveraged to create a competitive advantage.

2. Weaknesses: Internal factors that hinder the development are recognized as weaknesses. In your analysis, limited cooking equipment, lack of trained human resources, and limited knowledge in gastronomy tourism are identified as weaknesses. Strategies can be formu-lated to overcome these limitations.

3. Opportunities: External factors that can be capitalized on for development are catego-rized as opportunities. Trending global and national interest in gastronomy tourism, the ability to reach diverse market segments, and contributions from the local community are identified as opportunities to be harnessed.

4. Threats: External factors that pose potential challenges are labeled as threats. Fluctuations in the global and national economy, competition from similar tourist villages, pandemic situations, and natural disasters are identified as threats that need to be addressed or mitigated.

b. Contribution of the Research:
1. Enhancing Gastronomic Tourism: Your research contributes to the enhancement of gastronomic tourism in Tista Tourism Village by identifying and evaluating the internal strengths and weaknesses, as well as the external opportunities and threats that impact its development. This information is crucial for formulating effective strategies to capitalize on strengths, address weaknesses, seize opportunities, and mitigate threats.
2. Informed Decision-Making: The research provides a well-structured analysis that helps stakeholders make informed decisions about how to harness the culinary potential of the village for tourism development. The SWOT analysis guides the selection of strategies that align with the village's resources and external environment.
3. Sustainable Development: By identifying opportunities and strengths, the research promotes the sustainable development of the village's culinary offerings. Highlighting weaknesses and threats allows for proactive measures to be taken to minimize potential negative impacts.
4. Community Engagement: The research involves community members, such as POKDARWIS and the Head of Tista Village, thereby fostering community engagement and ownership in the development process. This is essential for the long-term success of any tourism initiative.

c. Incorporating the SWOT Results:
The SWOT analysis serves as a foundation for developing strategies that align with the village's strengths and opportunities while addressing weaknesses and threats. These strategies can guide the village in prioritizing actions and investments to create a thriving gastronomic tourism destination. They can include conserving and promoting cultural history, enhancing culinary quality, investing in infrastructure, collaborating with stakeholders, and capitalizing on existing trends.

Overall, the SWOT analysis is a critical tool for strategic planning and decision-making. It allows you to systematically assess the internal and external factors that influence the development of Tista Tourism Village, thereby guiding the formulation of strategies that maximize positive outcomes and minimize potential challenges.

Conclusions

The research in Tista Tourism Village yields compelling conclusions regarding the gastronomic potential of two local culinary delights, namely "bubuh sambal cak-cak" and "kopi redesta." These offerings possess rich cultural and historical narratives that can be amplified through storytelling. Internal strengths encompass a focus on unique culinary traditions, food history, existing attractions, and the village's acclaimed reputation stemming from national and regional competition victories. However, challenges arise from limited cooking tools, deficient public speaking skills, and organizational shortcomings in food processing.

Externally, an array of opportunities arises from the global and national surge in gastronomic tourism trends, expansive market reach, community-driven culinary preservation, the allure of local specialties, secure village environs, and collaborative policy engagement. In contrast, potential threats encompass global and national economic fluctuations, competition from similar tourist destinations, unforeseen disease outbreaks, and natural disasters.

The strategic blueprint for fostering gastronomic tourism in Tista Village emerges from a profound internal-external analysis, placing the village within the growth and development quadrant (I). This assessment, with an IFE score of 3.3 and EFE score of 3.02, underscores the significance of capitalizing on existing gastronomic prospects. This overarching strategy emphasizes nurturing the narratives of "bubuh sambal cak-cak" and "kopi redesta," while

reinforcing current attractions like blacksmiths, dance studios, and wellness facilities for activities such as yoga, jogging, and cycling.

The SWOT analysis further crystallizes these strategies. Preservation of cultural and historical elements within local cuisine, maintenance of culinary quality, and augmentation of supporting facilities constitute the nucleus of this approach. Redesigning food processing sites, bolstering public speaking abilities, and aligning with sustainable principles are additional thrusts. The strategy converges on identifying gastronomic tourism-enhancing landmarks and implementing eco-friendly practices to maximize Tista Village's culinary tourism potential. This well-structured, all-encompassing strategy serves as a beacon, steering the course for the vibrant and enticing gastronomic tourism journey within Tista Village.

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The implementations of green employee relations in supporting environmental performance at Hilton Bali Resort

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Abstract: Hilton Bali Resort is one of the hotels implementing Green Employee Relations. Hilton Bali Resort is concerned with employee performance by providing various employee activities that impact environmental performance. However, until now, the implementation of green employee relations has yet to be fully implemented at Hilton Bali Resort. This research aims to analyze the implementation of green employee relations and to find out how green employee relations can support environmental performance at Hilton Bali Resort. This research uses a qualitative approach with data analysis techniques, the Miles and Huberman Interactive model, which consists of data reduction, data display, and conclusion drawing/verification. Collecting data is done by interviewing the Human Resources Manager and Learning and Development Manager, doing direct observation, and validating by documentation. There are three green employee relations practices that Hilton Bali Resort has implemented, and three green employee relations practices still need to be executed perfectly. Every function of green employee relations has aided environmental performance. All parts of green employee relations can support the planet indicator: involving green practices, introducing green whistleblowing and helplines, training union representatives, joint consultations in resolving environmental issues, providing sharing programs, and recognizing unions. The profit indicator also has yet to be assisted by all functions of green employee relations. The suggestion through this research is that Hilton Bali Resort can implement the other green employee relations practices that have not been fully implemented by Hilton Bali Resort, namely introducing green whistleblowing and helplines, joint consultations in resolving environmental issues, and recognizing the union as a key stakeholder.

Keywords: environmental performance, green employee relations, green human resources management, sustainability

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Introduction

Indonesia is one of the countries that relies on income from the tourism sector; the development of tourism in Indonesia has positively contributed to economic growth. In 2020, the COVID-19 pandemic hit the world, which led to restrictions on large-scale social activities, which had an impact on stopping all activities and the tourism sector (Caraka et al., 2020). The goverment and tourism stakeholders have undertaken several efforts and policies to revive the economy in the tourism sector. The revival of the tourism sector has caused increasingly competitive competition between companies in maintaining and developing their business segmentation (Risteska et al., 2012). Nowadays, companies in the tourism sector, hotels, restaurants, recreational and attractions, are no longer only focusing on gaining profits but also focusing on environmental issues. In the tourism business, accommodation is the primary facility most tourists require during their trip. Related parties are required to be capable of developing their accommodation business by concerning environmental issues and implementing a sustainable environment, more commonly known as a green business, after seeing the number of existing accommodation businesses and the high demand for accommodation.

The Human Resources Department is a division in the company tasked with developing and managing human resources or company employees. It has four main tasks: attracting employees, developing employees, motivating and retaining employees (Rafiei & Davari, 2015). Human resources are the individuals inside an organization who are professional, personal, and responsible for covering a range of activities such as recruitment, training, remuneration and compensation, and legal issues to achieve its strategic objectives (Aprianto & Jacob, 2013). Human resources are essential in regulating

the relationship and role of the workforce to be effective and efficient in assisting the realization of the company's, employees, and society's goals (Hasibuan, 2016).

GRHM is a part of the Human Resources department; GHRM is all the activities of developing, implementing, and maintaining a sustainable system to make employees in an organization or company become environmentally friendly (Owino & Kwasira, 2016). Management can promote the utilization of sustainable resources by prioritizing environmental preservation, which will indirectly help to increase employee awareness of environmental management issues through GRHM (Sharma & Gupta, 2015). In the accommodation business, one of the practices of Green Human Resources Management (GHRM). GHRM aims to create the utilization, development, and research of resources and natural resources to be managed effectively and efficiently by the company (Purnama & Nawangsari, 2019). The practice of GHRM includes Green Job Design and Analysis, Green Human Resources Planning, Green Recruitment and selection, Green Induction, Green Training and development, Green Performance Evaluation, Green Reward Management, Green Health and Safety Management, Green Employee Discipline Management and Green Employee Relations (Arulrajah et al., 2015). Among several GHRM functions, there is one function that is most closely related to the environment and employees, namely Green Employee Relations. Through Green Employee Relations, employees can contribute directly to various environmental activities. Environmental performance refers to the hotel environment as a result of environmental activities that are carried out to minimize negative impacts on the environment (Isrososiawan et al., 2020). A sustainable environment is a state of balance, resilience, and interconnectedness that allows humans to meet their needs without exceeding the supporting ecosystem's capacity and continuously regenerate and fulfill their needs well into the future (Cahyani, 2020). Positive employee relations supported the long-term trust between management and employees. They provided opportunities for employees to express their ideas at the workplace and helped create an environmentally friendly work climate to support green management practices and systems (Ahmad, 2015). The implementation of environmental performance can run in a company if there is willingness and initiative from each individual in a formal management structure (Paillé et al., 2013).

Hilton Bali Resort is one of the hotels implementing Green Employee Relations. Hilton Bali Resort is concerned with employee performance by providing various employee activities that impact environmental performance. Employee relations activities such as The management routinely carry out Thrive Cleaning Blitz and Travel with Purpose every two weeks. All the employee activities at Hilton Bali Resort have practiced the GHRM concept, Green Employee Relations. However, until now, the implementation of green employee relations has yet to be fully implemented at Hilton Bali Resort. There are still several things that hinder it, for example, during cleaning blitz and pledging activities, using plastic bags as garbage collection, using plastic hand gloves, which is a material whose use must be minimized so that these green employee activities can apply the green concept, namely by implementing zero plastic and need more employee awareness to participate in such green employee relations activities.

Research Method

The researcher conducted this research at Hilton Bali Resort. Hilton Bali Resort is located in Sawangan, Nusa Dua, Badung, Bali. The object of this research is the implementation of Green Employee Relations in supporting Environmental Performance at Hilton Bali Resort. The type of data used in this research is qualitative data. Qualitative data include letters, words, facial expressions, gestures, pictures, photographs, and charts (Sugiyono, 2015). Qualitative research has characteristics such as forming a story; there are few numbers, written and unwritten documents, and a dominant narrative (Gumilang, 2016). The qualitative data used in this research are interview results with several parties regarding implementing green employee relations in supporting environmental performance at Hilton Bali Resort.

Based on this research, several stages of data collection methods were interviews, observations, and documentation. The interview was done directly with the Human Resources Manager, Learning and Development Manager at Hilton Bali Resort. They are selected because they are responsible for managing green employee activities related to human resource management and the employees. The observations observed employees' internal activity that is ongoing or has been going on related to green employee activity by paying attention to the type, purpose, and benefits participants of the activity and how the effect of green employee relations in support environmental performance at Hilton Bali Resort. Documentation is used to collect and analyze data; the documentation includes recordings

and photographs during interviews, observations, and some photos of internal activities related to green employee activities.

Data analysis is a qualitative technique carried out interactively and occurs continuously until completion. Data analysis consists of reduction, display, and conclusion drawing/ verification (Miles & Huberman, 1994). This research has two variables: green employee relations and environmental performance. Green employee relations consist of six indicators: involving green practices, introducing green whistleblowing and helplines, providing training, joint consultation in resolving environmental issues, sharing programs, and recognizing unions (Deepika & Karpagam, 2016). Environmental performance has three indicators: planet, people, and profit (Elkington, 1998). The indicators are shown in Table 1.

Table 1. Variable of Green Employee Relation and Environmental Performance

No	Variable	Indicators	Question
1	Green Employee Relation	1. Involving green practices 2. Introducing green whistleblowing and helplines 3. Providing training to the union representatives 4. Joint consultations in resolving environmental issues 5. Sharing program 6. As a key stakeholder negotiating on environmental issues	1. Did Hilton Bali Resort provide employees opportunities to get involved and participate in green suggestion schemes? 2. Did Hilton Bali Resort introduce green whistleblowing and helplines to employees? 3. Did Hilton Bali Resort train the union representatives in environmental management? 4. Did Hilton Bali Resort provide consultations in solving environmental issues of the organization? 5. Did Hilton Bali Resort conduct a share session about environmental initiatives or programs? 6. Did Hilton Bali Resort recognize the union as a key stakeholder in environmental management?
2	Environmental Performance	1. Planet 2. People 3. Profit	1. What are the rules that Hilton Bali Resort already has as a hotel that implements the concept of sustainability? 2. As a hotel that implements the concept of sustainability, has Hilton Bali Resort implemented Green Employee Relations? 3. Does the Human Resources Department apply Green Employee Relations practices to all employees to support environmental performance at Hilton Bali Resort? 4. What Green Employee Relations practices are commonly implemented at Hilton Bali Resort? 5. What obstacles are often faced when implementing Green Employee Relations practices at Hilton Bali Resort? 6. Was the practice of Green Employee Relations one of the strategies to support environmental performance at Hilton Bali Resort?

No	Variable	Indicators	Question
			7. Was implementing Green Employee Relations practices effective and efficient in supporting environmental performance at Hilton Bali Resort?

Results and Discussions

Hilton Bali Resort is one of the hotels in Bali that prioritizes environmental care. This effort can be seen from the Hilton brand mission, which is to "create heartfelt experiences for guests, meaningful opportunities for team members, high value for owners, and positive impact in our communities." Hilton's mission is intertwined because it aims to provide satisfying experiences to guests and provide value and positive impact for employees and surrounding communities.

Green Employee Relations Support the Environmental Performance at Hilton Bali Resort

The results of this research were analyzed using the method from Miles & Huberman (1994), consist of data reduction, data display and conclusion drawing/ verification.

a. Data Reduction

Data reduction is a step in summarizing, choosing, focusing on the important things, and then looking for themes and patterns. In this research, the author collects data from interviews with the Human Resources Manager and Learning and Development Manager at Hilton Bali Resort. The questions given to the two resource persons were seven general questions and six specific questions. This question is guided by the (Deepika & Karpagam, 2016) theory regarding green human resource management and the theory of Elkingtong (1998) regarding environmental performance. The questions can be seen in Table 1. After interviewing the two people, the writer validated it through direct observation at Hilton. Moreover, take some photos as evidence. After that, the writer started to analyze the implementation of green employee relations at Hilton Bali Resort and connected with environmental performance.

1. Green Employee Relations at Hilton Bali Resort

There are six indicators of green employee relations at Hilton Bali Resort. These involve green practices, introducing green whistleblowing and helplines, providing training to the union representatives, joint consultations in resolving environmental issues, sharing programs, and as a key stakeholder negotiating on environmental issues.

a) Involving green practices

Environmental problems are increasingly emerging, requiring companies to look for ways to improve and preserve the environment. One of the first steps that can be taken is to apply and maintain employee green activities. Hilton Bali Resort has long implemented various green activities involving all employees, including managers and interns. These green activities are usually carried out in internal and external areas of the company and are routinely held every month. As for the green practices implemented at Hilton Bali Resort: Travel With Purpose and THRIVE. These activities can be seen in Figure 1.

Figure 1. Soap for hope program and coffee briquette program

Hilton Bali Resort is part of Hilton Worldwide. The Travel with Purpose program was launched in 2018, aiming to create positive environmental and social impacts across Hilton's operations,

supply chain, and communities. Figure 1 shows that the program to recycle bar soap and make coffee Briquettes is beneficial for minimizing the cost of using charcoal in food and beverage operations. Besides that, student research from the University of Jember proves that coffee grounds can reduce Cadmium (Cd) pollution levels by 50%, which can be used to absorb heavy metals in polluted water. This program is related to saving the planet, giving more profit, and helping others. Thrive is a Hilton-owned program that has inspiring benefits that allow Team Members to shape their workplace experience through new initiatives such as building in recharge time during the workday, sabbaticals, and modern tools to increase recognition and allow our Team Members to grow and develop in body, mind, and spirit. The THRIVE activities can be seen in Figure 2.

Figure 2. THRIVE program by cleaning the beach and planting the mangrove

THRIVE for spirit is also in social activities towards others or CSR (Corporate Social Responsibility Program). CSR is a corporate activity in managing business processes to positively impact society, the economy, and the environment. CSR program at Hilton Bali Resort is also implemented as "Cleaning Blitz" or general cleaning activities held twice a month. This cleaning blitz can be in the form of cleaning activities on the beach area in front of the hotel, planting trees in the hotel area, or planting mangrove trees. This cleaning blitz is usually in collaboration with the "Trash Hero" Social Community, local fishermen, and residents from Sawangan village. In addition to general cleaning activities in the hotel environment, cleaning blitzes are also carried out by planting trees together either in the hotel environment area or planting mangrove trees in the area outside the hotel. This tree-planting event is usually held to coincide with the commemoration of Earth Week. Each department representative follows tree planting in the hotel environment. The trees planted are traditional herbs, which can later be harvested and used as ingredients in the restaurant outlets at Hilton Bali Resort.

b) Introducing green whistleblowing and helplines
Green Whistle-blowing is a preventive measure to reduce the risk of malpractices and irregularities in the corporate environment. At Hilton Bali Resort, green whistle-blowing has been implemented through efforts to provide training or material on preventing irregularities related to the hotel environment. The implementation of the introduced green whistleblowing and help-lines at Hilton Bali Resort has not been implemented perfectly because it has only introduced green whistleblowing and helplines for aspects of data security and company conditions, such as cyber, anti-corruption and has not provided and introduced green whistleblowing related to environmental issues surrounding natural funds.

c) Providing training to the union representatives
Based on the interview with the Learning & Development Manager, "Training program they held routinely every month" at Hilton Bali Resort. There are some implementations of providing training following environmental management at Hilton Bali Resort, such as environment management to increase awareness, skill, and expertise; Training About Green Knowledge; and Green jobs training to create emotional involvement in environment management. Hilton Bali Resort provides environmental management training through training on managing waste or garbage. An example of waste management training is training on making eco enzymes. It can be seen in Figure 3. Hilton Bali Resort also provides firefighting training. The training material describes the rules and procedures and how to handle if some guests or items are suspicious and potentially dangerous in the hotel area. Hilton Bali Resort provides green jobs

training to employees to create involvement in environmental management through environmental training, such as waste management in the workplace, energy-saving behavior, and using recycled paper.

Figure 3. Training about ecoenzym and firefighting training

Figure 3 shows training about waste management training is training on making eco enzymes and the training to show how to extinguish a fire. The Hilton Hotel area has lots of trees and flowers. The hotel area is also often used for pre-wedding events or weddings. Couples who do pre-wedding usually want smoke from taking photos. When using this tool, hotel employees must be alert to see if there are sparks and immediately extinguish the fire using fire extinguishing equipment provided in the hotel area. This training and education can increase awareness of environmental issues.

d) Joint consultations in resolving environmental issues
Consultations involve exchanging ideas between two or more people and discussing a problem to find the right solution. Hilton Bali Resort has a consultation program, especially for resolving environmental issues. An example of consultation on environmental issues is the garbage issue at the beach area in front of the hotel, which made the environment look dirty and seem bad to guests. In the consultation, a solution was obtained by adding the number of Beach Cleaner workers working with local fishermen to maintain the beach area cleaners.

e) Sharing program
Hilton Bali Resort also provides a sharing program, "Lunch With Local", which is a sharing program and lunch together by inviting representatives of the Sawangan village to share and discuss related environmental issues, especially environmental problems due to hotel operational activities.

f) Recognize the union as a key stakeholder negotiating environmental issues
Hilton Bali Resort recognizes employees as key stakeholders in environmental management. A form of recognizing the union as a key stakeholder in environmental management is through green awards and compensation activities toward employees, such as a competition to create or make sustainable recycled products from organic and non-organic waste modified into new products. One of the waste products can be seen in Figure 4.

Figure 4. Waste product

2. Environmental performance

Environmental Performance is a performance carried out by a company aiming to minimize the impact of environmental damage caused by the company. The company's environmental Performance is directly proportional to its ability to create a good environment. Good environmental management can help avoid community and government claims while improving product quality and increasing the company's financial benefits. The more a company contributes to the environment, the better its reputation in the community (Rahmawati et al., 2020). According to Elkington (2001), three indicators are planet, people, and profit. Planet to measure how Hilton Bali Resort is responsible for the environment. People to measure in some form or form how Hilton Bali Resort is a socially responsible company is throughout operations profit to measure company's profit and loss.

b. Data Display

Data display is an organized, compressed assembly of information that permits conclusion drawing. The summerising results are then displayed in chart form. The data display is shown in Figure 5 below.
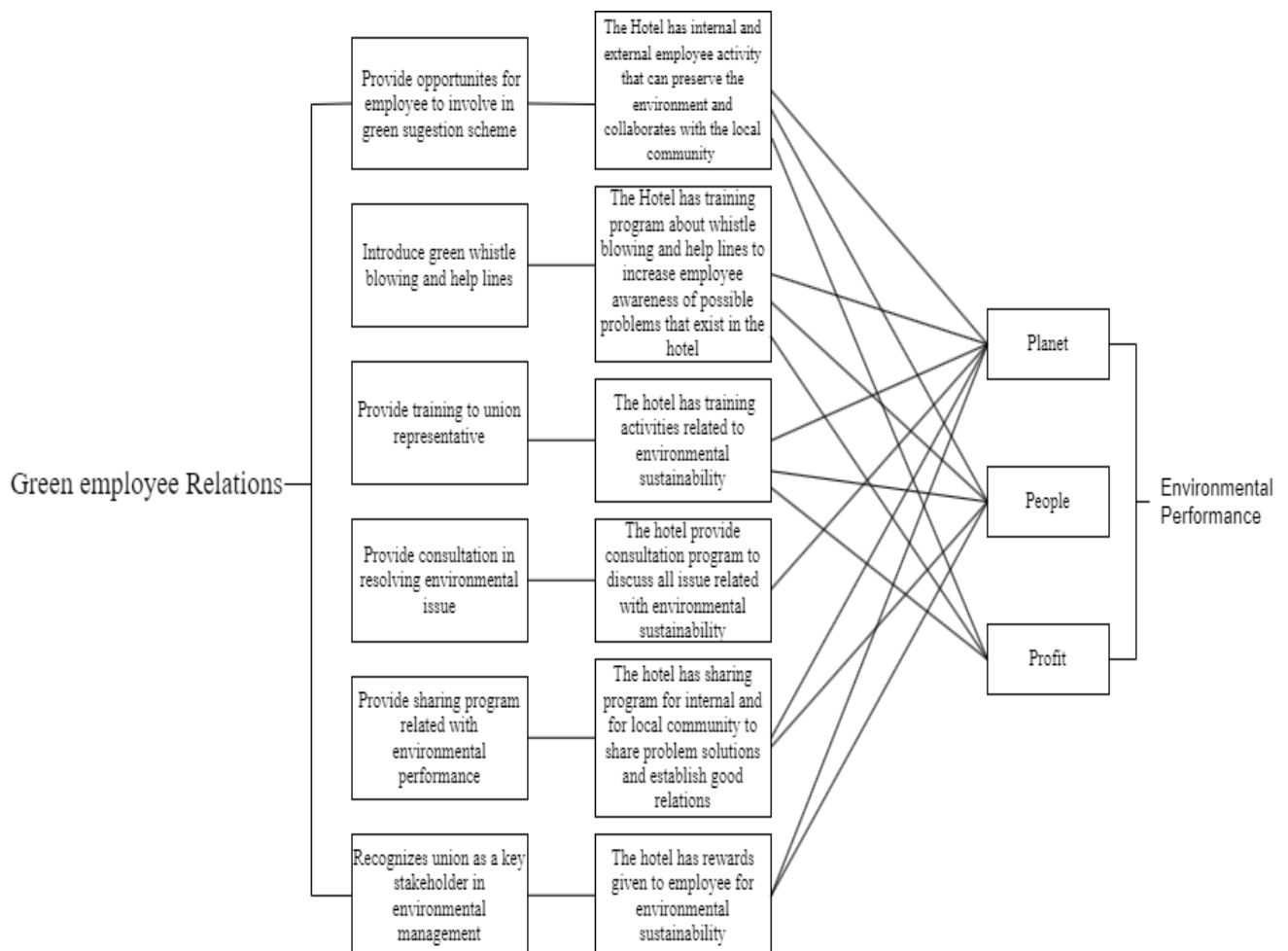

Figure 5. Model how green employee relations support environmental performance
at Hilton Bali Resort
Source: Hilton Bali Resort, 2023

This research shows that Every function of Green Employee Relations has aided environmental performance, measured by three indicators: planet, people, and profit. The Planet Indicator can be supported by all functions of Green Employee Relations: Involving Green Practices, Introducing Green Whistleblowing and Helplines, Providing Training to Union Representatives, Joint Consultations in Resolving Environmental Issues, Providing Sharing Programs, and Recognizing Unions. Then, the

People indicator was only assisted by five functions of Green Employee Relations: Involving Green Practices, Introducing Green Whistle Blowing and Helplines, Providing training to the Union Representatives, Providing Sharing Program, and Recognizing the Union. The profit indicator also has yet to be assisted by all functions of Green Employee Relations. Until now, the profit indicator was only assisted by three functions of Green Employee Relations: Involving Green Practices, Introducing. Although it could be better, there is already a process for implementing green employee relations, which is constantly reviewed and improved.

c. Conclusion drawing/ verification

Miles & Huberman (1994) state that conclusions are validated as analysts proceed. The conclusion of qualitative research is new findings that have never existed before. Findings can be in the form of a description of an object that was previously dim or dark, so after research is conducted, it becomes clear. According to Yusliza et al. (2015), green HR policies and practices involve environmental, social, and economic balance. Triple Bottom Line Theory (TBL or 3BL) comprises the planet, people, and profit. Elkington (1998) pointed out that it can be understood as an extension of the sustainable development concept since it incorporates social equity, economic fundamentals, and environmental responsibility. This shows that green employee relations can support environmental performance. The following is an explanation of the three environmental performance approaches applied by Hilton Bali Resort:

1. People

The following is an explanation of the green employee relations indicators that support people indicators on environmental performance at Hilton Bali Resort:

a. Involving Green Practices

Some internal employee activities are collaborations between the resort and the local community to help provide employment opportunities to the local community. Hilton Bali Resort has a Cleaning Blitz program, which is a cleaning activity, especially cleaning the area around the beach. In this case, the resort collaborates with the local village by employing several local fishermen to keep the clean beach area in front of the resort. This program will provide benefits for both the hotel and the surrounding environment. With this cooperation program, the hotel can achieve its goal of reducing waste in the hotel and for the local community; through this cooperation, the program will create jobs and help the economy of residents.

b. Introducing Green Whistleblowing and Helpline

Green whistleblowing is a preventive effort to reduce the risk of malpractice and irregularities in the corporate environment. This green whistleblowing helpline has yet to be implemented perfectly at Hilton Bali Resort because there is still a limited introduction of whistle-blowing related to environmental issues. However, introducing whistleblowing related to data security issues and anti-corruption is also very useful and must be conveyed to employees. In addition to adding insight and general knowledge of whistleblowing, this is expected to familiarize and encourage employees to be more aware of environmental issues. The existence of a green whistleblowing helpline will produce employees who care about the safety of the surrounding environment. In addition to adding insight and general knowledge of whistleblowing, this is expected to familiarize and encourage employees to be more aware of environmental issues. The existence of a green whistleblowing helpline will produce employees who care about the safety of the surrounding environment.

c. Provide Training For Union Representative

Green training practices can support environmental performance by fostering employee awareness of the environment. At Hilton Bali Resort, this green training includes how to process compost. This green training will positively impact employees because it will create employees who know the importance of preserving the environment to make it clean and well-maintained. The function of green employee relations will help all employees raise awareness of environmental sustainability after attending training related to the environment. Green Training will positively impact employees because it will create employees who know the importance of preserving the environment to make it clean and well-maintained. The function of green employee relations will help all employees raise awareness of environmental sustainability after attending training related to the environment.

d. Provide Sharing Program

Sharing programs can support environmental performance through sharing discussions related to various environmental issues that arise. At Hilton Bali Resort, the method of sharing programs is carried out with internal company employees and the local community. The problem solutions will

emerge through this sharing program practice. In addition, this practice will positively impact employees and the local community because it will create open-minded employees and, at the same time, enable them to hone their public speaking skills in discussing and finding solutions to problems.

e. Recognize Union

The practice of recognizing unions or rewarding employees can help environmental performance. Not only will this practice make the planet healthier by reducing the use of plastic and starting to reuse items that are still suitable for use, but it will also make people more aware of the dangers of plastic. Awareness is the main thing that can start a new movement. From the awareness of the Hilton Bali Resort staff, new ideas will surely emerge to reduce the use of plastic and recycle unused items.

2. Profit

The following is an explanation of the green employee relations indicators that support profit indicators on environmental performance at Hilton Bali Resort:

a. Involving Green Practices

The human resources department always develops varied green practices at Hilton Bali Resort, which can still provide positive benefits for environmental performance. Green practices at Hilton Bali Resort can help generate profits by creating a briquette program and planting herbs and vegetables in the resort area. The result of the program is that coffee briquette can be charcoal and used to produce a barbeque menu at restaurant outlets. The harvest from these herbs and vegetables will be brought to the restaurant kitchen as a food ingredient and processed as a food menu for guests. This practice can save kitchen raw material costs and generate profits for the resort. This practice makes green practices able to support profit indicators in environmental performance.

b. Introducing Green Whistle Blowing and Help Line

Green whistleblowing and helpline practices at Hilton Bali Resort can support profit indicators on environmental performance. This green whistleblowing practice provides training in delivering material about threats that may occur in the company area, including causes, prevention efforts, and solutions. Through this practice, employees will know how to prevent or anticipate threats that can cause company losses.

c. Provide Training For Union Representative

Hilton Bali Resort has a mandatory sustainability training program. This training is conducted to invite and train employees to be more aware of the importance of the environment. Materials provided during the Training include training on manufacturing and utilizing eco enzymes, no food waste, and energy-saving training. The movement has many positive impacts, such as reducing food waste and saving energy. This material makes the training practice support the profit indicator on environmental performance.

3. Planet

The following is an explanation of the green employee relations indicators that support planet indicators on environmental performance at Hilton Bali Resort:

a. Involving Green Practices

These green practices can support environmental performance at Hilton Bali Resort through internal activities of hotel employees related to activities to protect the environment. Internal activities of hotel employees include cleaning blitz programs, blogging, planting mangrove trees, and planting trees. Cleaning Blitz or general cleaning activities are held twice a month. This cleaning blitz can be in the form of cleaning activities on the beach area in front of the hotel, planting trees in the hotel area, or planting mangrove trees. This cleaning blitz is usually in collaboration with the "Trash Hero" Social Community, local fishermen, and residents from Sawangan village. These green practices can support environmental performance at Hilton Bali Resort through internal activities of hotel employees related to activities to protect the environment. Internal activities of hotel employees, such as cleaning blitz programs, planting mangrove trees and planting trees in the hotel area, and strengthening harmonious relationships between employees, internal activities can support environmental performance. They will significantly impact nature and the surrounding environment or planet. Internal activities can help keep nature clean from plastic waste and preserve mangrove forests by planting, affecting air cleanliness and reducing the harmful effects of coastal abrasion.

b. Introducing Green Whistle Blowing and Help Line
Introducing green whistleblowing and a helpline will help environmental performance by providing training related to efforts to prevent the risk of problems or threats that can arise in the company. The implementation of green whistleblowing at Hilton Bali Resort is not perfect because it has only introduced green whistleblowing and helplines for data security and company conditions, such as cyber anti-corruption. However, the procurement has been 100% done online through the "Hilton University" website, so it also has a positive impact on the environment because the introduction is done online so that it cannot cause plastic waste or air pollution and can reduce the use of energy and paper. The provision of this material is delivered in a Green manner with due regard to its impact on the environment, where the provision of material is carried out online through the "Hilton University" website, which is a unique website that can only be accessed by Hilton team members, in this Hilton University there are various materials related to whistleblowing, which are presented in the form of videos with a duration of 10-15 minutes per video, which then at the end of the video will be completed with a quiz that team members must answer as a sign of understanding the material that has been delivered. Green whistleblowing can be seen in Figure 6.
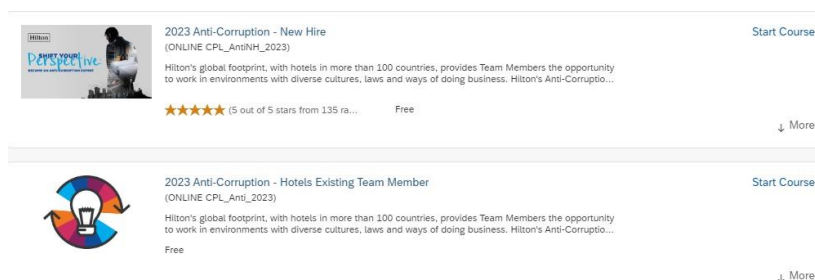

Figure 6. Green whistle blowing
Source: Hilton Bali Resort, 2023

c. Provide Training For Union Representative
Providing training can support environmental performance at Hilton Bali Resort because the material of the training given to employees is related to environmental management, such as Training on Eco Enzyme training. Eco enzyme results from the fermentation of organic kitchen waste such as fruit peels, vegetable scraps, pulp, and sugar, which can be used for various things. It can be used as a multipurpose liquid such as an anti-bacterial floor cleaner, cleaner as a natural fertilizer, and pesticide. This training positively impacts the environment, especially in reducing kitchen waste, which will affect the cleanliness of the surrounding environment. This eco enzyme training is helpful for the environment because it can reduce organic waste, especially waste in the kitchen area, and the utilization of eco enzyme is also environmentally friendly so as not to cause environmental pollution.

d. Joint consultations in resolving environmental issues
The Director of Human Resources of Hilton Bali Resort conducts this consultation. Usually, this consultation program is held at the Town Hall event. All employees have the same opportunity to ask questions or discuss solutions related to an issue. There will be a sharing session or consultation during the Town Hall event. The Consultation Program usually discusses environmental issues around the hotel, such as garbage along the beachfront in front of the hotel and temporary landfills that are full and disturbed by monkeys. This consultation is beneficial to support environmental performance through solutions generated from the discussions.

e. Provide Sharing Program
Hilton Bali Resort provides a sharing program for the internal team related to environmental performance. The name of this program is "Lunch with GM." This sharing program is carried out regularly once a month. As the name implies, this sharing program is a lunch between the Hilton Bali Resort team and the general manager of Hilton Bali Resort. This sharing program, in addition to discussing social issues and issue cooperation with residents, also discusses environmental problems that exist both in the hotel environment and the Sawangan Village environment. This sharing program aims to reach solutions and determine what efforts can be made to deal with and maintain the environment.

f. Recognize Union

The Recognize Union can help environmental performance. Because sharing awards related to the environment, such as warmth and light rewards, competitions to recycle waste into usable items can motivate employees to compete to win competitions and get prizes. In addition, these various awards indirectly make employees continue to innovate and be aware of the environment.

The research finds that Hilton Bali Resort management holds several employee activities based on one of the missions of this hotel, namely, having a positive impact on our communities. These employee activities are also expected to help improve the environmental performance at Hilton Bali Resort. It is also supported by research conducted by Deepika & Karpagam (2016), that human resource management has the right to play a significant role within the company. Green employee relations such us providing environmental training can improve environmental performance. It is supported by Abuelhassan & Elsayed's (2020) research that highlighted the positive impact of both perceived access to green training and perceived support for green training on environmental hotel performance. Ahmad et al., (2023), indicate that to improve environmental performance and reach environmental sustainability goals, it is essential to foster green knowledge sharing among employees and increase employee environmental commitment through green HRM practices.

Conclusions

Although the implementation of Green Employee Relations is not perfect, it has been able to help environmental performance at Hilton Bali Resort. Every function of Green Employee Relations has aided environmental performance, measured by three indicators: planet, people, and profit. All functions of Green Employee Relations can support the Planet Indicator, which involves green Practices, Introducing Green Whistleblowing and Helplines, Providing Training to Union Representatives, Joint Consultations in Resolving Environmental Issues, Providing Sharing Programs, and Recognizing Unions. Then, the People indicator was only assisted by five functions of Green Employee Relations: Involving Green Practices, Introducing Green whistleblowing and helplines, Providing training to the Union Representatives, providing a Sharing Program, and Recognizing the Union. The profit indicator also has not been assisted by all functions of Green Employee Relations. Until now, the profit indicator was only assisted by three functions of Green Employee Relations: Involving Green Practices, Introducing Green Whistle Blowing and Helplines, and Providing training to the Union Representatives. Although not perfect yet, Hilton Bali Resort will continue to improve the implementation of the functions of Green Employee Relations so that all of them can help environmental performance indicators. Hilton Bali Resort needs to understand the implementation of green employee relations at Hilton Bali Resort, which will raise more awareness about sustainable ways within the property. Therefore, my suggestion through this research is that Hilton Bali Resort can implement the other Green Employee Relations practices that have not been fully implemented by Hilton Bali, namely Introducing Green Whistle Blowing and Helplines, Joint Consultations in Resolving Environmental Issues, and Recognizing Union as a Key Stakeholder. By implementing these three green employee relations practices perfectly, the expectation is greater for employees with green behavior to protect the environment.

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