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Can restaurants achieve customer retention through CSR?

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Abstract: The objective of this study is to establish a comprehensive framework that combines the four dimensions of Corporate Social Responsibility (CSR) (Economic, Legal, Ethical, and Philanthropic Responsibility) with Environmental Responsibility. Additionally, the study seeks to assess the role of Corporate Image (CI) in mediating the impact of aspects of CSR on Customer Retention with the use of structural equation modeling (SEM) to test the hypothesized conceptual framework. A total of 217 questionnaires were successfully gathered through an online platform from customers who patronized restaurants in the city of Tehran. The findings indicate that the legal, ethical, philanthropic, and environmental components have a favorable and considerable impact on CI. Moreover, the impact of the five dimensions of CSR on customer retention is mediated by the perception of the CI. This study provides a valuable contribution by expanding upon Carroll's dimensions that included environmental responsibility, and demonstrating that the inclusion of this factor can also enhance company image. Going forward managers may acquire the knowledge that enhances their environmental responsibilities can concurrently contribute to the enhancement of CI and positively impact customer retention.

Keywords: corporate image, corporate social responsibility, customer retention, environmental responsibility, restaurant industry, Iran

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Introduction

In the highly competitive restaurant industry today, restaurants must increase customer retention rates to secure their long-term viability (Hwang et al., 2020). However, as Chang (2017) noted, social practices and ethical viewpoints are now seen as crucial elements that might elicit a response from customers, replacing the previous competitive advantages of low prices and high-quality services and goods. Compared to previous decades, today's customers have different expectations; they are not content with receiving high-quality or reasonably priced goods and services from businesses (Chernev & Blair, 2015). Customers of today prefer to support organizations that fulfill their social obligations by purchasing their goods and services, and results in motivating other businesses to get more involved in the community (Barcelos et al., 2015). For example, up to 62% of restaurant patrons anticipate these organizations to be engaged in social issues and involved in CSR initiatives (Ozdemir et al., 2020). This means that these customers refuse to patronize restaurants that disregard social issues and do not fulfill their CSR obligations as a sort of punishment (Prendergast & Tsang, 2019). Thus, due to the shift in consumer attitudes, businesses have been putting a lot of effort and financial resources into CSR in recent years (Han et al., 2019).

Businesses in the hospitality sector influence a wide range of issues through their operations, for example, the economy, society, environment, culture, etc. Therefore, businesses in this sector must adhere to CSR activities (Kim et al., 2017). Based on its importance, a considerable number of businesses within the hospitality sector, especially eateries, are now actively engaged in CSR initiatives and activities (Han et al., 2020; Lee et al., 2020; Park, 2019). This results in a company's brand and image being enhanced by its focus on social

issues and participation in CSR initiatives (Omidvar & Deen, 2023). A company's reputation may suffer if it disregards social issues and doesn't engage in CSR initiatives and research demonstrates that CSR has a substantial impact on customers' perceptions of a company and its image, confirming the correlation between CSR and CI (Chen et al., 2021; Plewa et al., 2015).

Carroll's four-level model is one of the well-known CSR models (Hamid et al., 2020; Lu et al., 2020; Yılmazdogan et al., 2015). The previous few decades focused on this approach (Hamid et al., 2020; Lee et al., 2020; Lo, 2020; Lu et al., 2020; Silva Junior et al., 2020) and Carroll has separated this paradigm into four categories (Baden, 2016; Hamid et al., 2020; Lee et al., 2020; Lo, 2020; Lu et al., 2020; Silva Junior et al., 2020). On the other hand, environmental challenges have also garnered the interest of numerous scholars and the majority have given thought to environmental concerns for instance, consumers prefer to purchase from businesses that strive to minimize environmental harm in their processes of providing products and services (Han et al., 2019). Consequently, these businesses operate in a manner that minimizes their negative effects on the environment and works to preserve it (Han, 2021). Thus, we decided to investigate how the environmental dimension and the other dimensions in Carroll's CSR pyramid affected a company's reputation and its ability to retain customers.

In the available literature, CSR has been considered as a variable in several studies that are similar to this one (Lee et al., 2020; Srivastava & Singh, 2021) however, opinions on how the CSR factors affect a company's reputation and ability to retain customers are unclear. Furthermore, most of the studies were carried out in industrialized nations, except for a small number in developing nations, particularly in the Middle East (Al-Ghamdi & Badawi, 2019). In Iran, CSR has been under-researched and no comprehensive scientific or theoretical perspective exists on the subject. Therefore, carrying out this research can aid in enhancing the understanding of this issue among academics, managers, and customers (Saeidi et al., 2015). To close this gap, the objective of this paper is to investigate how Carroll's dimensions—in addition to the environmental dimension—affect customer retention and CI. The paper will be organized with a literature review which will involve an examination of the current body of literature to formulate hypotheses. Subsequently, the methodology will be discussed, an analysis will be conducted on the data gathered for this study, and an examination of the study's hypotheses will be undertaken. Finally, we shall deliberate upon the outcomes derived from the aforementioned segment about the methodology. The section on theoretical and managerial implications will elucidate the theoretical and practical ramifications of this research. To move on with further research, it is critical to accept the limitations of this study.

Conceptual Framework and Hypotheses Development

One of the first scholars to address the social obligation of businesspeople and firms was Howard Bowen, who wrote the book "The Social Responsibilities of the Businessman" in 1953 (Li et al., 2020; Farrington et al., 2017). Though social issues have long been a source of concern, the subject of CSR has garnered significant interest from scholars and members of the academic community following the release of Boen's book and idea of CSR, which has changed significantly during the last few decades (Amin-Chaudhry, 2016).

Previous research has produced numerous definitions of CSR for example, a study that aimed to summarize the literature on CSR identified and examined 37 definitions ultimately indicated that there isn't a single accepted definition of CSR (Amin-Chaudhry, 2016; Asrar-ul-Haq et al., 2017; Rutkowska & Pakulska, 2021). It can be established that CSR is a group of business initiatives that are ultimately good for society, enhance society's conditions, and are intended to benefit stakeholders, particularly customers (Han et al., 2020; Lee et al., 2019). These days, CSR is a topic that is discussed everywhere and has significantly increased in prominence among the academic communities (Bian et al., 2020). Moreover, CSR has gained popularity recently as many businesses today engage in CSR initiatives because they found that these initiatives can help them retain their current clientele and build a positive reputation among the public and community (Han et al., 2019; Islam et al., 2021). The reason is that consumers exhibit a keen interest in enterprises that demonstrate a commitment to fulfilling their societal obligations and have the potential to generate value for customers and exert an impact on consumer behavior (Alhouti et al., 2016; Barcelos et al., 2015; Van Doorn et al., 2017).

CSR and its effect on Corporate Image (CI) and Customer Retention

Pérez and Rodriguez del Bosque (2015) state that an intangible asset that influences consumer behavior, loyalty, and future purchase intentions is a company's CI and this may influence customer retention. In an earlier study, Huang et al. (2014) investigated the correlation between CSR, CI, and buying intentions. These findings indicate that CSR has a notable beneficial impact on CI and purchase intentions. Later, Kim et al. (2017) showed that ethical CSR has the greatest impact on the CI, over and above the economic and philanthropic aspects of CSR. However, it is noteworthy that only the philanthropic dimensions exhibit a substantial and direct impact on customers' behavioral intentions.

Economic Responsibility

Business enterprises are the fundamental economic entities within a given society, tasked primarily with producing many of the commodities and services that cater to the needs of consumers and the broader community. Business enterprises play a key role in meeting the needs and demands of consumers by providing a wide range of goods and services. Firms derive advantages from fulfilling consumer demands in a manner that ensures profitability (Carroll, 2016). According to Carroll (2016, 2021), successful organizations can be identified by their ability to maximize earnings per share, maintain a competitive edge, and sustain continuous profitability. Consequently, economic responsibility emerges as a crucial component of CSR (Palihawadana et al., 2016). Park (2019) indicates that assuming economic responsibility, encompassing initiatives such as employment creation within the societal framework and fostering national economic progress, exerts a favorable influence on the reputation and image of the organization. Consequently, the subsequent hypothesis is formulated:
H 1. Economic CSR positively affects the CI.

Legal Responsibility

Legal CSR entails the adherence of firms to all applicable laws and regulations within the societies in which they conduct their operations (Mohammed & Rashid, 2018). The general public, societal entities, and consumers expect firms to adhere to societal norms and regulations without engaging in actions that contradict them (Carroll, 2016; Kim et al., 2020; Uhlig et al., 2020). Several studies have shown that various dimensions of legal CSR efforts have a favorable impact on the CI (Al-Mubarak, 2019; Hsu, 2018; Kim et al., 2020). Consequently, the subsequent hypothesis is formulated:
H 2. Legal CSR positively affects the CI.

Ethical Responsibility

The concept of ethical responsibility pertains to the obligation of companies to adhere to the moral standards prevailing throughout society. In other words, it can be posited that societies expect for firms to adhere to their moral values, hence establishing the ethical obligation of companies (Wagner-Tsukamoto, 2019). Several studies have demonstrated a noteworthy correlation between CSR and CI (Huang et al., 2014; Kim et al., 2020; Kolour & Eskandari, 2019). Consequently, the subsequent hypothesis is formulated:
H 3. Ethical CSR positively affects the CI.

Philanthropic Responsibility

Philanthropic activities encompass endeavors that transcend ethical considerations and societal conventions undertaken freely by corporations (Hossain et al., 2017). These initiatives aim to enhance the overall well-being and standard of living within communities (Chen et al., 2019), and provide opportunities for corporations to establish an ethical and moral mantra from within their organization (Mandina et al., 2014). A corporate responsibility and corporate reputation study conducted by Dutta and Imeri (2016), found that philanthropic responsibility showed a significant relationship with company reputation, and even the employees within the Gulf Petroleum & Investment Company participate wholeheartedly towards voluntary and charitable

activities toward their surrounding communities. Whilst Mandina et al., (2014) also found that philanthropic activities do enhance a company's image and the relations with the community surrounding the organization. Consequently, the subsequent hypothesis is formulated:

H 4. Philanthropic CSR positively affects the CI.

Environmental Responsibility

Professionals have shown an increased level of interest over the past few years, particularly those in the field of tourism, regarding environmental concerns (Han & Hwang, 2015; Han et al. 2019; Kim & Hall 2020; Rashid et al., 2015). A company's commitment to preserving and advancing the environment through a variety of programs and activities is referred to as environmental CSR (Han et al., 2019). In contemporary times, an increasing proportion of consumers are making their purchase choices contingent upon the environmental responsibility exhibited by companies (Han et al., 2019; Khojastehpour & Johns, 2014). The extent to which a the company demonstrates a commitment to environmental CSR can have a substantial impact on customers' assessment of the quality of its services and subsequently enhance their desire to make a purchase (Han et al., 2020). Consequently, the subsequent hypothesis is formulated:

H 5. Environmental CSR positively affects the CI.

Corporate Image (CI)

The CI is a manifestation of the overall assessment of a corporation by the general populace (Huang et al., 2014). CI also refers to the collection of thoughts and impressions held by individuals regarding an organization (Dowling, 2016; Zhang, 2015). Huang et al. (2014) demonstrated a substantial correlation between CI and customer intentions. Moreover, existing evidence demonstrates that the CI has a substantial impact on customer retention (Wu, 2014; Wu et al., 2015). Consequently, the subsequent hypothesis is formulated:

H 6. CI positively affects Customer Retention.

Conceptual Model

Based on the review of the literature discussed above on CSR and its dimensions and CI, a conceptual model is proposed to demonstrate and test the relationships between the variables of CSR, CI, and customer retention.
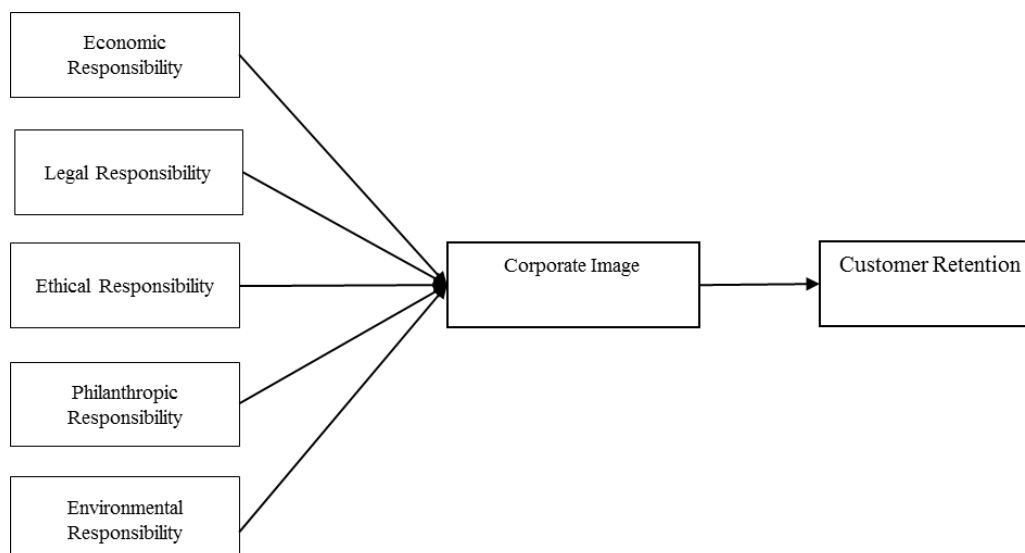
Figure 1. A proposed conceptual model

A conceptual model has been developed to achieve the objective of this study. This framework encompasses the four elements outlined in Carroll's CSR model aspects. Additionally, it incorporates the environmental CSR dimension, CI, and customer retention as key components. Figure 1 displays the framework that we have developed.

Methodology

The study employed the quantitative approach research design with the use of online questionnaires. Quantitative research assists with the collection of large samples thereby can be generalized to larger populations (Price & Lovell, 2018). Kline (2015) recommends employing multiple elements to measure a structure, rather than relying on a single item. Thus, the questionnaire was developed based on the extant literature using three items to measure the research structures for each variable to test the conceptual model. More specifically, three items for each CSR dimension (Han et al., 2020), three items for CI (Kim et al., 2017), and three items for customer retention (Kim et al., 2017; Lee et al., 2020). When selecting the variable items for each construct from the existing literature it followed three criteria for reliability purposes. 1) The questions must have been previously used in studies published in reliable journals. 2) The questions must be up-to-date and taken from new and tested studies. 3) The questions should be appropriate to Iran's specific research environment. Thus, the survey and its items were slightly modified to improve understanding for all respondents. The instrument items were then evaluated using a five-point Likert scale, where 1 denoted "completely disagree 3 — "neither disagree nor agree", and 5 — "completely agree". The reason for selecting these tools, such as the quantitative design and the instrument, is that both are used in studies with high and rigorous statistical analysis and results (Ali et al., 2020).

The study focused on the client base of restaurants in Tehran who had engaged in dining experiences inside the city in recent months. Using the convenience sampling technique, the questionnaires were made available on an online platform, and individuals residing in Tehran were invited to participate. After approximately one month, a total of 312 questionnaires were successfully attained. From this total, a subset of 217 questions met the criteria for inclusion in the final analysis, satisfying the minimum sample requirement of 200 respondents for effective use of structural equation modeling (Nunkoo & So, 2016).

According to available literature indicates that SEM is a more appropriate approach for researching CSR compared to standard regression analysis (Kraus et al., 2020). Therefore, the statistical analysis and testing of the proposed conceptual model, SEM was employed. To achieve the objective of the study the data was analyzed in two stages. The initial evaluation of the measurement model was conducted through the utilization of confirmatory factor analysis (CFA), before the assessment of the suggested conceptual framework. The second stage included SEM analysis to test the hypotheses and the model fit. The data analysis was conducted using SPSS version 21 and AMOS version 24 software.

Results and Discussions

The demographic data of survey respondents is shown in Table 1. From the 217 responses, 54.4% of the respondents (n=118) were men and 45.6% of the respondents (n=99) were women. Also, 6.5% of respondents were less than 21 years old, 38.7% were 21-29 years old, 32.3% were 30-39 years old, 17.1% were 40-49 years old, and 5.5% were over 50 years old. Also, 11.5% of the respondents had a diploma, 37.3% had a bachelor's degree, 46.1% had a master's degree, and 5.1% of the respondents had a doctorate.

Table 1. Demographic characteristics of respondents

		Total (N = 217)
	N	Percentage (%)
Gender		
Male	118	54.4
Female	99	45.6
Age		
less than 20 years old	14	6.5

20 – 29 years	84	38.7
30 – 39 years	70	32.3
40 – 49 years	37	17.1
50 years or older	12	5.5
Education		
Diploma	25	11.5
Bachelor's degree	81	37.3
Master's degree	100	46.1
Doctorate	11	5.1
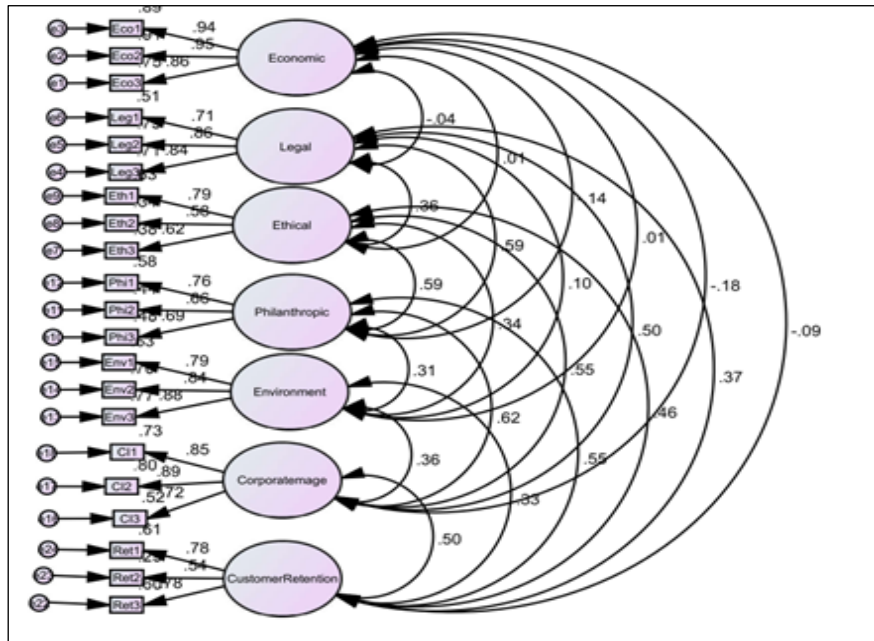
Figure 2. Confirmatory factor analysis

Figure 2 demonstrates the confirmatory factor analysis and the result of the measurement model test showed a good fit to the data: χ2 = 300.231, df = 168, p = 0.00, χ2/ df =1.787, RMSEA =0.060, PNFI =0.707, GFI=0.889, AGFI=0.847, CFI =0.944, IFI = 0.945, TLI = 0.930).

The factor loadings, Cronbach's alpha, Composite reliability (CR), and Average variance (AVE) are shown in Table 2 as well the standardized factor loadings of the measurement model are presented in this Table. All of these loadings exceed the recommended threshold value of 0.5, as stated by Hair et al. (2019), and are found to be statistically significant. Cronbach's alphas are also greater than 0.70, which is higher than the threshold suggested by (Taherdoost, 2016). Table 2 also shows the CR and AVE. Based on Hair et al. (2019) CR above 0.7 indicates a high level of internal consistency, and as shown in the table, all the numbers related to CR are higher than 0.7.

Table 2. Properties of the measurement model

Measurement items	Factor loading	α	CR	AVE
Economic Responsibility (Han et al., 2020)		0.942	0.989	0.889
This restaurant needs to be committed to being as profitable as possible.	0.941			
This restaurant needs to maintain a strong competitive position.	0.955			
This restaurant needs to be defined as one that is consistently profitable	0.856			
Legal Responsibility (Han et al., 2020)		0.843	0.956	0.706
This restaurant needs to perform in a manner consistent with the expectations of government and law.	0.714			
This restaurant needs to be defined as one that fulfills its legal obligations.	0.857			
This restaurant needs to provide goods and services that at least meet minimal legal requirements.	0.841			
Ethical Responsibility (Han et al., 2020)		0.712	0.899	0.446
This restaurant needs to perform in a manner consistent with expectations of societal mores and ethical	0.795			
This restaurant needs to prevent ethical norms from being compromised to achieve corporate goals.	0.579			
This restaurant needs to be defined as good corporate citizenship and known as who does what is expected morally or ethically.	0.620			
Philanthropic Responsibility (Han et al., 2020)		0.752	0.873	0.517
This restaurant needs to perform in a manner consistent with the philanthropic and charitable expectations of society.	0.764			
This restaurant needs to allocate some of its resources to philanthropic activities (e.g. fine/performing arts and sports).	0.664			
This restaurant needs to assist voluntarily with those projects that enhance a community's "quality of life.	0.689			
Environmental Responsibility (Han et al., 2020)		0.873	0.957	0.755
This restaurant needs to perform in a manner consistent with protecting the environment.	0.794			
This restaurant needs to offer environmentally friendly products/services.	0.836			
This restaurant needs to make every effort to protect and preserve the environment.	0.878			
Corporate Image (Kim et al., 2017)		0.858	0.945	0.640
I think this restaurant is a fair company.	0.852			
I think this restaurant emphasizes the rights of customers.	0.893			
In my opinion, this restaurant has a good image in the minds of consumers.	0.723			
Customer Retention (Kim et al., 2017; Lee et al., 2020)		0.738	0.920	0.591
This place will be my first choice when it comes to choosing a restaurant.	0.781			
I am planning to eat at this restaurant in the future.	0.536			
I am a loyal customer of this restaurant	0.777			

According to an earlier study by Hair et al. (2017) to achieve an acceptable level of convergent validity, the AVE of each latent construct should be greater than or equal to 0.50. As shown in Table 2, the AVE of 5 variables is higher than 0.5, but the AVE of 1 variable is less than 0.5. Studies suggest that if the AVE is below 0.5, but the CR above 0.6, it can be

concluded that the construct exhibits acceptable levels of convergent validity (Hair et al., 2019; Taherdoost, 2016). The construct demonstrates adequate levels of convergent validity.

Table 3. Heterotrait-monotrait ratio

	ECO	LEG	ETH	PHIL	ENV	CI	CR
ECO							
LEG	-0.036						
ETH	0.005	0.453					
PHIL	-0.141	0.453	0.412				
ENV	0.010	0.453	0.714	0.539			
CI	-0.182	0.453	0.125	0.620	0.427		
CR	-0.105	0.453	0.425	0.550	0.334	0.501	

Note. ECO = economic CSR; LEG = legal CSR; ETH = ethical CSR; PHIL = philanthropic CSR; ENV = Environmental CSR; CI = Corporate Image; CR = Customer Retention

In Table 3, the numbers related to the evaluation of (Henseler et al., 2015) are given. Based on these researchers' guidelines (Henseler et al., 2015) HTMT greater than 0.90 demonstrates a lack of discriminative validity. As shown in Table 3, all the numbers related to this rate are lower than this stipulated amount.

Hypotheses Testing and Structural Equation Model

The maximum likelihood estimation results provided a good fit with the data) χ2 = 316.689; df= 173; p = 0.00, χ2/pdf =1.831, RMSEA = .062, PNFI=0.723, GFI = 0.884; AGFI=0.844, IFI = 0.940, TLI=0.926, CFI = .939). As it is clear from this analysis, the fitting values of these indices are all within an acceptable range. Table 4 and Figure 3 presents the results of SEM.
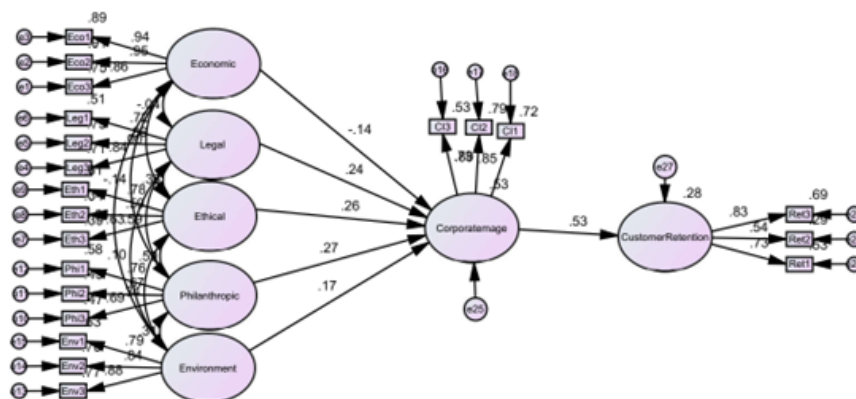
Figure 3. Structural equation model result

According to the Standardized coefficients, t-value, and p-value in Table 4 and Figure 3, economic CSR has an inverse and significant effect on CI (β =-0.137, p > 0.05). This result rejects hypothesis 1. Legal CSR has a significant effect on CI (β = 0.243, p < 0.01). This result supports hypothesis 2. While ethical CSR has a significant effect on CI (β = 0.258, p < 0.01). This result supports hypothesis 3. Philanthropic CSR has a significant effect on CI (β = 0.267, p < 0.01). This result supports hypothesis 4. Environmental CSR has a significant effect on CI (β =

0.173, p < 0.01). This result supports hypothesis 5 and CI has a significant effect on customer retention (β = 0.527, p < 0.01) therefore, result hypothesis 6 is supported.

Table 4. Results of SEM

Paths	Standardized coefficients	t-value	p-value	Hypotheses
Hypothesis 1. Economic CSR positively affects the corporate image.	-0.137	-2.293	0.022	Not supported
Hypothesis 2. Legal CSR positively affects the corporate image.	0.243	2.860	0.004	Supported
Hypothesis 3. Ethical CSR positively affects the corporate image.	0.258	2.618	0.009	Supported
Hypothesis 4. Philanthropic CSR positively affects the corporate image.	0.267	2.278	0.000	Supported
Hypothesis 5. Environmental CSR positively affects the corporate image.	0.175	2.597	0.000	Supported
Hypothesis 6. Corporate image positively affects Customer Retention.	0.527	6.284	0.000	Supported

Note. R-square (R2): Corporate Image (0.529); Customer Retention (0.278)

Table 4 shows the R-square (R2) value for CI is 0.529 which means that the CSR dimension could affect the CI variable by 52.9% while the remaining 47.1% was the influence of other variables which were not included in this study. Finally, the R-square (R2) value for customer retention is 0.278 which means that CI could affect the customer retention variable by 27.8% while the remaining 72.2% was the influence of other variables which was not included in this study.

This study not only incorporated environmental responsibility into the CSR paradigm, but also demonstrated the impact of all five aspects of CSR on the CI, and customer retention within the restaurant industry. The findings of this study demonstrate a significant negative relationship between the economic dimension of CSR and company image. This issue may arise due to customers harboring a negative disposition towards prioritizing profitability exclusively, and instead expressing a strong inclination for restaurants to also prioritize their social duties and diligently adhere to them. This study additionally demonstrates that the legal dimension of CSR has a noteworthy and favorable impact on CI. The significance of adhering to laws and meeting minimal legal criteria may stem from its importance to consumers. The results of this study align with the previous arguments made by Kim et al. (2020) that legal obligations have a substantial and beneficial impact on the perception of a company's reputation. Ethical CSR also had a substantial impact on the overall CI. Hence, it is imperative for restaurants to proactively meet the ethical demands of consumers and society while promoting their corporate social responsibility initiatives and engaging in business operations. This finding aligns with previous research indicating that the ethical dimension exerts a favorable and statistically significant in fluence on the CI (Kim et al., 2017; Kim et al. 2020).

The factor of Philanthropic CSR has a substantial influence on the CI. According to Lee et al. (2019), the inclusion of a charitable factor has been found to have a favorable and statistically significant impact on a CI, which aligns with the results of this study. The environmental factor of CSR also had a considerable impact on the CI. This phenomenon can be attributed to the growing consumer awareness and concern for environmental conservation. Regarding Hypothesis 6, the results indicate a statistically significant relationship between CI and client retention. This present discovery opposes the outcomes reported by Lee and Lee (2018).

Conclusions

This work provides a substantial contribution to the body of literature currently available by investigating the impacts of individual dimensions of CSR on company image and customer

retention within the restaurant industry. The distinct incorporation of environmental engagement as an independent facet of CSR is particularly notable, considering the growing significance of environmental sustainability in contemporary society.

The analysis of the mediating effects of CI between the five aspects of CSR and customer retention gives rise to many theoretical implications. This study aimed to examine the influence of individual dimensions of CSR on the overall business image. The existing body of literature about the restaurant business has examined the influence of CSR on several aspects, including CI. While prior studies have explored the collective impact of CSR dimensions, limited research has specifically addressed the individual effects of each CSR component. Hence, the findings of this research provide a clear understanding of the specific dimension of CSR that can influence both the business image and customer retention.

Furthermore, previous studies examining the correlation between various facets of CSR and customer behavior factors have incorporated CSR dimensions such as economic, legal, ethical, and philanthropic considerations, In this study, the researchers incorporated environmental participation into Carroll's notions of CSR and examined the inclusion of a fifth dimension in the CSR framework. The heightened significance of environmental challenges has garnered substantial academic and managerial focus in contemporary times. This study further validates the significance of explicitly considering environmental sustainability.

The results obtained from this investigation indicate that the environmental aspect of CSR exerts a favorable and statistically significant influence on the business image. Moreover, contemporary studies provide evidence for the correlation between duties, including legal, ethical, and environmental obligations, and business image. Furthermore, the results of this study substantiate the presence of a correlation between aspects of CSR and customer retention, with CI serving as a mediator.

This research further contributes to the understanding of the existing body of literature regarding the influence of CSR on customer behavior. Moreover, the current investigation was conducted in a country distinguished by distinctive economic circumstances, hence providing fresh insights and possible advancements to the established corpus of knowledge. This study demonstrates that the prioritization of profitability by restaurants is not a significant concern for customers, and in fact, an excessive emphasis on profitability by restaurants may potentially have adverse consequences for customers. Conversely, this study demonstrates that the degree to which restaurants adhere to various aspects of CSR is positively and significantly associated with the perception of their CI by customers. This, in turn, can potentially enhance the likelihood of customer retention. Moreover, this study enhances the existing body of knowledge by showcasing that not all CSR initiatives yield the same level of effectiveness. The findings indicate that philanthropic CSR had the most significant influence on the perception of Iranian customers towards the CI of restaurants, compared to the other four dimensions of CSR that were examined. In addition, the results validate the idea that Iranian consumers are starting to utilize CSR data for assessing eateries.

Additionally, the results of this study offer valuable insights for restaurant management. For example, it has been observed that economic CSR exhibits a detrimental impact on the overall perception of the business image. It is imperative to acknowledge that while profitability plays a crucial role in the sustenance of restaurants, the perception of customers perceiving restaurant managers as solely prioritizing profitability can have detrimental effects on the overall CI. Therefore, restaurant management needs to affirm with their clientele that their concerns extend beyond mere financial considerations and encompass a broader range of topics. Restaurant managers should demonstrate their commitment to issues such as sustainability, ethical sourcing of ingredients, and fair treatment of employees. Managers can do this by creating advertising campaigns that highlight their efforts in these areas. By demonstrating their commitment to these values, they build their customers' trust and create a sense of loyalty that keeps them coming back. In today's competitive market, restaurants cannot afford to ignore these issues. Customers are increasingly looking for businesses that align with their values, and businesses that don't risk being left behind. For example, by showing that their restaurant is more than just a place for customers to dine and make money, managers can create a reputation that will attract new customers and keep existing customers loyal for years to come.

Therefore, restaurant management needs to affirm with their clientele that their concerns extend beyond mere financial considerations and encompass a broader range of topics. This aspect can be effectively demonstrated in their advertising campaigns.

This study also establishes that customers place significant emphasis on legal compliance and hold the expectation that restaurants will adhere to governmental regulations. Consequently, it is of utmost importance that restaurant managers understand the significance of following established rules to maintain the reputation of their establishment. Any deviation from the prescribed laws can lead to severe consequences that may tarnish the image of the restaurant. Managers must ensure that all staff members are well-trained and informed about the standard operating procedures, as even a minor mistake may have detrimental effects on the establishment's credibility. Therefore, restaurant managers must emphasize the importance of adhering to the rules and take all necessary steps to ensure compliance. Furthermore, this research posits the significance of restaurants' commitment to ethical values about customer satisfaction, which in turn can have both direct and indirect implications for the establishment's reputation.

In addition, this study suggests that there exists a potential correlation between consumers' perception of a restaurant's adherence to ethical principles and their likelihood to revisit that establishment. In today's society, customers expect ethical principles to be upheld by all businesses, including restaurants. The failure to do so can have detrimental effects on a company's reputation and image. This issue becomes more significant in Muslim countries like Iran, as religious principles are just as important as moral principles to many customers. As a result, customers in Iran expect restaurants to respect their religious beliefs, especially when it comes to the food they offer. This means that restaurants must ensure that the meat used in their dishes is halal, as it is of great importance to Iranian customers. Adhering to these ethical and religious principles not only shows respect to the customers but also strengthens the restaurant's reputation in the community.

Likewise, the results obtained from this investigation indicate that engagement in philanthropic endeavors has the potential to enhance the perception of a restaurant in the minds of its customers. Customers expect that restaurant managers should actively partake in activities that contribute to public welfare and philanthropy. It is commonly expected that restaurant managers should go beyond just running their businesses and actively participate in activities that contribute to public welfare and philanthropy. This could include organizing events that raise awareness about social issues, volunteering time and resources for charitable causes, or even donating a portion of their profits to support community projects. Such initiatives not only help restaurants build a positive reputation in the eyes of their customers but also contribute to creating a healthier and more compassionate society. By demonstrating a commitment to social responsibility, restaurant managers can inspire their employees, customers, and peers to do their part in making the world a better place.

Thus, this study postulates that buyers exhibit a heightened level of attentiveness towards environmental concerns. In the modern world, restaurants are judged not only by the quality of their food but also by their adherence to certain standards. A crucial factor that has recently become a significant concern is environmental sustainability. With the rise of social media, people have become more aware of the environmental impact of the food industry, and this has resulted in a shift in consumer behavior. As a result, restaurant managers have been forced to take steps to ensure that their businesses are eco-friendly. In the past, traditional Iranian cuisine heavily relies on meat-based dishes, but recent studies suggest that animal husbandry has a significant impact on the environment. Water consumption and greenhouse gas emissions linked to the production of meat have surpassed those of the agricultural sector. Restaurant owners have been quick to adapt to this new reality and incorporate vegetarian options into their menus. This trend is growing, and more and more eateries are offering plant-based dishes to their customers.

Additionally, as a restaurant manager, it is crucial to establish a set of business rules and tactics that align with core ethical principles. This means considering factors such as fair treatment of employees, responsible sourcing of ingredients, and sustainable business practices. In addition, it is important to foster an environment that motivates other restaurant employees to contribute

towards cultivating a positive perception among consumers regarding the restaurant's ethical standards. This can be achieved by promoting open communication, providing opportunities for training and development, and recognizing and rewarding ethical behavior. Ultimately, by conforming to the ethical principles of society, restaurant managers can not only establish a positive reputation for their business but also contribute towards building a better, more sustainable future for all.

Limitations and Future Research

This study is not exempt from constraints. The scope of this study is confined to the restaurant industry, hence limiting its generalizability to other sectors. Hence, it is imperative to use caution when interpreting our findings, and any attempt to extrapolate these findings to other businesses, including those closely associated with tourism and hospitality, necessitates meticulous consideration. Furthermore, the study was carried out exclusively in Tehran, the capital city of Iran. To enhance the comprehensiveness of the findings, conducting the research in many nations would be useful. Moreover, it is worth noting that Iran is classified as a developing economy. Consequently, future studies could be undertaken in developed economies to facilitate a comparative analysis of their findings. In this study, we have examined the influence of various characteristics of corporate social responsibility on both corporate image and customer retention. Hence, it is recommended that forthcoming studies investigate these dimensions of phenomena such as recurring visits or matters about the restaurant brands, such as brand image and attitude. Additionally, the mediating role of the corporate image among different dimensions of CSR and customer retention has not been investigated. Future studies can examine the mediating role of corporate image or other variables between different dimensions of CSR and customer retention.

Moreover, it is recommended that future studies incorporate longitudinal designs or experimental designs to establish causal links between the variables. Moreover, the incorporation of control variables or covariates in the model might enhance the internal validity of the study and mitigate the likelihood of alternative explanations. It is imperative to acknowledge that experiments possess certain merits, such as the capacity to change variables and account for extraneous circumstances. However, it is crucial to recognize that their feasibility and practicality may not always be guaranteed. When examining restaurant consumer behavior, conducting experiments can provide challenges due to the inherent difficulties of effectively controlling all the variables that may impact behavior within a naturalistic environment. Furthermore, it is recommended that future studies direct their attention toward examining particular categories of restaurants or specific contextual factors to enhance the applicability of the results. For instance, scholars may investigate the impact of environmental accountability on consumer behavior inside various types of dining establishments, such as fast food restaurants, upscale dining establishments, or restaurants that possess distinct cultural or regional attributes.

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Post-pandemic recovery strategies of Coastal hotels: Durban, South Africa

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Abstract: The COVID-19 pandemic caused prevalent effects across multiple industries; the hotel industry in particular was impacted severely. However, Durban hotels derived innovative recovery strategies that could be implemented in most hospitality operations to alleviate financial disruptions. Furthermore, exemplifies the significance of hotel preparedness in times of crisis. This study aims to investigate the effects and recovery strategies post-COVID-19 in Durban hotels to present recommendations to sustain the industry through disastrous events. A qualitative methodology was applied in the primary data collection through semi-structured interviews with hotel general and senior managers. Qualitative computer-assisted software known as ATLAS.ti was used in the data analysis. The findings indicate that the measures taken by hotels resulted in sustainable strategies that aided their survival through the pandemic. Strategies included marketing campaigns, competition analysis, tactical spending, and evolved offerings among others. This paper provides achievable practices that can be used in times of crisis or financial challenges for hotels irrespective of status or size.

Keywords: COVID-19, hotels, recovery, South Africa, strategies

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Introduction

There has been an increase in the number of COVID-19-related studies, but there are few that highlight the hotel industry's preparedness for and recovery from such crises. There are also limited studies of the impact of COVID-19 on Durban hotels, focussing on pandemic strategies to foster sustainability. Durban, located in Kwa-Zulu Natal, South Africa, is a popular coastal destination that is idyllically situated along the Indian Ocean. Durban boasts a significant collection of hotels, many of which play an essential role in the local community through charity contributions, employment, training, and grooming hospitality trainees. The tourism and hospitality sector was severely impacted by regulations as the industry was highlighted as a channel for the transmission of the virus (Lew et al., 2020). Hotels were the most affected because of the travel bans and lockdown restrictions, resulting in poor to no occupancies (Hao et al., 2020; Lee & Morling, 2020; Ozili & Arun 2020). The effects of the lockdowns and travel bans extended to all organizations and businesses related to tourism, including private, public, and non-government organizations; the trade restrictions affected both core and dependant industries within tourism and hospitality (Booyens et al., 2022). Hotels were forced to close during the lockdown and then restricted from operating at full capacity when allowed to reopen (Ncube et al., 2021). The stigma associated with hotels used as quarantine sites placed additional strain on hotels and employees (Japutra & Situmorang, 2022). Staff shortages resulted in staff being overworked and going beyond the scope of their employment (Sucheran, 2021). These factors, in addition to mass cancellations of bookings, and increased operating expenses were experienced because of the lack of willingness to travel (São João, 2021). Two historic Durban hotels closed as they could not cope with the financial impact of the pandemic, while another popular hotel undertook a business rescue. These were hotels in the 4- and 5-star category.

Natural disasters were the central focus of studies in crisis management in the tourism industry, however, recently the need to address and prepare for health-related crises has become

critical (Vong et al., 2021). The impact of health-related crises causes long-standing impacts that are difficult to recover from due to the indefinite timeframe and severity of such crises (Tsai et al., 2020). COVID-19 caused major disruptions to businesses and economies worldwide and the pandemic instigated prolonged effects on the hotel industry. Hotels needed immediate and future strategies to enhance resilience and preparedness for such crises (Booyens et al., 2022; Gursoy & Chi, 2020).

Unlike natural disasters, the pandemic caused internal damage to hotels. The financial impact was most crippling which resulted in numerous hotel closures, additionally, operational matters followed with the lack of income and employment instability (Booyens et al., 2022; São João, 2021). The regulations set by governments to limit the spread of the virus were most detrimental to hotels. Furthermore, these regulations caused a lack of willingness to travel, especially for leisure (Sucheran, 2021). With the lack of funds and staff, maintaining a hotel standards became a challenge (Japutra & Situmorang, 2022). The timeframe for recovery from COVID-19 would be longer in comparison to other global crises like 9/11 or the Gulf War (May-er, 2020). There are several studies on disasters affecting tourism (Oktari et al., 2020; Rossel-ló-Nadal et al., 2020) however, a limited number explores recovery from health-related crises like COVID-19 in developing and tourism-reliant countries such as South Africa, moreover limited focus on the financial impact (Gössling et al., 2020). Furthermore, COVID-19 consequences have influenced behaviors in a significant magnitude (Rogerson & Rogerson, 2021). Therefore, to fulfill this literature gap, the objective of this study is to investigate the effects and recovery strategies post-COVID-19 in Durban hotels (Rogerson & Rogerson, 2021) to present recommendations to sustain the industry through disastrous events.

Impact of COVID-19 on hotels

Hotels were among the businesses ordered to shut down immediately at the start of the pandemic, decreasing GDP contribution by 58.5% and employment in the sector by 47.3% (Arndt et al., 2020). In South Africa, steady occupancy levels in hotels across the country dropped to 5% immediately upon the implementation of the Level 5 lockdown (Sucheran, 2021), resulting in hotel guests, especially foreigners left stranded (São João, 2021) and prompted an immediate surge of job losses globally (Villacé-Molinero et al., 2021). The South African tourism expenditure decreased by R748 million in 2020 with projected job losses of 600 000 in direct and permanent positions (Sucheran, 2021). Outlets that generated additional revenue for a hotel, like restaurants, coffee shops, and retail stores were closed indefinitely due to the restrictions, such as curfews and social distancing, as well as reducing labor and operational costs (Al-Fadly, 2020; Ncube et al., 2021). The income from room revenue was also impacted, especially when the hotel was not a quarantine site and restrictions only allowed restaurants to serve takeaways (Ncube et al., 2021). In addition, hotels had the option to apply to be a quarantine premise, however, it was necessary to be cautious of subsequential stigma to the brand or reputation damage (Japutra & Situmorang, 2022). Moreover, employment instability resulted in skilled and good-quality staff being lost, as staff may have left the industry indefinitely (Popa et al., 2023). Hao et al. (2020) state the consequences of the pandemic were little to no income and uncertain job security within hotels. Government regulations and characteristics of the virus caused a lack of willingness to travel, increasing cancellations, thus hindering expansion plans, such as new developments and renovations over and above the labor shortages (Sucheran, 2021). Cancellations for accommodation and events intensified the moment the lockdown was announced, resulting in mass refunds and stranded guests (São João, 2021). Due to the decline in disposable income during the lockdown and after, people were unable to spend on luxuries, like hotel stays. The ultimate effects related to a lack of customers, operational uncertainty, and socio-economic matters like poverty, and reduced financial sustainability, as owners and managers could not cope with the cost of operations (Alonso et al., 2020; Booyens et al., 2022).

Vigilia (2021) observed a notable impact of COVID-19 on the mental health of employees, including managers who were diagnosed with anxiety, depression, stress, and general physical and mental conditions affecting their livelihoods. Researchers also confirm that international travelers' expectations increased, and they demanded hotels implement new protocols to combat the virus or risk guests not returning (Villacé-Molinero et al., 2021). Conversely Huang et al.

(2020) mention hospitality establishments feared the legal repercussions of breaching COVID-19 mandated regulations. The pandemic impacted not only businesses but also employees, customers, and shareholders of hotels, tour operators, and airline companies (Bahar & Ilal, 2020; Demir, 2020; Škare et al., 2021). Those, directly and indirectly connected with hotels, such as businesses, institutions, and persons were affected as well (Demir et al., 2021). The South African hospitality sector saw a drastic decline in hotel reservations and ensuing desperate cost-cutting measures, like salary cuts and retrenchment, whilst several organizations entered the business administration or liquidation processes (Booyens et al., 2022; Dube, 2021). Ultimately, unemployment and poverty increased because of the disastrous effects of COVID-19 (Biwota, 2020). São João (2021) categorized the major effects of the pandemic as financial implications, human resource challenges, and an uncertain future for hotels. Considering the above, it was clear that strategies to promote the continued sustainability of hotels were necessary in preparation for future crises, thereby sanctioning the objective of this paper.

Recovery strategies

It should be noted that the hospitality industry has experienced and recovered from prior pandemics and catastrophic events, like natural disasters, terrorism, and the Ebola epidemic, which should be studied to aid the industry's recovery. Natural disasters displayed the equivalent effect of COVID-19 on the hospitality sector, impacting hotels financially. These disastrous events can be examined to formulate similarities in responses that improve the status of hotels during times of concern. The tsunami that occurred in Thailand in 2004, had recovery strategies like offering flat hotel rates for a year, negotiating reduced airline tickets, and discounted packages on food and beverage offerings for those booking directly with hotels (Taecharungroj & Avraham, 2021). In addition, while measures were being implemented to increase the number of guests to the hotels, employees' salaries were cut and they were advised to take seven to fifteen days of unpaid leave until circumstances improved (Taecha-rungroj & Avraham, 2021). Although marketing campaigns were launched by the government portraying a safe environment, hotels did not initially benefit. Other campaigns included inviting global tour operators to visit the location themselves to witness the rehabilitation, as well as those hotels untouched by the devastation (Taecharungroj & Avraham, 2021).

In 2009, Swine Flu spread globally and was declared a pandemic resulting in countries closing borders and restricting flights to and from high-risk countries (Özbay et al., 2021). Countries like Brunei and Mexico focused on extensive marketing campaigns advertising a safe environment, additionally waivered or reduced fees and taxes on flights and hotels, offering guests who booked within a specified timeframe free vaccination in efforts to remove the fear of traveling, as well as minimizing any feelings of uncertainty (Haque & Haque, 2018). The Ebola epidemic in 2014 affected mostly African countries and caused a decline in all tourism sectors and a stigma of traveling to the entire African continent, including countries not affected by the outbreak (Maphanga & Henama, 2019; Novelli et al., 2018). Strategies to recover from Ebola included efforts placed on contact tracing, thorough and precise communication from the government, eliminating false news and educating the masses (Mishra, 2020). The terrorist attack on the World Trade Centres in 2011, followed by an economic recession, exhibited similar effects to that of COVID-19; such as uncertainties for the hotel industry, a decline in occupancy levels, and the lack of willingness to travel to the United States. American hotels prioritized guests' safety while focusing on specific target markets and utilizing e-commerce platforms to reduce their marketing spend. Their strategies revolved around decreasing operational costs, increasing security, and sales to remove the fear of traveling while driving patriotism in the region (Geary, 2018).

While limiting labor costs through reduced working hours, salary cuts, retrenchments, and so forth may be essential to a hotel's survival in a crisis, it may lead to organizational disruptions and burden the country's socio-economic state (Japutra & Situmorang, 2022). Gursoy and Chi (2020) indicated that guests were willing to pay more for hotels and restaurants that took precautions to protect their patrons by practicing all government regulations, frequently sanitizing touchpoints, and conducting staff health and safety training. Japutra and Situmorang (2022) documented those hotels that created new packages and offerings with discounts on rates and

reduced services, which compromised the quality of ingredients and services and could diminish the hotels' reputation.

It is evident from the available literature that hotels were unprepared for a crisis like COVID-19 (Mishra, 2020). Furthermore, crisis management was not practiced in South African hotels (Booyens et al., 2022). Recent research advocates crisis management tactics, principles, and strategies are necessary to alleviate the effects of the COVID-19 pandemic (Booyens et al., 2022; Hao et al., 2020; Vigilia, 2021) and for similar crises that may follow. Hao et al. (2020) adopted a crisis management framework for the tourism and hospitality industry. The framework addresses six stages in the crisis management process, namely (1) pre-event, referring to when action can be taken to mitigate crisis or its' effects, (2) prodromal, when it is evident crisis is forthcoming, (3) emergency, the impact of the crisis has occurred and measures need to be taken to protect those affected, (4) intermediate, the period of short-term needs being ad-dressed but normality is sought, (5) long-term recovery, an extension of the prior stage but aspects unmet are focussed on and (6) resolution, restoration of routine or improvement since the crisis (Hao et al., 2020). Whilst the framework is thorough for each stage of the crisis, it is a generic model that does not necessarily account for the size, various components, and resources of an organization. It would assist in uncovering the way an organization responds to different crises. Therefore, it needs to be tested on a case-by-case basis and refined accordingly (Hao et al., 2020). Given the recency, scale, and nature of COVID-19, it was difficult to act during the pre-event and prodromal stages, as it was an occurrence that was neither foreseen nor could be planned for (São João, 2021) as conveyed in the abovementioned framework. Moreover, the government implemented immediate responses that did not allow hotels sufficient time to respond. However, the framework could be used to assess and act in future health-related crises, thereby allowing hotels to plan, prepare, and implement measures for such occurrences that alleviate the impact on the organization.

Frameworks presented by previous scholars have rarely been tested in an African context and were suited to natural disasters (Dayour et al., 2020) as opposed to the COVID-19 pandemic crisis. Moreover, plans that were in place focused on natural disaster recovery. In addition, none of the frameworks had been tested from a South African perspective making this study valuable for any upcoming research that would be conducted for coastal hotels and the hospitality industry in general, both in South Africa and further afield.

Methodology

The study adopted a qualitative exploratory approach known for examining phenomena in their natural setting and is especially beneficial when there is little insight on a topic, furthermore, may enhance theory or generate hypotheses (Leedy & Ormrod, 2020). The approach was also used to make improvements or create change through collaboration with the participants (Creswell & Guetterman, 2021) from the semi-structured interviews conducted. An interview guide was used to guide interviews to ensure robust data collection and to prevent digression. Additionally, a field journal was kept noting key challenges, practices, and observations that pertain to the study such as COVID-19 protocols. Questions consisted of both open and closed-ended questions.

The study targeted 25 hotels along the Durban Golden Mile. The Golden Mile is a stretch of beachfront that has a variety of hotels, and restaurants and is an important tourist attraction in Durban. Participants were selected through non-probability, purposive, and convenience sampling with a focus on 3 and 4-star rated hotels as there were no 5-star hotels along the Durban Golden Mile at the time of the study.

Table 1. Reasons for hotel non-participation (Own research)

Number of hotels	Reasons for non-participation
3	Hotels closed because of COVID-19
5	Received no response from hotels
7	Unwilling to participate in the study (Breakdown below)
3	Unavailable due to being busy with high occupancy
1	Forwarded to head office
2	New staff at the hotel
1	No line manager or general manager is available
15	Total unwilling participants

Table 1 indicates the number of participants who did not participate in the study and their respective reasons. Thus, eight willing participants were interviewed until data saturation was achieved; however, two more participants were interviewed to confirm saturation.

Ethical considerations

The study abided by all ethical guidelines set out by the University of Johannesburg. Upon approval and ethical clearance attained from the School of Tourism and Hospitality (22STH35), data collection of the study commenced. Informed consent comprised of explaining to the participants their role in the study and relayed feedback to them in the form of any publications by the researcher relating to their contribution. Participation was voluntary and permission was sought from participants before the study commenced in the form of a written, signed acknowledgment of an information letter and consent form. All personal information of the participants remains confidential and anonymous.

Data collection

Participants, such as general managers, assistant general managers, and rooms division managers were contacted in person, telephonically, and via email to obtain their consent to participate in the study. Senior-level managers were sought who had been in their positions for at least three years before COVID-19. Thereafter, an appointment was made to hold the interview. A Cover letter and letter of information were sent to participants via email before the interview process.

Semi-structured interviews were conducted because it was best suited for this form of qualitative research (Larsson & Gustavsson, 2020) and provided a means to collect robust data (Bearman, 2019), ideal for probing answers based on a limited topic of research. Moreover, to achieve the objective of this study which is to investigate the effects and recovery strategies that hotels used which became sustainable recommendations through COVID-19.

Questions were open-ended to encourage in-depth reflective responses from participants and based on the most challenging, positive, and favorable outcomes of COVID-19. Individual interviews took place from 27 October 2022 to 17 November 2022 and from 20 April to 28 April 2023. Interviews were conducted in the work environment of the participants for about an hour and were audio recorded with a cell phone for transcription and accuracy purposes. Transcriptions were sent to participants for member checking. Additionally, a field journal for notes was used during and after interviews. No repeat interviews were conducted.

Pilot study

A pilot interview is usually conducted before the main study commences with a participant outside of the designated sample but related to the target population (Leedy & Ormrod, 2020). For this study a pilot was conducted to improve and test the measurement tool applied techniques for improved reliability and rigor of the study (Lowe, 2019). The pilot study was conducted outside the sample population to test the interview guide with a front office manager of a 4-star establishment. Modifications to the interview guide were implemented after the assessment of

the pilot study by amending the sequence of questions and eliminating repetitive questions, such as how your organization was impacted by COVID-19. And following with what were the consequences of the lockdown regulations imposed on the hotel? In addition, rhetorical questions were removed as the data was readily available from the hotel site or upon visiting the establishment, like the classification of the hotel or what was the manager's role. Finally, questions were refined, and additional prompts were added in case of vague answers. A revised interview guide was then developed with prompts for the pilot study.

Trustworthiness

In quantitative research, validity and reliability are key measures for consistency, however, in qualitative research, there is a necessity to assess trustworthiness. Trustworthiness in research may be referred to as validity (Leedy & Ormrod, 2020). Therefore, qualitative studies consider credibility, transferability, dependability, and confirmability as measures to ensure rigour in studies (Creswell & Guetterman, 2021). See Table 2 for a further explanation of the criteria and application of each of these concepts in this study.

Table 2. Trustworthiness of the study (Own research)

Credibility	A pilot interview was conducted to test the instrument. After the interviews were transcribed, and these were reviewed by the participants for accuracy. Prolonged engagement with participants.
Transferability	A detailed description of the participants was provided, this included several years of working experience, direct quotes where applicable, and thorough documentation of processes. A sample target of 25 hotels along the Durban coastline were targeted to ensure relevance and meaningfulness. Hotels in various forms of ownership were included.
Dependability	An extensive explanation of the research design and methodology was given. The researcher referred to the organizations by using codes. For example, a specific hotel was coded as Hotel A. This ensured that participants and organizations were protected from any implications that may arise because of the study. The use of an interview guide aided dependability.
Confirmability	Self-reflection was used by noting the comments in the interpretations after the interviews. Credibility, transferability, and dependability strategies assist with confirmability. In addition, a comprehensive account of all data collection (recordings and transcriptions) and data analysis (content analysis) of the study will be stored securely with the researcher for up to five years.

Data analysis

Qualitative data from interviews followed a thematic analysis where all the interviews were recorded and then transcribed into a Word document. The document was then sent to the participants to verify if the data had been accurately described (Bengtsson, 2016). The six phases of thematic analysis by Nowell et al. (2017) were carried out. These phases include Phase 1 familiarising oneself with the data; Phase 2 creating codes from the data sources; Phase 3 searching for themes; Phase 4 revising the themes; Phase 5 defining and naming the themes; and Phase 6 producing the report. The transcribed data were uploaded into ATLAS. ti, the software, which then populated, examined, and identified that led to meaningful conclusions (Leedy & Ormrod, 2020) to address the objectives of this study through 140 initial codes, thereafter, refined to 66 codes.

Results and Discussions

Results

Through the coding process of data on ATLAS.ti, patterns emerged that developed into themes and sub-themes. Three main themes emerged, namely, the effect of COVID-19 and the lockdown on the hotel, the business model changes and strategies that became sustainable recommendations.

Table 3. Demographic participant information (Own research)

Participant	Gender	Position	Industry experience in years	Age of hotel in years	COVID reopening dates
1	Female	Executive House-keeper	27	38	June 2020
2	Female	Assistant General Manager	18	52	July 2022
3	Female	General Manager	14	24 (hotel age) 120 (building age)	July 2020
4	Male	General Manager	22	26	Restaurant May 2020 Hotel September 2020
5	Male	Assistant General Manager	13	53	October 2020
6	Male	Food and Bever-age /Conference Manager	27	110	Never closed
7	Male	Duty/Banqueting Manager	8	51	May 2020
8	Male	Director/General Manager	14	53	Mid-2021
9	Male	Director/General Manager	15	14	Never closed
10	Male	Director/General Manager	21	21 (hotel age) 119 (building age)	August/September 2020

Table 3 indicates the demographic information of the participants. Out of the ten participants, three were female and seven were male. Five of the ten (50%) participants were General Managers, two (20%) were Assistant General Managers and three (30%) were senior departmental managers. The average years of industry experience equated to 17.9 years respectively.

The themes that emerged aligned with the framework by Hao et al. (2020) which evaluated the pre-, during, and post-crisis action. Although no pre-crisis action was taken by hotels, many expressed the need to be prepared and alerted before the crisis. The themes are discussed to address the purpose and objective of the study; to investigate the effects and recovery strategies that hotels used which became sustainable recommendations through COVID-19.

Discussions

Effect of COVID-19 on hotel operations

To formulate recommendations and strategies, it was imperative to understand the effect of COVID-19 on hotel operations. Participants agreed that the most challenging effect of COVID-19 was the financial impact that crippled the very existence of the hotel. The cancellations of bookings, refunds, and credits were a daily challenge during the lockdown. Participants (70%) mentioned refunds and guests canceling their reservations and banqueting bookings when the initial and higher levels of lockdown and a surge of outbreaks occurred (São João, 2021). Additionally, the prolonged lack of guests in-house was a core issue among the responsors. Participants pointed to the restriction on travel, fear of the virus, and guests having no disposable income to travel as the main contributors to the lack of guests in-house (Alonso et al., 2020; Hao

et al., 2020). Furthermore, the lack of attention from the government to drive business toward the City, for example, in the previous presidents' reigns; mining, tourism, and governmental conferences were held at the International Convention Centre regularly which promoted healthy occupancy levels in hotels and is now no longer the case. Likewise, hotels had incurred additional operating costs to comply with the regulations the government set such as Personal protective equipment (PPE), sanitizing stations, demarcations for social distancing, food and beverage protocols, and preventive screen barriers to making an income. Some hotels opted to stay closed because it was not feasible to open when the expenses exceeded the revenue, however, other hotels implied that they had to try to generate some revenue to combat the mounting costs. This indicates that while the hotel may have been empty, utilities and costs were still incurred, and debt accumulated. Furthermore, there are a significant number of Durban hotels housed in very old buildings (refer to Table 3) that need to be maintained regularly over and above the operating costs. Maintenance was essential to ensure the building would not deteriorate extensively by the time it would reopen to guests. Routine, preventive, scheduled, and emergency maintenance were some of the maintenances that occurred in the form of painting, plastering, plumbing, and electrical repairs.

The closure of revenue centers (departments that generate income for the hotel) added to the financial challenges. Some hotels opted to open their restaurants before selling guest rooms, this was a measure taken because restrictions did not allow for those outlets to operate freely such as capacity restrictions or allowing restaurants to operate on a takeaway basis only. Furthermore, the cost of running the outlets with minimal patrons was not feasible for some hotels. One hotel closed its' bar because of the alcohol ban and continued to keep it closed but renewed its liquor license to provide alcohol for banqueting functions, such as weddings which were previously their popular market, averaging 10 to 15 weddings per year. However, from 2020 to 2023, there had been no wedding bookings or banqueting function bookings. Moreover, the hotel decided to stop lunch and dinner service due to the disinterest from guests as it became a trend to order from third-party food delivery sites. Additionally, they closed their administrative divisions (Human Resources and Finance departments) and outsourced these functions to save costs. Hotels that thrived on conferencing, events, and high-end restaurants, no longer gained that clientele and sought new avenues to generate income. Before COVID-19, large-scale conferencing had been in demand and the resultant revenue was essential to Durban hotels (Makhaola & Proaches, 2017). This indicates that consequent trends from COVID-19 caused further detriment to hotel operations in an unspecified timeframe after the crisis. At the time of data collection, three hotels were completely shut down as fully functioning hotels; one was permanently closed, and no one was allowed on the premises. The other two were converted into residences, due to the inability of the hotel being able to pay rent.

Three years later, hotels had arrears that had accumulated during lockdown and up until reopening, as confirmed by Alonso et al. (2020) and Booyens et al. (2022). Durban Hotels gave the guests options to postpone or refund their reservations; most guests opted for the refunds. To cope with the drastic lack of income and guests, hotels resorted to extreme cost-cutting measures as in the case of other disasters (Booyens et al., 2022; Dube, 2021), such as reducing payroll costs through retrenchments, early retirements, dismissals, and reduced salaries. In addition, omitting multiple and luxurious amenities, minimizing expenses, new payment plans with suppliers, and canceling unnecessary licenses and subscriptions. Thus, affecting the value and service in the mind of the guest. Limiting contact with the guest took away the essence of hospitality; personal and excellent service became a challenge to achieve with the barriers altering the guest experience. Hotels had lengthy check-in and serving procedures to comply with government regulations that took longer being short-staffed. Most of the hotels did not have reserve or emergency funds and were not prepared for an unpredictable crisis like COVID-19 (São João, 2021) therefore there were no pre-event measures in place (Hao et al., 2020). All the participants displayed a lack of understanding of crisis management. Fifty percent of the participants stated that there were plans in place or were 'generally prepped'. The vagueness of their responses presented evidence that hotels lacked a focus on crisis management as they were unable to elaborate on what crisis management practices were in place. Managers were not aware of plans or actions to take in the event of a crisis. The other 50% of participants explicitly stated

that there were no crisis management plans and even if there had been, some sort of crisis management, nothing equipped the hotels for COVID-19.

Sustainable recommendations

The hotels that were still operational implemented changes and strategies unknowingly, to prevent the hotel from closing. These strategies worked well and may be used beyond the pandemic or to prepare and use in the event of future crises.

The government Temporary Employer/Employee Relief Scheme (TERS) funds were used for the staff that did not receive an income from the hotel. Hotels that paid staff for roughly three months into the lockdown, took funds from their savings or other companies in other industries that were under the same ownership, for example, property holding groups. In addition, when hotels reopened, they renegotiated salaries with employees; paying per hour worked with a cap on the maximum number of hours. In return, meals or accommodation were offered to alleviate financial strain on the employee. Hotels offered voluntary severance packages which older employees and those wanting to exit the industry took (Al-Fadly, 2020; Japutra & Situmorang, 2022; Ncube et al., 2021).

Cross-utilization of staff was widely followed to enable the hotel to operate with minimal staff onsite and acquire some income or upkeep of the property. Cross-utilisation aided management in understanding how they could use their staff advantageously, as found by Popely and Krause (2021). Staff benefitted from having employment and learning new skills while managers limited their payroll costs and gained a versatile worker. Ninety percent of the participants did this. Furthermore, chain hotels moved employees to properties that needed additional staff. Some functions of the hotel were no longer performed by hotel employees and were outsourced to reduce costs and focus on core business. These functions were human resources, finance, and housekeeping. Furthermore, positions in the Food and Beverage department and Banqueting became casual-based by employing people when needed. Hotels also used students from local hotel schools to upkeep the property and work with no pay, however, contributing to the students' experiential learning in qualifying.

All hotels conducted staff training at the time of COVID-19 that focused on cleaning, health, hygiene, and government regulations. In addition, hotels encouraged staff to be vaccinated when the vaccination campaigns commenced as per the government. Hotels found that having loyal staff resulted in a quality workforce. Furthermore, hotels that showed concern for staff members' well-being contributed significantly to their retention and loyalty. Moreover, employee morale increased through the acknowledgment and promotion of dedicated staff during the lockdown. The result was staff did not mind working longer hours or performing beyond expectation.

Management of operational costs is a significant consideration as the arrears during the lockdown in 2020 created debt that hotels have battled to pay to date. Minimizing and Managing costs became a key focus to avoid bankruptcy and closure. Expenses like rent, lights, water, maintenance, and security, were among the fixed expenses that accumulated. Hotels could have approached landlords and the municipality for relief, however, the municipality assisted by offering a payment plan with interest. A hospitality association successfully negotiated with the main broadcast supplier to offer discounts or reduced rates that benefited hotels across the city. The Association's influence should be used as an example of relief to hotels. Costs were scrutinized to find savings; managers not only reduced payroll costs but also reviewed every expense the hotel had, for example, one hotel paid R10,000 for the switchboard rental and upon seeking alternatives, implemented a WiFi-based switchboard, which now costs R1,000. The participant agreed that were it not for the lockdown, that cost would have stayed at R10,000. Other costs were analyzed as critical or not, such as maintenance of the equipment and building. Furthermore, according to the accommodation rates charged, surplus amenities and luxury items were removed from rooms and no longer purchased. All suppliers of out-sourced functions were reconsidered for competitive rates, such as housekeeping and security, stock, laundry services, and linen. This worked well in chain hotels, as Hotel 1 would call sister Hotel 2 and compare their suppliers and rates then negotiate or switch suppliers. Managers also evaluated expenses and income daily. Cancellations were refunded only if and when requested. Hotels offered credit to guests to use their booking later. Timeshare properties had an advantage because guests wanted

to use their timeshare immediately when travel restrictions eased. In addition, the self-catering setup attracted guests because they wanted to cook for themselves to limit contact with staff.

Some hotels changed or adapted their business model according to the business they attracted at the time. This was done to refine operations and focus on the core business. For example, one hotel changed to a Bed and Breakfast rather than running full hotel operations. Additionally, menu changes to suit the guest market and new offerings were among the adaptations to the business model that 60% of the hotels made.

Two hotels found their insurance covered them for communicable diseases; they claimed in the early stages of lockdown and received payouts. During this time, the insurance companies changed their clauses to eliminate paying further claims. Should hotels have insurance against a disaster, it would be advisable to claim at the soonest to avoid policy changes by the insurer.

The most challenging aspect of the pandemic for hotels was trying to make an income to pay the mounting costs therefore increasing revenue and guest count was the central goal for Durban hotels. The cost-cutting measures that affected guests were communicated to the guests before their arrival to manage the guests' expectations and eliminate complaints. Additionally, the following strategies were identified in this study and were used by Durban hotels to increase occupancy and limit spending in hotels:

Discounted room and conference rates, especially during low occupancy, and long stay discounts. These enticed guests to take advantage of special rates and stays. Package deals for families increased guest count and attracted family stays. Competition analysis to maintain a competitive position involves knowing what the competing hotels offer and at what rates. Consistent contact and preferential offers for loyal guests, encouraging the return of loyal guests. Accommodating permanent guests ensured a steady level of room revenue. Networking for new businesses, like cruise liners, essential services (doctors, nurses, police, government) shipping, and airline crews. Application for quarantine premises allowed hotels to operate during intense lockdowns and guaranteed income through medical schemes whereby hotels were not impacted by said stigma (Japutra & Situmorang, 2022). Use of Online Travel Agencies and Standard Tour Operators to market the hotel and its offerings supplemented marketing efforts and drove attention to the hotel. Partnerships with local attractions, such as Ushaka Marine World provided added value to the guest stay and rate. Social media marketing for last-minute and special occasion deals worked very well for example Valentine's Day or low occupancy weekends. Innovative offerings suited to new local target markets visiting the hotel, such as authentic African cuisine whereby hotels evaluated their menus and offerings to suit the market and demographic visiting the hotel which resulted in strengthening that market. One hotel bought a motorized bike offering food deliveries and handed out pamphlets to residential apartments neighboring the hotel, this was done during the most intense lockdowns when only takeaways were allowed, however, the hotel continued as it was beneficial.

Limitations

The study was limited to Durban, looking at coastal hotels, specifically 3 and 4-star rated. Furthermore, participants were general managers and departmental managers. It would be beneficial to have included guests and employees at the time of the study, however, given the time constraints and accessibility to personal information of guests and employees, this was not possible. Additionally, a greater sample size of hotels throughout the city. Because of the effects of the pandemic and subsequent changes in the industry and hotels, many of the managers did not meet the criteria of the study which was having occupied a managerial position for at least three years before and two years during COVID-19 and still employed within the same hotel or group. Some participants were reluctant to participate because of confidentiality matters and changes in the Protection of Personal Information (POPI) Act. Therefore, participants may have withheld true information.

Conclusions

There are limited studies of this nature that have been conducted and in addition, none had been tested from a South African perspective, making this study a valuable contribution to crisis management literature as well for any upcoming research local to South Africa and abroad

that would be conducted for coastal hotels and the hospitality industry. The practical implications generate the following recommendations for hotels in their attempts to develop recovery strategies going forward. Changes in hotel policies and procedures that enable sustainable daily practices to minimize the impact of crises on hotels such as mindful spending. The study promotes the encouragement of crisis planning in the modern-day world for new types of crises such as COVID-19. Moreover, the development of crisis marketing campaigns and efforts to increase occupancies and revenue. Strategies could be used during financial constraints when the hotel is not performing optimally. Further studies could focus on specific areas of resources in times of crisis, such as communication with employees, training, and expenditure patterns. Hotels should drive strategic use of labor and discourage overstaffing or redundant positions thus eliminating the need for cross-training at times of crisis.

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Analysis of the implementation of green hotel in Villa Kayu Raja Bali

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Abstract: Green hotels use green practices to reduce environmental impacts and increase the sustainability of hotel operations, including saving energy, managing waste and waste, and building design. This study aims to determine the application of the green hotel in Villa Kayu Raja Bali. This research is useful to encourage the hospitality industry to adopt environmentally friendly measures for sustainability. The types of data in this study are primary data and secondary data. The data collection method was obtained through observation, interviews, and questionnaire distribution with a saturated sample of 32 employees as respondents and 2 informants. Data analysis techniques in this study use descriptive qualitative and quantitative. The results showed an application value of 2.94 that overall the application of green hotels in Villa Kayu Raja Bali has been implemented well. Indicators that have been well implemented are architecture, water conservation, implementing new methods of saving electrical and water energy, the environment in the building, guest rooms, places to eat, saving paper, materials that need to be washed grouped, green guest rooms, green food, and green training programs. The indicators that need to be improved are in new energy; utilizing new energy and renewable energy sources, implementing new methods of saving solar energy, and environmental protection tools, namely refrigerators and air conditioners without Freon.

Keywords: ASEAN green standard, green hotel, implementation

Introduction

Tourism is one of the strategic sectors to be developed to improve the economy and national development. Tourism also plays an important role in development by creating new business areas and jobs in a region, and is a leading generator of income, with multiplier effects on other sectors (Salihoglu & Gezici, 2017). The development of the tourism sector in addition to being considered able to help introduce culture to other countries also has the aim of increasing people's income which will ultimately affect the economic growth of a region and people's welfare (Candela, G; Figini, 1997). As one of the countries with a tropical climate, Indonesia is one of the most popular tourist destinations for world tourists, the many tourist objects that can be visited, the variety of biodiversity that can be found, and various customs are special features owned by Indonesia. The high interest of tourists visiting Indonesia is a challenge for the government to be able to preserve nature so that it can still be enjoyed in the future. Various efforts are made by the government to preserve nature amid the high interest of tourists who visit, one of which is done by sparking the concept of sustainable tourism which is intended to preserve nature so that it can still be enjoyed in the future, including tourist behavior that refers to the actions, choices, and preferences shown by individuals or groups when they engage in travel and tourism activities so they have a more important role in maintaining environment sustainability (Albrecht et al., 2024).

The concept of sustainable tourism coexists closely with the green tourism program. Azam in Adnyana, 2020, argues that green tourism is one form of ecotourism development concept used in sustainable tourism practices that guarantee future needs for adequate

environmental, economic, and socio-cultural resources. The concept of green tourism is an inseparable part of the concept of sustainable tourism. The concept of green tourism includes tourism programs that minimize the negative aspects of conventional tourism (Zengeni & Leboho, 2021) to the environment and increase the cultural integrity of the community. Therefore, in addition to evaluating cultural and environmental factors, green tourism is also an integral part of promotion, recycling, and energy efficiency activities.

Green tourism encourages sustainability through a selective process in the development of marketing programs to attract environmentally conscious tourists, show respect for natural components, and have concern for environmental sustainability and local cultural sensitivity which is considered as the tourism model in saving limited resources to meet varied needs both now and for future generations (Bargeman & Richards, 2020). Green tourism is also a form of alternative tourism that has a focus on capacity considerations, education, preservation of environmental resources and regional development as well as regional activities.

The hospitality industry has become the largest and growing industry whose expansion has led to pressure on resources and increased negative environmental impacts such as increased solid waste production and soaring demand for electricity and water (Yuheng et al., 2024). Hotel businesses are becoming more conscious and taking more accountability for environmental practices. Nevertheless, it will be a significant problem as several hotels do not take environmental awareness seriously, although initiatives such as reusing, recycling, and reducing pollution have gained the most attention in sustainability in the hospitality industry (Toko, 2022).

Green Hotel is a hotel program that carries an environmentally friendly concept that is not only concerned with the results or sales turnover that will be obtained but entrepreneurs can rethink how they can save the environment from the impact of the industry or business they manage (Mujahidin, 2015). Bali is one of the favorite destinations of world tourism that still holds local wisdom in arranging the existence of hotels as a very important accommodation of a trip for tourists. Currently, there are many hotels in Bali and even Indonesia that participate in the green hotel program. This can be seen from the large number of participants at the Green Hotel award ceremony organized by the Ministry of Tourism and Creative Economy every year (Erlangga et al, 2017).

The operational activities of all departments in the hotel cause environmental impacts including housekeeping, kitchen, laundry, landscape, the front office, and back office. In operational, it does not rule out the possibility of pollution, including water pollution, sanitary pollution, deterioration in ecosystem quality, and so on (Yu et al, 2017). In this case, the hotel is very necessary in apply the principles of green hotel principles that contribute to minimizing the costs incurred and vice versa can increase hotel profits, guest comfort, and satisfaction and make loyal customers who at the same time play a role in preserving the environment and gaining competitive advantage, as well as providing an experience called a green experience (Abdou et al, 2020). The green experience is an environmentally friendly experience felt by guests during their stay at the hotel, so to improve the green experience, the hotel must provide comfort for guests to engage in environmentally friendly practices as a principle of implementing green hotels (Yu et al, 2017).

Green actions are actions that reduce the impact on the environment such as buying or using recyclable items (Wolfe & Shanklin, 2001). Green hotels are hotel operations that implement various environmentally friendly programs such as saving water and energy, having environmentally friendly purchasing policies, and reducing emissions or waste disposal to protect the environment and reduce operational costs (Green Hotels Association, 2018). Green hotels are hotels that have a business to protect the environment and involve employees and consumers to participate in it (Green Mountain State, 2006). According to the Green Hotel Association, green hotels are hotels that save water and energy use constructively and reduce solid waste to protect the environment (Holcomb et al, 2007).

Villa Kayu Raja Bali is a villa located on Jl. Lebak Sari No. 18, Petitenget, Kerobokan, Seminyak, Kuta, Bali. Villa Kayu Raja Bali has 48 units of one-bedroom private pool villas and 10 units of two-bedroom private pool villa that offers the concept of a combination of private and luxury living. Villa Kayu Raja Bali has implemented the concept of the green hotel since the villa was operated, which is applied in various aspects and operational support programs in the villa

such as the use of biodegradable chemicals, energy-saving programs using saving lamps, controlling the use of underground water, bio pore systems, waste treatment and not using Styrofoam or made of plastic. In hotel operations, the steps taken to protect the surrounding environment are enforcing an invitation (campaign) to guests, namely changing linen at least every 2 days, using liquid/ refill soap and shampoo, inviting energy-saving behavior by turning off lights when not in use and zero food waste campaign. Therefore, based on the background description above, the author is interested in researching the application of green hotels at Villa Kayu Raja Bali.

Methodology

The research was conducted in Villa Kayu Raja Bali, Jl. Lebak Sari No. 18, Kerobokan District, Badung Regency, Bali Province. The type of data in this research used a mixed-method approach, which combines two forms of approaches: quantitative and qualitative. The mixed method combines both quantitative and qualitative research methods into a research activity, resulting in more comprehensive, valid, reliable, and objective data (Sugiyono, 2015). The research was conducted with a qualitative approach, divided into primary and secondary data. The data collection technique for informants was interviewed through in-depth oral questions with the General Manager, who is responsible for leading the overall hotel operations, and the Assistant Chief Engineer to obtain more significant data. The selection of respondents for the questionnaire assessment related to six dimensions of the green hotel was done using a saturated sampling technique, and respondents who filled out the questionnaire distributed via Google Forms were all hotel employees working at Villa Kayu Raja, totaling 32 employees working in the Front Office, Housekeeping, Engineering, Food, and Beverage, Sales & Marketing, Accounting, and Human Resources departments. Data collection techniques included observation, interviews, literature review, and questionnaires, then the obtained data were analyzed using descriptive qualitative analysis and descriptive statistical analysis. The data presentation method used in this study is descriptive, mainly from the questionnaire assessment.

Results and Discussions
Characteristics of Respondents

Respondents in this study amounted to 32 employees working in Front Office, Housekeeping, Engineering, Food and Beverage, Sales & Marketing, Accounting, and Human Resources departments. Respondents were classified into 4 groups, namely based on position, gender, education, and length of work. Based on Table 1, respondents were obtained with staff positions amounting to 26 people or 81.3%, supervisor positions amounting to 3 people or 9.4%, and manager positions amounting to 3 people or 9.4%. The number of workers with staff, supervisor, and manager positions to be able to run operations smoothly, quickly, and effectively and be able to provide maximum service to guests. Most of the male employees amounted to 27 people or 84.4% and females amounted to 5 people or 15.6%. The characteristics of respondents based on education, employees have the last education at the high school / vocational level amounting to 17 people or 53.1%, Diploma education amounting to 9 people or 28.1%, undergraduate education amounting to 5 people or 15.6% and postgraduate amounting to 1 person or 3.2%. This shows that most employees are already competent in operations and better prepared to work, especially with policies related to Green hotels. Data was obtained that employees worked for 6-10 years totaling 14 people or 43.8%, working for 1-5 years amounting to 7 people or 21.9%, and working for <1 year amounting to 6 people or 18.8%, and working for 11-15 years totaling 5 people or 15.5%.

Table 1. Characteristics of respondents

No	Characteristics of Respondents	Category	Percentage

1	Position	Manager	9,4%	
		Supervisor	9,4%	
		Staff	81,3%	
2	Gender	Man	84,4%	
		Woman	15,6%	
3	Education	High School/ Vocational School	53,1%	
		Diploma	28,1%	
		Bachelor	15,6%	
		Graduate	3,2%	
4	Length of Work	< 1 year	18,8%	
		1-5 years	21,9%	
		6-10 years	43,8%	
		11-15 years	15,5%	

Implementation of Green Hotel

The application of the green hotel concept is expressed by an average value of six dimensions which is assessed using a 4-point Likert scale as in Table 2. Based on Table 2, the average value of the application in the overall Green Design dimension is 2.64 which states that the application is within the high criteria. The Green Design dimension has 3 indicators, namely architecture, new energy, and water conservation. The architectural indicator obtained a value of 3.14 or has been implemented well, the new energy indicator obtained a value of 1.75 or the application is still low where it has not utilized new energy and renewable energy sources such as wind, hydropower, solar power, as well as biomass and geothermal power. The water conservation indicator obtained a value of 3.03 where sub-indicators such as rainwater collection systems, using water-saving toilets, and waste recycling systems have been well implemented (Zengeni & Leboho, 2021).

The average value of application in the overall Energy Management dimension is 2.77 which states that the application is within the high criteria. The Energy Management dimension has 3 indicators, namely utilizing solar energy, utilizing electrical energy-saving technology, and utilizing water-saving technology. The first indicator obtained a value of 1.75 because the villa has not utilized solar energy, while the indicator utilizing electrical energy technology obtained a value of 3.25 and the indicator utilizing water-saving technology obtained a value of 3.31, both indicators obtained very high application criteria because the villa has applied electrical energy saving technology, one of which is by RFID Ving card lock system, in addition to functioning to open the door of the room, also functions to access electricity in each room so that if the key is not attached to the key card switch, the electrical network in the room will turn off automatically. While water-saving technology is with the STP system or wastewater treatment plant that functions to process wastewater into water that is suitable for use or environmentally friendly water that can be used to water plants.

Table 2. Green hotel dimensions

No	Dimension	Indicator	Average value	Category

1	Green Design	Architecture	3,14	High
		New Energy	1,75	Low
		Water Conservation	3,03	High
			2,64	High
2	Energy Management	Implementation of new methods of energy-saving	2,77	High
3	Environmental Protection	Environmental protection tools	2,49	Low
		Indoor	3,30	Very High
			2,90	High
4	Reduce Consumption	Guest room	2,83	High
		Dining	2,91	High
		Save paper	3,00	High
		Materials That Need Washing	3,06	High
			2,95	High
5	Green Product and Service	Green guest room	2,91	High
		Green food	3,13	High
			3,02	High
6	Socio-Economic and Environ-mental Benefits	Green Training Program	3,28	Very High
			2,94	High

The average value of application in the overall Environmental Protection dimension is 2.90 which states that the application is within the high criteria. The Energy Management dimension has 2 indicators, namely environmental protection tools and the environment in the building. The first indicator obtained a value of 2.49 where the application is in a low criterion. The villa provides a refrigerator in each villa as one of the facilities for guests who stay but it is still a type of refrigerator with freon, as well as the air conditioner used in the villa, is a type of air conditioner with freon is adapted to the structure of the villa building and the concept of private villa. The environmental indicator in the building consists of eco-friendly decoration sub-indicators and environmentally friendly signs obtained a value of 3.30 which means the application with very high criteria (Brækken et al., 2023).

The average value of the application on the overall Reduce Consumption dimension is 2.95 which states that the application is within the high criteria. This dimension has 4 indicators, namely guest rooms, places to eat, save paper, and materials that need to be washed. The guest room indicator obtained a value of 2.83, the application that has been applied is to reduce linen washing, reduce room supply availability, and eliminate or simplify the packaging of items in guest rooms. The second indicator is that the place to eat obtained a value of 2.91, the application by providing tableware such as dinner plates, dessert plates, bowls, glass, cups &; saucers, and silverware placed in each kitchen drawer in each villa. The paper saving indicator

obtained a value of 3.00 with the application of data delivery, reports, and monitoring activities carried out using email and g-drive, for services to guests such as reservation, registration, welcome letter, guest feedback and thank you letter using 2 PMS systems namely VHP and Gusto Dian The indicator of materials that need to be washed obtained a value of 3.06 with the application of grouping the materials to be washed, namely pool towel, bath towel, hand towel, bed sheet, pillow case, duvet cover, and so on. The benefits of this grouping are maintaining cleanliness, quality of laundry, and durability of these materials.

The average value of the application on the overall Green Product and Service dimension is 3.02 which states that the application is within the high criteria. This dimension has 2 indicators, namely green guest rooms and green food. The green guest room indicator obtained a value of 2.91 with the application that has been carried out, namely non-smoking rooms and floors in guest rooms, using a central ventilation system in guest rooms, reducing the frequency of changing items in guest rooms, filtering drinking water in guest rooms by providing mineral water in glass bottles as one of the facilities for guests as well as infused water and mineral water in the form of refill provided in restaurants. Furthermore, the sub-indicator decorates the room with plants in the guest room and uses environmentally friendly products which include the use of recycled, tree-free, biodegradable, and organic products. The green food indicator obtained a value of 3.13 with high application criteria, things that have been applied include using organic ingredients and fresh vegetables, the Villa already has procedures to ensure the safety of raw materials, menu books available in restaurants or each villa has been given information for menus that have special characteristics such as low fat, vegetarian, vegan and others, Making menu changes using local or seasonal ingredients such as welcome fruit consisting of local fruits such as green bananas, salak, green apples, and others have also been it provided alternatives because of seasonal fruits. Furthermore, Villa does not use products produced by companies that endanger the environment by implementing cooperation (MOU) with companies that have a good image and BPOM standards by applicable regulations.

Indicators that need to be improved from The Implementation of Green Hotel

Based on the results of the average value of application related to the six dimensions of green hotels, several indicators need to be improved because they obtain a small value with low application criteria (Bargeman & Richards, 2020). From the green design dimension with new energy indicators, namely utilizing new energy and renewable energy sources such as wind, hydropower, and solar power, as well as biomass and geothermal power. The energy management dimension with indicators implements a new method of energy saving, namely utilizing solar energy, based on an interview with Mr. Gede Sukarta as General Manager many benefits will be obtained if utilizing new energy sources and energy which mainly come from the sun, the benefits of panels and solar energy are to save electricity costs, contribute to reducing global warming and reducing dependence on conventional electricity (Guia & Jamal, 2020). Along with electricity tariffs that continue to increase, the use of electricity consumption in villas can also cause increased operational costs. One of the control systems carried out by the engineering team is checking and recording the meter every day. The application is also carried out to guests, namely in the form of an invitation or campaign advising guests who stay to remove the vingcard key if traveling or if they are out of the villa room. Next in the environmental protection dimension with indicators of environmental protection tools where until now villas use refrigerators with freon and villas use air conditioners with freon. Based on the explanation from Mr. Putu Padma as assistant chief engineering during the interview session, from the beginning of the operation of the villa, a refrigerator or refrigerator has been provided in each villa unit for minibar service as well as facilities for guests who stay. The cooling room or air conditioner used in each villa unit is a split wall AC that has been adapted to the structure of the villa building and the concept of a private villa where only the room is filled and guests staying in the room will control the on or off the unit air conditioner.

Conclusions

Based on the results of research on the application of green hotels in Villa Kayu Raja Bali, it can be concluded that the implementation of the green hotel concept implemented by Villa Kayu Raja Bali is reviewed through six dimensions of green hotels based on Green Hotel Standards have been implemented well, this is based on the results of research that shows the value of implementing green hotels amounted to 2.94. The environmentally oriented programs in each dimension of green hotels are carried out consistently and sustainably, including: 1. Green Design: where the hotel has consideration for the surrounding environment in its planning and design, so as not to cause deterioration of the local ecological system. 2. Energy Management: implement new methods of energy saving, such as utilizing electricity and water-saving technologies. 3. Environmental Protection: environmental and environmental protection tools in buildings by using eco-friendly decorations and marking "eco-friendly". 4. Reduce Consumption: guest rooms by reducing linen washing, reducing the availability of room supplies such as soap and shampoo, and eliminating or simplifying the packaging of items in the room. In places to eat by not using disposable tableware. 5. Green Products and Services: green guest rooms by designing non-smoking rooms and floors and decorating rooms with plants. Green food already uses organic matter and fresh vegetables and ensures the safety of raw materials. 6. Socio-economic and environmental benefits, namely by conducting training on green programs for villa employees.

Indicators that need to be improved in the application include: 1. Green Design: new energy is utilizing new energy and renewable energy sources such as wind, hydropower, solar power, as well as biomass and geothermal power. 2. Energy Management: implementing a new method of energy saving, namely utilizing solar energy. 3. Environmental Protection: environmental protection tools that use refrigerators and air conditioners without Freon.

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Implementation of electronic word of mouth and service quality toward repurchase intention at K Club Ubud Resort

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Abstract: This study aims to know the implementation and the influence of electronic word of mouth (E-WOM) and service quality towards repurchase intention at K Club Ubud Resort and determine which factors are the most dominant in increasing repurchase intention. The data collection used was observations, documentation, questionnaires, interviews, and literature studies with a total sample of 31 which was determined by the non-probability sampling method, namely saturated sampling. The data analysis technique is a mixing method design that refers to the explanatory sequential design, where quantitative analysis uses multiple linear regression analysis in the first stage and then is analyzed in more depth with qualitative descriptive analysis. The results of this study conclude that K Club Ubud Resort has implemented electronic word of mouth and service quality, where the determination coefficient found is 77,6%. The dominant factor based on the effective contribution value shows that service quality has the highest score (49,5%), followed by electronic word of mouth (28,1%). This phenomenon is caused by the stipulation of service standards which are the source of consumer satisfaction at K Club Ubud Resort. With excellent service, consumers will feel satisfied and will come to visit again (repurchase intention). Besides that, consumers will also promote the products they bought previously at K Club Ubud Resort either by word of mouth or through social networking sites.

Keywords: electronic word of mouth, repurchase intention, service quality

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Introduction

In the era of industrial revolution 4.0, which is marked by the development of digitalization, it has occurred in all industries, including the hotel industry. Currently, tourists use technology extensively in selecting the best places and services according to their specific needs (Kazandzhieva et al., 2017). Technological developments in the hotel industry influence the marketing carried out by hotels. Traditional marketing has now turned into digital marketing by utilizing the internet (Audria et al., 2021).

The hotel industry is a tourism sector that is impacted by intense competition in demand. So, hotel management, especially the Sales and Marketing department, must be alert in choosing the right strategy to attract and attract potential customers and be able to convince potential customers that the hotel is the one that suits customer needs compared to competing hotels.

K Club Ubud Resort is a four-star resort in Ubud that provides accommodation and is struggling in the tough competition of the hotel industry. Of the many tourists who have stayed at K Club Ubud, the number of return visits (repeater guests) is still very minimal and needs to be increased again, this can be proven by the number of return visits at K Club Ubud which was recorded at 721 repeater guests during 2 years and obtained an average of 31 repeater guests per month based on Figure 1 and Figure 2.
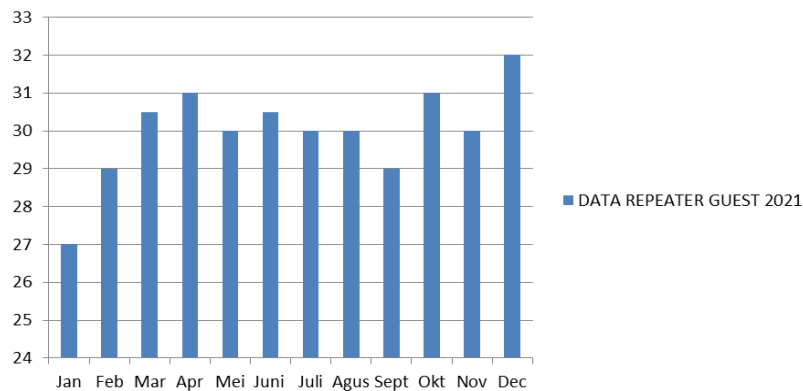
Source: Processed data, K Club Ubud Internal Sales & Marketing Data Resort 2021
Figure 1. 2021 K Club Ubud guest repeater data
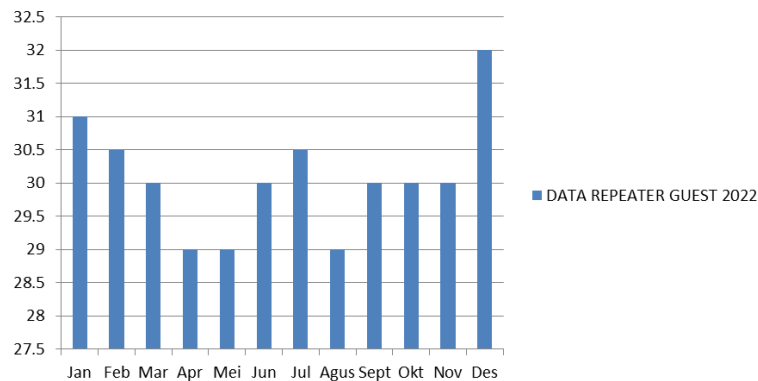
Source: Processed data, K Club Ubud Resort Internal Sales and Marketing Data 2022
Figure 2. K Club Ubud guest repeater data 2022

Guest repeaters need to be increased because customer repurchase intention is the most important goal for the company's success so that it can survive amidst intense competition. Therefore, a deeper analysis is needed regarding the strategies that will be implemented in the future for K Club Ubud Resort. The strategy that can be used by the Sales and Marketing department is to implement electronic word of mouth (e-WOM) and service quality to face tough competition and to maintain and increase sales by attracting old customers to buy again. Repurchase intention is a consumer's interest in repurchasing products that have been purchased previously, to be purchased again in the future.

When purchasing goods or services of course consumers will first look for information about the goods or services to be purchased, the limited information consumers have about a product raises doubts about making a purchase, while information about products can be obtained through word of mouth or word of mouth. The development of technology and the digital world can make it easier for consumers to find out about a product through e-commerce, company websites, and social media, where through these media consumers can get reviews from people who have used a product, or what is called electronic word of mouth (Dwivedi et al., 2021).

E-WOM has become a forum or place for consumers to provide their opinions which has a high level of accessibility and can be reached widely (Reza Jalilvand & Samiei, 2012). E-WOM is divided into three indicators, namely intensity, valence of opinion, and content (Goyette et al., 2010). These three dimensions are expected to influence prospective tourists in determining the tourist destinations they will visit.

Service quality is an important factor for companies and also as a means of providing services that meet consumer expectations as well as a form of evaluation of the products or

services offered to consumers (Naini et al., 2022). Service quality is divided into 5 dimensions, namely reliability, tangibles, responsiveness, assurance, and empathy (Tjiptono & Chandra, 2016). These five dimensions will be used to measure the quality of service experienced by customers at K Club Ubud. This means, that if the service obtained shows satisfactory results, the customer will indirectly participate in promoting the products sold by the company and this will later have an impact on interest in repurchasing so that it can increase sales. This is what is said to be e-WOM so e-WOM and service quality are interrelated.

Based on the problems above, this became the basis for the author's interest in conducting research and making the existing problems a research topic by taking the title "Implementation of E-WOM and Service Quality on Repurchase Intention at K Club Ubud Resort".

Methodology

In connection with the research objective, namely to find out how the implementation and influence of electronic word of mouth and service quality have on repurchase intention at K Club Ubud Resort, so the research method in this study is mixed (quantitative and qualitative). The method used is multiple linear regression analysis with the SPSS version 26 analysis tool, followed by qualitative descriptive analysis.

E-WOM is a communication tool for sharing information about a product or service that has been consumed between consumers who do not know each other and have met before (Sindunata & Wahyudi, 2018). In the marketplace, consumers can freely provide negative or positive reviews of a product depending on the impression the consumer gets. E-WOM is considered very important because negative online reviews about certain things related to products or services can influence brand equity for certain products or services as well as consumer purchasing decisions (Reza Jalilvand & Samiei, 2012). Electronic Word of Mouth in three dimensions (Goyette et al., 2010), namely:

1. Intensity
   Intensity in electronic word of mouth relates to opinions written by consumers on a social networking site divides indicators of intensity including:
   a. Frequency of accessing information from social networking sites
   b. Frequency of interaction with social networking site users
   c. The large number of reviews written by users of social networking sites.
2. Valence of Opinion
   Valence of Opinion is a consumer's opinion, whether positive or negative, regarding a product, service, or brand. The valence of opinion has two characteristics, namely negative and positive. The valence of opinion includes:
   a. Positive comments from users of social networking sites
   b. Negative comments from social networking site users
   c. Recommendations from social networking site users.
3. Content
   Content is the information content of social networking sites related to products and services. Indicators of content include:
   a. Variation information available
   b. Product quality information
   c. Information regarding the prices offered.

Service quality is defined as the actions or actions of a person or organization aimed at providing satisfaction to customers and employees (Kasmir, 2017). Service quality is a form of attitude, related but not the same as satisfaction resulting from a comparison of expectations and performance. Service quality is recorded as an important requirement and also as a determinant of the competitiveness of a service to build and maintain relationships with customers (Felix, 2017). Service quality contributes significantly to the creation, differentiation, positioning, and competitive strategy of every company or organization, both manufacturers and service providers (Tjiptono & Chandra, 2016).

Based on research that has been carried out, 5 dimensions have been simplified to measure service quality; the following are the 5 dimensions of service quality (Tjiptono & Chandra, 2016):

1. Reliability, relates to the service provider's ability to provide accurate services and deliver services according to the agreed or promised time.
2. Responsiveness, related to the willingness and ability of employees to help existing customers and respond to their requests, as well as informing them when services are provided and providing them quickly and precisely.
3. Assurance, relates to employee behavior that can foster a sense of customer trust in the company so that it can create a sense of security for customers. Guarantees also include politeness from employees and mastery of knowledge about the services provided.
4. Empathy, relates to the company's ability to understand customer problems, and act in the interests of customers, and provide special attention to customers, and have operating hours that are comfortable for customers.
5. Physical Evidence (Tangibility), related to customer attractiveness in terms of physical facilities, equipment, and materials used by the company as well as the appearance of the company's employees.

Repurchase intention is interest in purchasing products or services that have been purchased and is based on the customer satisfaction that has been obtained. Satisfied consumers tend to buy the same product or service (Rosaliana & Kusumawati, 2018). Repurchases occur because consumers feel satisfied with what they get that matches or even exceeds what they expected, which will lead to repeat purchases in the future (Effendi & Besra, 2019). Repurchase Intention is the intention to repurchase by consumers towards certain brands and products, based on experience. Repurchase intention is very important and makes it easier for consumers to evaluate and make it easier to decide to buy. This is because consumers have experience in making previous purchases. Therefore, repurchase intention is an important part of consumer behavior (Rizki et al., 2021). Repurchase intention can be identified through 3 dimensions as follows (Kim & Moon, 2009):

1. Transactional Interest is the customer's desire to always buy back products that have been used.
2. Referential Interest is the desire of consumers to recommend products that have been used so that other people also buy with references and other people's experiences
3. Preferential Interest is the habit of consumers who have the main choice regarding the products they have used. Preferences can only be changed if something happens to their chosen product.

The quantitative data in this research is tabulated questionnaire data and the qualitative data in this research is the history of K Club Ubud Resort, hotel products and facilities, organizational structure, literature studies on e-WOM and service quality, and interview results. Then the data collection obtained from this research was categorized into two classifications, namely primary data and secondary data. Primary data is data directly obtained by researchers from the first data source at the research location or research object. The primary data used in this research are the results of questionnaires and interviews. Secondary data is data obtained or collected by researchers from existing sources. In this research, the secondary data used is a general description hotel, hotel organizational structure, and guest repeater data.

The data collection methods used in this research are observation, documentation, interviews, questionnaires, and literature study. Then the population in this study was repeater guests at K Club Ubud, totaling 31 respondents, and the sample used in this research was the entire population taken, namely repeater guests at K Club Ubud, totaling 31.

Results and Discussions

Implementation of E-WOM and Service Quality at K Club Ubud Resort

Table 1 shows the implementation of E-WOM and Service Quality at K Club Ubud Resort. Each independent variable indicator is analyzed separately using the average score method which is then included in the decision position scale range (Durianto & Sugiarto, 2001). The results of the analysis of each indicator can be seen in Table 2.

Table 1. Rating scale

Scale	Value Range
Very Unimplemented	1.00 - 1.80
Not Implemented	1.80 - 2.60
Simply Implemented	2.60 - 3.40
Implemented	3.40 - 4.20
Very Implemented	4.20 - 5.00

Table 2. Implementation of total rating of independent variables

Independent Variable	Value	Results
Electronic Word of Mouth	4.43	Very Implemented
Service Quality	4.49	Very Implemented
Average	4.46	Very Implemented

(Source: Processed data, 2023)

Based on Table 2, it can be seen that each variable, namely e-WOM with a score of 4.43 and service quality with a score of 4.49, can be concluded that e-WOM and service quality at K Club Ubud Resort have been very well implemented which refers to a decision scale based on a range of values namely 4.20-5.00. Table 1 show that e-WOM and service quality have been implemented very well at K Club Ubud Resort.

Research Instrument

Validity test

The validity test result is shown in Table 3. Based on Table 3, shows that all statement items are smaller or below the significant value of 0.05 by looking at the Sig value (2-tailed) score. Based on this comparison, it can be concluded that this research instrument meets the validity test requirements or is declared valid.

Table 3. Validity test results

Statement	Corrected Item-Total Correlation (r-hitung)	r-table	Decision
X1.1	0.725	0.367	Valid
X1.2	0.798	0.367	Valid
X1.3	0.669	0.367	Valid
X1.4	0.591	0.367	Valid
X1.5	0.859	0.367	Valid
X1.6	0.715	0.367	Valid
X1.7	0.806	0.367	Valid
X1.8	0.792	0.367	Valid
X1.9	0.578	0.367	Valid
X2.1	0.846	0.367	Valid
X2.2	0.819	0.367	Valid
X2.3	0.713	0.367	Valid
X2.4	0.848	0.367	Valid

Statement	Corrected Item-Total Correlation (r-hitung)	r-table	Decision
X2.5	0.632	0.367	Valid
X2.6	0.723	0.367	Valid
X2.7	0.757	0.367	Valid
X2.8	0.847	0.367	Valid
X2.9	0.836	0.367	Valid
X2.10	0.799	0.367	Valid
X2.11	0.611	0.367	Valid
X2.12	0.713	0.367	Valid
X2.13	0.697	0.367	Valid
X2.14	0.794	0.367	Valid
Y1	0.644	0.367	Valid
Y2	0.846	0.367	Valid
Y3	0.784	0.367	Valid
Y4	0.818	0.367	Valid
Y5	0.803	0.367	Valid

(Source: Processed data, 2023)

Reliability Test

Based on Table 4, the Cronbach's Alpha value for each variable is greater or more than 0.70, which means that all statements in each variable meet the requirements of the reliability test or can be said to be reliable instruments.

Table 4. Reliability test results

Variable	Cronbach's Alpha	N of Items
E-WOM	0.881	9
Service Quality	0.941	14
Repurchase Intention	0.837	5

(Source: Processed data, 2023)

Respondent Characteristics

Based on Table 5, based on gender, the data shows that there were 10 (32.3%) male respondents and 21 (67.7%) female respondents. This explains that the majority of respondents are female. Based on age, the data shows that there were 20 respondents aged 20-23 years (64.5%), respondents aged 24 -27 years were 9 people (29.0%), there were no respondents aged 28-31 (0.0%) and respondents aged 32- 35 years as many as 2 people (6.5%). This explains that the majority of respondents are aged 20-23 years and based on employment data shows that 2 respondents work as civil servants, respondents work in the field 14 people in hotels, 3 respondents work as entrepreneurs, and 12 respondents do not work or are still students. Table 4, the Cronbach's Alpha value for each variable is greater or more than 0.70, which means that all statements in each variable meet the requirements of the reliability test or can be said to be reliable instruments.

Table 5. Respondent characteristics

Description	Frequency	Percentage
Gender		
Female	22	32.3%
Male	9	67.7%
Age		
20-23 years	20	64.5%
24-27 years	9	29.0%
28-31 years	0	0.0%
32-35 years	2	6.5%
Job		
PNS	2	6.5%
Hotelier	14	45.2%
Self-employed	3	9.7%
Students	12	38.7%

(Source: Processed data, 2023)

Simple Correlation Test

Based on Tables 6 and 7 can be seen that the output data from simple correlation analysis shows that the correlation value of X1 and Y is 0.810 and X2 and Y is 0.856. This means that the correlation value of variables X1 (E-WOM) is perfect because the correlation value is in the range of 0.81-1.00.

Table 6. Simple correlation test X1, Y

Correlations			
		E-WOM	Repurchase Intention
Electronic Word Of Mouth	Pearson Correlation	1	.810[**]
	Sig. (2-tailed)		0.000
	N	31	31
Repurchase Intention	Pearson Correlation	.810[**]	1
	Sig. (2-tailed)	0.000	
	N	31	31
[**]. Correlation is significant at the 0.01 level (2-tailed).			

Table 7. Simple correlation X2,Y

Correlations			
		Service Quality	Repurchase Intention
Service Quality	Pearson Correlation	1	.856[**]
	Sig. (2-tailed)		0.000
	N	31	31
Repurchase Intention	Pearson Correlation	.856[**]	1
	Sig. (2-tailed)	0.000	
	N	31	31
[**]. Correlation is significant at the 0.01 level (2-tailed).			

(Source: Processed data, 2023)

Multiple Correlation Test

Based on Table 8, you can see information on the change value of Sig F with a score of 0.000 which is smaller than 0.05, and the R-value which is a correlation coefficient value of 0.881, so it can be concluded that the independent variables eWOM (X1) and Service Quality (X2) are simultaneously correlated and has a perfect correlation with the dependent variable Repurchase Intention (Y).

Table 8. Multiple correlation test result

Model Summary									
Model	R	R square	Adj R Square	Std. err. of est.	Change statistic				
					R square change	F change	df1	df2	Sig. F change
1	.881[a]	0.776	0.761	1.363	0.776	48.640	2	28	0.000
a. Predictors: (Constant), Service Quality, Electronic Word of Mouth									

(Source: Processed data, 2023)

Classic Assumption Test

Normality Test

Based on Table 9, it can be seen that the Monte Carlo value (2-tailed) is 0.103 and greater than 0.05. Based on Table 11, it can be seen that the two independent variables have a significance value greater than 0.05, namely 0.810 and 0.375. This means the data is free from heteroscedasticity. From these results it can be concluded that the data has met the normality test requirements and the data can be said to be normally distributed.

Table 9. One-sample Kolmogorov-Smirnov test

		Unstandardized Residual
N		31
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.31688140
Most Extreme Differences	Absolute	.214
	Positive	.214
	Negative	-.074
Test Statistic		.214
Asymp. Sig. (2-tailed)		.001[c]
Monte Carlo Sig. (2-tailed)	Sig.	.103[d]
	95% Confidence Interval Lower Bound	.097
	Upper Bound	.109

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 10000 sampled tables with starting seed 2000000.

(Source: Processed Data, 2023)

Multicollinearity Test

Based on Table 10, the data shows that the tolerance value is more than 0.1, namely 0.361, and the VIF value is below 10, namely 2.767, which means that there is no multicollinearity problem.

Table 10. Multicollinearity test result

Model				Standardized Coefficients	t	Sig.	Collinearity Statistics	
				Beta			Tolerance	VIF
1	(Constant)	0.533	2.223		0.240	0.812		
	Electronic Word Of Mouth	0.200	0.085	0.348	2.340	0.027	0.361	2.767
	Service Quality	0.220	0.056	0.578	3.890	0.001	0.361	2.767
a. Dependent Variable: Repurchase Intention								

(Source: Processed Data, 2023)

Heteroscedasticity Test

Based on Table 11, it can be seen that the two independent variables have a significance value greater than 0.05, namely 0.810 and 0.375. This means the data is free from heteroscedasticity.

Table 11. Heteroscedasticity test result

Model				Standardized Coefficients	t	Sig.
				Beta		
1	(Constant)	3.548	1.435		2.472	0.020
	Electronic Word Of Mouth	-0.013	0.055	-0.072	-0.243	0.810
	Service Quality	-0.033	0.036	-0.268	-0.902	0.375
a. Dependent Variable: Repurchase Intention						

(Source: Processed Data, 2023)

Linearity Test

Based on Tables 12 and 13, it can be seen that the e-WOM variable (X1) has a linear relationship with repurchase intention (Y) because the Sig. Deviation from Linearity is more than 0.05, namely 0.053, and the F value is smaller or below the F table (3.340), namely 2.417. Meanwhile, the other independent variable, service quality (X2) has a linear relationship with repurchase intention (Y) because the Sig. Deviation from Linearity is more than 0.05, namely 0.444, and the F value is smaller or below the F table (3.340), namely 1.062.

Table 12. E-WOM linearity test result

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Repurchase Intention * Electronic Word Of Mouth	Between Groups	(Combined)	194.385	10	19.439	10.127	.000
		Linearity	152.634	1	152.634	79.520	.000
		Deviation from Linearity	41.751	9	4.639	2.417	.053
	Within Groups		38.389	20	1.919		
	Total		232.774	30			

(Source: Processed Data, 2023)

Table 13. Service quality linearity test result

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Repurchase Intention * Service Quality	Between Groups	(Combined)	197.219	13	15.171	7.253	0
		Linearity	170.576	1	170.576	81.557	0
		Deviation from Linearity	26.643	12	2.22	1.062	.444
	Within Groups		35.556	17	2.092		
	Total		232.774	30			

(Source: Processed Data, 2023)

Hypothesis Testing - Partial Test (t-test)

Based on Table 14, shows that there is a partially significant influence of service quality on repurchase intention at K Club Ubud Resort.

Table 14. T-test result

Coefficients[a]				Standardized Coefficients	t	Sig.
Model				Beta		
1	(Constant)	3.752	2.517		1.491	0.147
	Electronic Word Of Mouth	0.465	0.063	0.810	7.432	0.000
a. Dependent Variable: Repurchase Intention						

(Source: Processed Data, 2023)

Hypothesis Testing - Simultaneous Test (F-Test)

Based on Table 15, it can be seen that the F-value score, namely 48.640, is higher than the F-table, namely 3.340 and the significance level is lower than 0.05, namely 0.000, so the decision to reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha), which means there is The significant simultaneous influence of e-WOM and service quality on repurchase intention at K Club Ubud Resort.

Table 15. F-test result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180.749	2	90.374	48.640	.000[b]
	Residual	52.025	28	1.858		
	Total	232.774	30			

a. Dependent Variable: Repurchase Intention
b. Predictors: (Constant), Service Quality, Electronic Word Of Mouth

(Source: Processed Data, 2023)

Regression Modeling

Based on Table 16, the equation can be prepared as follows:

$$y = 0.533 + 0.200\,X1 + 0.220\,X2$$

However, this equation needs to be processed through a model fit test to ensure accuracy and the most correct explanation.

Table 16. Linier regression test results multiple

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.533	2.223		.240	.812
	Electronic Word of Mouth	.200	.085	.348	2.340	.027
	Service Quality	.220	.056	.578	3.890	.001

a. Dependent Variable: Repurchase Intention

(Source: Processed Data, 2023)

Model Fit Test

Referring to the results of regression modeling in Table 16, it can be seen that the significance value of e-WOM is 0.027 and service quality is 0.001, which means that all significance values are less than 0.05 so that each independent variable can be included in the equation. On the other hand, the significance value of the constant is 0.812 which is greater than 0.05, meaning that this modeling does not contain constants in this equation. So the equation of multiple linear regressions can be arranged as follows:

Based on the results of this equation, it can be explained that the pattern of influence of electronic word of mouth (X1) and quality (X2) (Y) is on service repurchase intention as follows:
1. $ÿ1 = 0.200$, meaning that if service quality (X2) is considered consistent, then an increase in electronic word of mouth (X1) by one unit will be followed by an increase in repurchase intention (Y) with an average of 0.200.

2. ÿ2 = 0.220, meaning that if electronic word of mouth (X1) is considered consistent, then an increase in service quality (X2) by one unit will be followed by an increase in repurchase intention (Y) with an average of 0.220.

Coefficient of Determination Test (R2)

Based on Table 17, the coefficient of determination R Square is 0.776, this shows that repurchase intention is influenced by e-WOM and service quality by 77.6%, while the remaining 22.4% is influenced by other factors or variables not included in the research.

Table 17. Coefficient of Determination Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881[a]	.776	.761	1.363

a. Predictors: (Constant), Service Quality, Electronic Word of Mouth

(Source: Processed Data, 2023)

Effective Contribution Analysis

Based on Equation below, to determine the effective contribution score of each independent variable, the following formula must be used:

$$Effective\ contribution\ (1005) = Beta\ X\ Correlation\ Coefficient\ X\ 100\%$$

1. Effective contribution of electronic word of mouth (X1) to repurchase intention (Y)
   Effective contribution (%) = Beta (X1) x Correlation Coefficient x 100%
   Effective contribution (%) = 0.348 x 0.810 x 100%
   Effective contribution (%) = 28%
2. Effective contribution to service quality (X2) on repurchase intention (Y)
   Effective contribution (%) = Beta (X2) x Correlation Coefficient x 100%
   Effective contribution (%) = 0.578 x 0.856 x 100%
   Effective contribution (%) = 49%

Based on Equation above, it can be concluded that service quality has the most impactful percentage in increasing repurchase intention at K Club Ubud Resort at 49%, followed by e-WOM at 28%.

Limitations and Future Research

This research is only limited to two variables X and variable Y, namely Electronic Word of Mouth (X1), Service Quality (X2), and Repurchase Intention (Y). Therefore, the author suggests that further research can add new variables and indicators to the service quality variable so that the presentation can be broader and it is also recommended to add and look for other reference sources so that you can get a picture and results that are close to the actual conditions. In future research, it is also hoped that other companies will be chosen as research objects so that future research differences can be found such as differences in samples, analysis techniques, and other theories.

Conclusions

Based on the results and discussion, K Club Ubud Resort has implemented Electronic Word of Mouth and Service Quality. This is proven by the two variables obtaining a total average score of 4.46, which means it is highly implemented. The implementation of e-WOM at K Club Ubud Resort means that customers can obtain complete information on social networking sites such as

Booking.Com, Agoda, Tiket.Com, Traveloka, Hotel Websites, as well as Trip Advisor and social media (Instagram, Facebook), apart from that. Customers can also recommend K Club Ubud Resort by sharing their reviews on social networking sites where these reviews can attract potential customers to come and stay at K Club Ubud Resort with confidence that the service they will get is by the existing reviews and implementation of service quality at K Club Ubud Resort, such as employees who look neat by the company's SOP, there are luxurious and complete facilities, employees who are friendly and welcoming and alert in serve and handle guest complaints and be able to provide services by customer expectations.

The influence of E-WOM and Service Quality on Repurchase Intention at K Club Ubud Resort is 77.6%, while the remaining 22.4% is influenced by other factors or variables not included in this research with the service quality variable as the dominant factor of 49.5%, then followed by the e-WOM variable at 28.1%.

Based on the results of observations and interviews, K Club Ubud Resort needs to improve the implementation of electronic word of mouth in terms of content indicators, because in promoting a product will not be enough just with words and writing, so it must be balanced with good promotional photos and videos on the website hotels, and social media. It is necessary to add a QR code that leads to a link for filling out reviews on Trip Advisor to be provided at each villa so that during the check-out process the butler staff does not get confused in serving guests and the check-out process runs smoothly and quickly be written in very clear words. It should explain how the objectives of the study are accomplished.

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Awareness of employees on environmental management system at Maya Sanur Resort and Spa: A study applied to front office department

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Abstract: This study aims to assess the employees' awareness of Environmental Management System (EMS) in the Front Office Department of Maya Sanur Resort and Spa. This research collected data through observations and questionnaire distribution. The research sample employed a saturated sampling technique involving 30 respondents. The questionnaire was distributed to the respondents via a QR barcode with online links. The data obtained from the questionnaire were analyzed using SPSS 26 for Windows software, employing frequency, mean, and standard deviation as data analysis techniques to evaluate the implementation of EMS in the front office department of Maya Sanur Resort and Spa. Additionally, correlation analysis was used to measure the relationship between employees' awareness and the implementation of EMS. The result shows that the correlation analysis results demonstrate a strong correlation between employees' awareness of EMS and its implementation in the front office department of Maya Sanur Resort and Spa, with a correlation coefficient value of 0,671. However, three areas still need to be optimal regarding saving energy. These areas include providing natural ventilation lighting, sub-optimal use of air conditioning, and inadequate rechargeable equipment and batteries, so it takes effort to remind each employee about the importance of implementing an Environmental Management System (EMS) in the front office department to help companies increase their ability to improve environmental quality. Therefore, it is recommended that Maya Sanur Resort and Spa provide training for employees regarding implementing the EMS. This training should be conducted for all front office employees, including daily workers (DW) and trainees, to ensure they understand the importance of implementing the EMS and its impact on the hotel and the environment.

Keywords: environmental management system, employees awareness, front office

Introduction

The development of tourism industry in the current era of globalization is rapidly growing. Tourism is one of the mainstay sectors that have the potential to be developed to advance development in Indonesia. Many tourist destinations in Indonesia have their beauty and characteristics. One of the most popular is the island of Bali. Tourism in Bali offers natural beauty, unique customs, and the hospitality of the people, which is an added value for tourism in Bali. Thus, the number of tourist visits to Bali will continue to increase.

To attract tourists, we must be ready in all aspects, both the quality and quantity of services from human resources and facilities from the tourism sector. Accommodation is essential, especially for tourists who visit tourist destinations for more than a day or spend the night at tourist destinations. The tourists staying at the hotel are starting to pay attention to matters relating to protecting the environment, for example, differentiating organic and non-organic waste and choosing hotels with natural concepts and environments. According to Sharma & Prakash (2021), with increasing environmental awareness, the hospitality industry is also taking initiatives to incorporate eco-friendly measures into their daily operations, such as reducing

waste and saving energy. In an effort to protect the environment, the standard set by the government is ISO 14001 regarding Environmental Management Systems (EMS). According to Habibi (2022), improving the effectiveness of environmental management is an important reason for a company to establish an environmental management system. rganizations express through actions that not only is environmental friendliness necessary, but environmental preservation is also paramount. These practices will give benefit to organization (Daud et al., 2019). One way to achieve an excellent Environmental Management System (EMS) can be to start from a small scope, such as an organization or department within a hotel. According to El Shafey et al. (2018), EMS can provide a framework for organizations that wish to manage their environmental affairs effectively. Currently, many hotels still need to implement an excellent Environmental Management System (EMS) so that they are less attractive to guests and less able to protect the surrounding environment, especially in waste management and energy saving.

One of the five-star hotels implementing an eco-friendly concept is Maya Sanur Resort and Spa. Hotel management implements eco-friendly practices by its employees, a policy agreed upon with hotel management in protecting the surrounding environment. However, implementing an Environmental Management System (EMS), especially in the front office, has not been implemented optimally. Employee awareness regarding good ecological management can help implement environmental management in hotels. Environmental Management System (EMS) needs to be further improved so that employees in the front office department can assess awareness and the extent to which employees can implement an excellent Environmental Management System (EMS), which can start with energy saving and waste management, especially paper waste.

Based on the researcher's observations during the study conducted at Maya Sanur Resort and Spa, implementing energy-saving measures has yet to be optimally executed. Figure 1 shows that several employees forgot to close the back-office door equipped with an air conditioning (AC) system. This behavior has been observed by researchers for six months.

Figure 1. Several employees forgot to close the back-office door that was using AC
Source: personal document

However, it is crucial to close the door as leaving it open allows the cool air generated by the AC to escape the room while allowing hot air from outside to enter. Consequently, the AC unit must work harder to maintain the desired temperature, increasing electricity consumption. The results of research conducted by El Shafey et al. (2018), recommend the need to pay attention to the implementation of environmental practices and increase employee awareness of good practices (Energy Savings, Water Conservation and Waste Management). Considering this issue, it is necessary to conduct a research study to assess the employees' awareness of the importance of implementing an Energy Management System (EMS). However, in this research, the author focused on the front office department because this department is directly related to guests. Tourists who enter the hotel will give a first impression of the hotel.

Literature Review

Enviromental Awareness

Awareness of the environment is one of the most critical aspects that someone must own in managing the environment because awareness of the environment includes a person's concern for the quality of the environment in which they live. According to Jamanti (2014), awareness means thinking. If you want a change in society, on a large or small scale, the first step is to change how you feel. Consciousness is the result of the way of thinking of a group of people, and each thought is separate from others. Awareness is a person's psychological level in recognizing, understanding, and responding to events that occur, both events in their environment and events that occur within them. Awareness refers to understanding the connections between our daily actions and the environment (Xu et al., 2020). Handoyo et al. (2021), also agree with this that Environmental awareness is creating general awareness of environmental problems and their causes by bringing about changes in perceptions, attitudes, values, and skills needed to solve problems related to the environment. It is the state of being aware of, having knowledge of, and being aware of the external environment in which one lives and works, which tends to influence one's development and behavior. Environmental awareness is to understand the environmental issues and measures to be taken to bring about good practices towards environmental conservation (Mkumbachi et al., 2020).

Environmental Management System (EMS)

According to Diaz de Junguitu & Allur (2019), environmental management is part of overall management which includes organizational structure, planning activities, responsibilities, practices, procedures, processes, and resources to develop, implement, achieve, review, and maintain environmental policies. The system regulates how business and industrial activities organize the environment so that it remains healthy and safe from the risk of pollution. Guidance on planning and implementing an Environmental Management System is available in the ISO 14001 series. According to Habibi (2022), improving the effectiveness of environmental management is an important reason for a company to establish an environmental management system. According to El Shafey et al. (2018), Environmental Management System (EMS) consists of 2 dimensions: Waste Management and Saving Energy.

Waste management include: using recycled paper for internal purposes, use the back of the paper to write small notes, use paper when it is confirmed by the guest only, minimize disposable tools such as paper cups when giving welcome drinks, collecting old stored paper for recycling.

Saving energy include: turn off equipment and lights when not in use, natural light and ventilation are used whenever possible, the air conditioner must be adjusted to the ideal and normal temperature, use energy-saving appliances and rechargeable batteries, the door is closed when using the air conditioner in the room.

Based on the explanation and definition of the Environmental Management System (EMS) described, researcher can understand that the Environmental Management System is a company management system as a whole consisting of systematic regulations covering organizational structure, responsibilities, procedures, processes, and resources to reduce the environmental damage that occurs as a result of company construction or the energy and equipment used by the company.

Methodology

According to Sugiyono (2023), the population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by the researcher to be studied and then concluded. The population in this research were all front office staff at Maya Sanur Resort and Spa. The sampling method used in this research is saturated sampling. The sample used in this study was 30 respondents. All of these respondents are hotel employees. This research was conducted for six months at Maya Sanur Resort and Spa to observe the awareness of the Front Office employees concerning the implementation of EMS at the hotel. At

first, unstructured observation in which direct observations without involving the staff were conducted. Secondly, the data was collected by distributing questionnaires using a QR Code.

The questions on EMS are divided into waste management and energy saving, meanwhile those on awareness contain knowledge, understanding, attitudes, and actions. The indicators in this research use references from El Shafey et al. (2018) and Kumah et al. (2022). Indicators can be seen in Table 1 and Table 2. Validity and reliability test was conductd to these questions.

Table 1. The Variable of environmental management system

Variable	Indicator	Operational Variable	
Environmental Management System (EMS)	Waste Management	a)	Using recycled paper for internal purposes
		b)	Use the back of the paper to write small notes
		c)	Use paper when it is confirmed by the guest only
		d)	Minimize disposable tools such as paper cups when giving welcome drinks
		e)	Collecting old stored paper for recycling
	Saving Energy	a)	Turn off equipment and lights when not in use
		b)	Natural light and ventilation are used whenever possible
		c)	The air conditioner must be adjusted to the ideal and normal temperature
		d)	Use energy-saving appliances and rechargeable batteries
		e)	The door is closed when using the air conditioner in the room

Source: El Shafey et al. (2018)

Table 2. The Variable of awareness

Variable	Indicator	Operational Variable
Awareness	Knowledge	Employee's knowledge about environmental management system
	Understanding	Employees understand the environmental management system
	Attitude	Remind each other employees to keep the environment
	Behaviour	Apply actions that are already understood about the environment by taking positive actions related to the environmental management system

Source: Kumah et al. (2022)

A validity test is used to measure the validity of a questionnaire (Snyder, 2019). The measuring tools referred to here are the questions in the questionnaire. Validity Test Criteria This article describes a validity test that correlates the score of each indicator with the total score. The significance level used is 0.05.

The test criteria are:

a. H0 is accepted if r count > r table (measuring instrument used is valid). H0 is rejected if the r statistic is the r table. (Measuring tool used is not valid)

b. How to determine the value of R table = df (N-2), the significance level of the two-way test. For example, R table = df (13-2, 0.05). To get the value of the R table, we have to look at the bold R.

Following the validity test, reliability test was carried out. Questionnaires can be called reliable if the answers to the statements give consistent or the same results (do not have much difference). The instrument is reliable if the Alpha Cronbach reliability coefficient is more than 0.70 ($r_i > 0.70$). Streiner himself (2003) states that the Alfa Cronbach reliability coefficient should not be more than 0.90 ($r_i < 0.9$). The questionnaire instrument is declared unreliable if the Cronbach Alpha reliability coefficient is less than 0.70 ($r_i < 0.70$). Furthermore, the questionnaire instrument is reliable for this research if the Cronbach Alpha reliability coefficient is more than 0.70 ($r_i > 0.70$).

The data analysis techniques used in this study were frequency, mean, and standard deviation. In this research, the first thing to look for is to find the average value (mean) by entering the frequencies in the data tabulas table and then calculating it with SPSS 26. Another data analysis technique used was correlation analysis that is to measure the close relationship between awareness (variable X) and EMS (variable Y). The correlation analysis will obtain a

value called the correlation coefficient. The correlation coefficient can be positive or negative, and the correlation coefficient values range from -1 to +1. A negative correlation coefficient indicates a negative correlation; vice versa, a positive correlation is characterized by a positive correlation coefficient. Interpretation of The Correlation Analysis can be seen in Table 3.

Table 3. Interpretation of the correlation analysis

Interval Koefisien	Relationship Level
0,80 – 1,00	Very strong correlation
0,60 – 0,79	Strong correlation
0,40 – 0,60	Moderate correlation
0,20 – 0,39	Weak correlation
0,00 – 0,19	Very weak correlation

Source: (Papageorgiou, 2022)

Results and Discussions

The results are described in simple form for providing easier overview on the situation of the research at Maya Sanur Resort and Spa. The questionnaire distributed to 30 FO employees covers several characteristics of nationality, gender, age, employment type, and length of service. Characteristics of respondents can be seen in Table 4.

Table 4. Characteristics of respondents

Characteristics		Total	Percentage (%)
Nationality	Indonesia	30	100
Gender	Male	19	63.3
	Female	11	36.7
Age	17 – 24 years old	7	23.3
	25 – 34 years old	13	43.3
	35 – 44 years old	7	23.3
	45 – 54 yers old	3	10
Employement Type	Staff	24	80
	Trainee	6	20
Length of Service	6 months	7	23.33
	11 months	1	3.33
	1 year	1	3.33
	3 years	1	3.33
	4 years	1	3.33
	5 years	3	10
	6 years	2	6.67
	7 years	2	6.67
	8 years	12	40

Table 5. EMS – Result of frequency, mean, and standard deviation

No	Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disgaree		Mean	Std. Dev
	EMS	F	%	F	%	F	%	F	%	F	%		
1	X1	11	36.7	18	60	1	3.3	-	-	-	-	4.33	0.547
2	X2	15	50	13	43.3	1	3.3	-	-	1	3.3	4.37	0.850
3	X3	15	50	12	40	3	10	-	-	-	-	4.40	0.675
4	X4	22	73.3	8	26.7	-	-	-	-	-	-	4.73	0.450
5	X5	12	40	14	46.7	3	10	1	3.3	-	-	4.23	0.774
6	X6	18	60	11	36.7	1	3.3	-	-	-	-	4.57	0.568
7	X7	13	43.3	16	53.3	1	3.3	-	-	-	-	4.40	0.563
8	X8	15	50	10	33.3	4	13.3	1	3.3	-	-	4.30	0.837

9	X9	13	43.3	16	53.3	1	3.3	-	-	-	-	4.40	0.563
10	X10	18	60	12	40	-	-	-	-	-	-	4.60	0.498
TOTAL												44.33	6.32
TOTAL MEAN												4.45	0.63

Source: Data processed in 2023, Output SPSS 26.0 for Windows

Table 5 shows that the use of recycled paper for internal purposes the percentage agrees 60% and strongly agrees 36,7% with mean of 4,33 and a standard deviation of 0,547. The results show a total approval rate of 96,7% on the use of recycled paper for internal purposes. Using the back of the paper to write small notes, the percentage agreed was 43,3% and strongly agreed 50%, with a mean of 4,37 and a standard deviation of 0,850. The results show that the total agreement rate has reached 93,3% on using the back of the paper to write small notes. The use of paper when confirmed by guests, the percentage agrees 40% and strongly agrees 50%, with a mean of 4,40 and a standard deviation of 0,675. The results show that the total approval rate has reached 90% on using paper when confirmed by the guests only. Minimizing disposable tools such as paper cups when giving welcome drinks, the percentage agreed was 26,7% and strongly agreed 73,3%, with a mean of 4,73 and a standard deviation of 0,450. The results show that the total approval rate reaches 100% in efforts to minimize disposable tools such as paper cups when giving welcome drinks. The collection of used paper that has long been stored for recycling, with a percentage of 46,7% agree, and 40% strongly agree, with a mean value of 4,23 and a standard deviation of 0,774. The results show that the total approval rate reached 86,7% in collecting old waste paper for recycling. When hotel front office employees were asked about turning off equipment and lights when not in use, the percentage agreed was 36,7%, and 60% strongly agreed, with a mean value of 4,57 and a standard deviation of 0,568. The results show that the approval rate reached 96,7% on at-tempts to turn off equipment and lights. When hotel front office employees were asked about the presence of natural light and ventilation, the percentage agreed was 53,3%, and the strongly agreed was 43,3%, with a mean value of 4,40 and a standard deviation of 0,563. The results showed that the total approval rate reached 96,6% in the presence of light, and natural ventilation was used whenever possible. The use of AC must be adjusted to the ideal and nor-mal

temperature, with a percentage of 33,3% agree and 50% strongly agree, with an average value of 4,30 and a standard deviation of 0,837. The results show that the total approval rate reaches 83,3% in the application of air conditioners, which must be adjusted to ideal and normal temperatures. The use of energy-saving equipment and rechargeable batteries percentage of 53,3% agree, and 43,3% strongly agree, with a mean value of 4,40 and a standard deviation of 0,563. The results show that the total approval rate reached 96,6% for using energy-efficient appliances and rechargeable batteries. Regarding the closed door when using the air condition-er in the room, 40% agree, and 60% strongly agree, with a mean value of 4,60 and a standard deviation of 0,498. The results show that the total approval rate reaches 100% in the attempt to apply the closed door when using the air conditioner in the room.

After knowing the results of the X - EMS variable, the following is the result of frequency, mean, and standard deviation for the Y - awareness variable, which has been presented in Table 6.

Table 6. Employees awareness-result of frequency, mean, and standard deviation

No.	Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Std. Dev
		F	%	F	%	F	%	F	%	F	%		
	Awareness												
1	Y1	13	43.3	17	56.7	-	-	-	-	-	-	4.43	0.504
2	Y2	14	46.7	16	53.3	-	-	-	-	-	-	4.47	0.507
3	Y3	17	56.7	13	43.3	-	-	-	-	-	-	4.57	0.504
4	Y4	11	36.7	19	63.3	-	-	-	-	-	-	4.37	0.490
TOTAL												17.84	2,00
TOTAL MEAN												4.46	0.50

Source: Data processed in 2023, Output SPSS 26.0 for Windows

Table 6 shows that employee knowledge about the environment, it must be maximized with a percentage of agreeing 56,7% and strongly agreeing 43,3% with a mean value of 4,43 and a standard deviation of 0,504. The results show that the total approval rate reaches 100% on the statement that employees' knowledge of the environment should be maximized. Employees' understanding of EMS which must be added, gets a percentage of agreeing 5,3% and strongly agreeing 46,7% with a mean value of 4,47 and a standard deviation of 0,507. The results show that the total agreement rate reaches 100% on employee understanding should be increased regarding EMS. When hotel front office employees were asked about mutual reminders between employees, the percentage agreed was 43,3%, and 56,7% strongly agreed, with a mean value of 4,57 and a standard deviation of 0,504. The results show that the level of total agreement reaches 100% in the mutual reminder attitude among employees. The application of actions that have been understood regarding EMS gets a percentage of agreeing 63,3% and strongly agreeing 36,7%, with a mean value of 4,37 and a standard deviation of 0,490. The results show that the total agreement rate reaches 100% in the effort to apply the actions that have been understood about EMS.

Tables 5 and 6 present the results of calculation of frequency, mean, and standard deviation of respectively the variable X (EMS) and the Y variable (employees awareness). Based on the results of calculating the frequency, mean, and standard deviation, it is known that there are four indicators included in the characteristics of awareness. Of the four indicators, each shows a high percentage value on employee awareness of EMS in the front office department at Maya Sanur Resort and Spa. An explanation of the calculation results can be found by looking for the value of the correlation coefficient, which is used to test the importance of the relationship between employee awareness of the implementation of EMS in the front office department at Maya Sanur Resort and Spa.

Table 7. Result of correlation analysis

Variabel	R	N	Sign**
1			.000
2	.671	30	.000

Based on Table 7, there is a high relationship between employee awareness of EMS implementation at a significant level (.000). The correlation coefficient value for employee awareness data and EMS data is calculated using the help of statistical software, namely SPSS, the correlation coefficient value for EMS data (X) and employee awareness data (Y) is 0.671 which means that the independent variable gives a high correlation to the dependent variable.

Based on the results of the coefficient test, it can be concluded that front office employees' awareness of the Environmental Management System (EMS) at Maya Sanur Resort and Spa has a strong relationship, so it needs to be maintained or increased by reminding each other about the importance of implementing EMS to help companies increase their ability to improve environmental quality. As well as procuring pamphlets or posters using words or pictures containing reminders to protect the environment, especially saving on paper and energy use for front office employees, so that later it will become a habit for every employee.

The results of this research are also supported by research conducted by El Shafey et al. (2018). Environmental management can also be seen as an investment in environmental management systems ISO14001 while it improves the manners of how operations that have an effect on the environment are dealt with in hotels. Environmental awareness is to understand the environmental issues and measures to be taken to bring about good practices towards environmental conservation (Mkumbachi et al., 2020).

Conclusions

The implementation of the Environmental Management System (EMS) in the Front Office Department at Maya Sanur Resort and Spa is already optimal. It can be observed from the first indicator concerning waste management, which has been well-directed and has greatly minimized the excessive use of paper. It can be seen in Figure 2. However, there are areas still

need to be optimal regarding the second indicator, saving energy. These areas include providing natural ventilation lighting and sub optimal use of air conditioning. It can be seen in Figure 3 dan Figure 4.

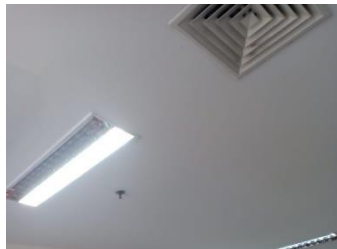**Figure 1.** Using the back of the paper to write small notes

Figure 2. The Front Office Dept. has yet to maximize in procuring natural ventilation light

Figure 3. The use of air conditioning that has not been maximized

For the hotel management, we hope this research can assist the hotel in improving employee awareness. Therefore, it is recommended that Maya Sanur Resort and Spa provide training for employees regarding implementing the environmental management system (EMS). This training should be conducted for all front office employees, including daily workers (DW) and trainees, to ensure they understand the importance of implementing the EMS and its impact on the hotel and the environment. This research is also supported by previous research from El Shafey et al. (2018), that environmental awareness can be increased by increasing the number of training courses for employees. The weakness of this research is that it only focuses on one department, namely the front office department. It is hoped that future researchers can conduct research on all hotel staff at Maya Sanur Resort and Spa.

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Potential problems and concepts of utilizing haji dormitories equivalent to star hotels to improve the national economy

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Abstract: The research was conducted at the Surabaya Embarkation Haji Dormitory with the aim of: mapping potential problems, namely: products, services, management and relevant policies, towards the concept of using Haji dormitories on a par with star hotels to improve the national economy. Problems studied: (1) How to map the potential problem of Haji dormitories equivalent to star hotels to improve the national economy?, (2) What is the concept of using Haji dormitories equivalent to star hotels to improve the national economy? This research uses descriptive, qualitative, quantitative methods, star hotel assessment study approaches, as well as community base tourism. Data is analyzed using the theory of hotel and tourism quality standards, and rele-vant theories according to the data found at the research site. Research stages: will produce mapping poten-tial issues and concepts for utilizing Haji dormitories equivalent to star hotels, and strategic policies by formu-lating quality management standards. The results of this research analysis are: Surabaya Haji embarkation dormitories do not meet standards equivalent to star hotels, because there are still many star hotel standard items that have not been met, and if you look at the standard score of a three star hotel between 600-700, and the Sura-baya Embarkation Haji Dormitory only meets the score of only 400, or 33.30% less than 100%, with a score range of 1 to 5 then the average score for the Haji dormitory is Surabaya embarkation only reached 3.7. Research is expected to support national economic development programs to increase national income outside of taxes.

Keywords: mapping, national economic, potential, utilization

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Introduction

The Government's policy to increase state income outside of taxes is very important, especially under the Ministry of Religion of the Republic of Indonesia, in developing the management of the Haji Dormitory, support from all parties is needed. development is still not optimal and there are still obstacles. By the government through the Ministry of Religion, supported by Government Regulations, Regulations of the Minister of Religion and Decrees of the Minister of Finance of the Republic of Indonesia, to increase the management and income of the Haji Dormitory (Republic of Indonesia Government Regulation Number 59 of 2018 Concerning Types and Tariffs for Non-Tax State Revenues Applicable to the Ministry of Religion, 2018). The main obstacles in the Haji Dormitory are the lack of facilities equivalent to a star hotel, quality management standards, lack of local community involvement, lack of innovation, lack of human resource competence. This problem must be resolved immediately to improve the national economy.

The management of the Haji Dormitory, which was previously only used for 3 months to prepare for Haji, and the remaining 9 months was still not utilized optimally, in the future it will be managed more optimally for the general public, and involving the local community, to increase state income and improve the welfare of local communities. The location of the Haji Dormitory which is the object of this research is the Surabaya Haji Embarkation Dormitory, as seen in Figure 1.

Figure 1. The Indonesian ministry of religion's haji dormitory in 2023

In the absence of good management, starting from the lack of strategic management policies and programs, poor product quality, poor quality of service at the Haji Dormitory; So, to ensure optimal and quality management of the haji dormitory, it is necessary to apply several quality standards in management: (1) product quality, (2) service quality, and (3) management quality (Badan Standardisasi Nasional, 2021; Sirna, 2023).

Likewise, the utilization of the Haji Dormitory is not yet optimal, resulting in very minimal income, so that to maximize the function of utilizing the haji dormitory, thorough and standard preparation is required, such as: preparation of accommodation for the Haji, benefits for the public, for public accommodation facilities, meeting places and other activity places for the general public, and use of places for spiritual education, worship for students, elementary, middle school, high school, university and the general public and other places of worship in the haji dormitory environment, and empowerment of local people as accommodation service employees in improving the economy of the local community and national (Tingkes & Sirna, 2023).

From the background of the problem above, the main problem of this research can be formulated: (1) How to map the potential problem of haji embarkation dormitories equivalent to star hotels to improve the national economy?, (2) What is the concept? Using haji embarkation dormitories equivalent to five-star hotels to improve the national economy? (Creswell, 2019; Utama, 2021).

Research using proof of concept PSM: Product, Service, Management. which uses an identification approach to quality management, product quality, service quality, and continues with a confirmatory approach. The first step is to identify and map models of factors that influence product quality management, service quality and quality management systems, the second step is to prepare the level of importance of several indicators in the PSM concept, and the third step is to determine the confirmatory project for the program and focus of haji dormitory management as a good activity through Focus Group Discussions by inviting hotel informants and resource persons as well as hotel managers as practitioners (Badan Standardisasi Nasional, 2018).

This research is in accordance with previous research, namely: Tourism nusantara opportunities and challenges, Model customer satisfaction, Marketing mix strategy analysis, Service quality, Tourists Motivation, The Local Genius as Millennial Tourist Attraction, Employee

Performance Review (Sirna & Adinegara, 2021) (Sirna, 2018a, 2018b). The Haji dormitory is recognized as a place of accommodation for people going on the haji, and before leaving for Mecca prepare themselves in the Haji dormitory. However, so far the haji dormitory has not been productively used because within 12 months it has only been used for three months for accommodation for preparations for the haji, and the remaining nine months have not been productively used because the Haji season has not arrived. From this, the government determines the types of tariffs and non-tax state revenues that apply to the Ministry of Religion, so that the use of Haji dormitories is maximized (Republic of Indonesia Government Regulation Number 59 of 2018 Concerning Types and Tariffs for Non-Tax State Revenues Applicable to the Ministry of Religion, 2018). Supported by the division of tariff zones for services for using Haji dormitory facilities and infrastructure, the Ministry of Religion to regulate the organization of work procedures and governance of the technical implementation of Haji dormitories in Indonesia (Regulation of the Minister of Religion of the Republic of Indonesia Number 41 of 2017 Concerning the Organization and Work Procedures of the Haji Dormitory Technical Implementation Unit, 2017). This is supported by the decision of the Indonesian Minister of Finance regarding approval for the use of non-tax state revenue funds at the Ministry of Religion (Decree of the Minister of Finance of the Republic of Indonesia Number 584/KMK.02/2019 Concern-Ing Approval of the Use of Non-Tax State Revenue Funds at the Ministry of Religion, 2019).

The management system is supported by the central government through the Indonesian Ministry of Religion to develop the potential for Haji dormitories equivalent to star hotels in order to empower local communities and obtain maximum profits to be deposited into the state treasury outside of taxes (Decree of the Minister of Finance of the Republic of Indonesia Number 584/KMK.02/2019 Concern-Ing Approval of the Use of Non-Tax State Revenue Funds at the Ministry of Religion, 2019). taking this into account, it is necessary to improve internally the Haji dormitories starting from the quality management system, product quality and service quality, as well as equipment, human resources, communication systems, funding sources and administration that are equivalent to star hotels (Law of the Republic of Indonesia Number 10 of 2009 Concerning Tourism, 2009). In accordance with SNI through the Ministry of Tourism and Creative Economy, it is emphasized that the implementation of hotel operations in Indonesia, especially star hotels, must pay attention to hygiene, sanitation, safety and environmental sustainability so that every visitor who comes can be assured of guaranteeing safety and comfort in the Haji dormitory (Sirna, Adinegara, et al., 2021).

Pengembangan wilayah secara berkelanjutan perlu lebih ditingkatkan khususnya pengembangan pengelolaan asrama haji diseluruh Indonesia, dengan menggunakan sumberdaya yang ada di masing-masing wilayah, dengan kearifan lokalnya, termasuk SDM lokal untuk berkontribusi mengembangkan asrama haji (Sirna et al., 2023). Dalam strategi pemasaran perlu mengimplimentasikan sistim strategi pemasaran hotel, baik secara konvensional maupun secara online, dengan memperhatikan kebutuhan, keinginan pelanggan dalam menjamin kepuasannya di asrama haji (Sirna et al., 2020; Sirna & Adinegara, 2019).

This research focuses on mapping potential problems and utilization of Haji dormitories equivalent to star hotels using the PSM concept: (Product service, Management quality). which uses an exploratory, identification and confirmative approach followed by a confirmatory approach. It was stated that this research identified factors in the utilization of Haji dormitories on a par with star hotels by mapping the potential problems that exist in Haji dormitories, using the development of the PSM concept with an exploratory and confirmative identification approach (Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number PM.53/HM.001/MPEK/2013 Concerning Hotel Business Standards, 2013; Republic of Indonesia Government, 2015).

Methodology

This research uses descriptive, qualitative, quantitative methods, standard star hotel study approaches, as well as community based tourism, as a form of improving the national economy (Sugiyono, 2015). Data were analyzed using hotel and tourism quality standard theory, as well as relevant theories according to the data at the research location. This research uses a proof of concept for PSM: Products, Services, Management. which uses an identification

approach to quality management, product quality, service quality, and continues with a confirmatory approach. The first step is to identify and map potential problem factors that influence the management of product quality, service quality and quality management systems, the second step is to prepare the level of importance of several indicators in the PSM concept, and the third step is to prepare the level of importance of several indicators in the PSM concept. determining confirmation projects for the program and focus of haji dormitory management as good practices and activities through Focus Group Discussions by inviting hotel informants and resource persons as well as hotel managers as practitioners (Adinegara et al., 2019).

Results and Discussions

Results

The Surabaya Embarkation Haji Dormitory, which is located on Jalan Manyar Kertoadi no.1 RW 6.60116 (031) 5945159, is one of the Haji Dormitories in the city of Surabaya which includes preparation activities for Haji candidates to depart for the Haji to Mecca, check in and examine Haji guests, accommodation, worship activities at the mosque, throwing ritual practice, counseling and health checks for prospective pilgrims to the Veranda of Mecca (Regulation of the Minister of Religion of the Republic of Indonesia Number 36 of 2019 Concerning the Distribution of Tariff Zones for Services for Using Facilities and Infrastructure at the Haji Dor-Mitory of the Ministry of Religion, 2019).

Apart from that, there are also deliberation activities for related government agencies, thanksgiving and wedding activities for residents around Surabaya, Koran recitation activities and Haji preparation exercises for elementary, middle and high school students, for travel owners who participate in marketing haji dormitory accommodation for community accommodation who need it to prepare for Haji, such as: from NTT, Bali and East Java. As well as supporting KONI Surabaya activities for accommodation for sports athletes at the Surabaya Haji Dormitory (Decree of the Minister of Finance of the Republic of Indonesia Number 584/KMK.02/2019 Concern-Ing Approval of the Use of Non-Tax State Revenue Funds at the Ministry of Religion, 2019). It can be seen in Figure 2.

Figure 2. Surabaya embarkation haji dormitory activity program

Discussions

Identify several uses for the Surabaya Embarkation Haji Dormitory

The Surabaya Embarkation Haji Dormitory has a geographic area of 6.7 hectares, 556 rooms, and a total of 96 employees consisting of 16 ASN, 20 contract employees, and 60 outsourced people, which is one of the Haji Dormitories capable of accommodating Haji Candidates. preparations for the pilgrimage to the Veranda of Mecca include: from the regions of East Nusa Tenggara, Bali and East Java (Regulation of the Minister of Religion of the Republic of Indonesia Number 41 of 2017 Concerning the Organization and Work Procedures of the Haji Dormitory Technical Implementation Unit, 2017; Sumartana et al., 2022).

In its operational form, the Surabaya Haji Embarkation Dormitory has several departments in carrying out daily operations consisting of: (1) Front office, (2) Housekeeping, (3) Engineering, (4) Personnel, (5) Accounting, (6) IT, and (7) Marketing. Following are some important contributions (Sari et al., 2022).

In accordance with the functions and benefits of the Surabaya Haji Dormitory, it has carried out several important activities, including: 1). Accommodates several Haji preparation areas such as: NTT, Bali and East Java as well as other communities or employees. 2). As a place for training in recitation and preparation for the Haji pilgrimage for the community and schools, elementary, middle and high schools. 3). As a meeting place with a capacity of 1,000 people, 600 people and 300 people, 4). As a place to hold wedding events for the local community and the wider community as an option, 5). As an additional facility for KONI throughout the city of Surabaya/East Java in the form of accommodation for athletes who will or are currently competing, 6). As a place of study for Muslims and Fridays for people who live around the Surabaya Haji Dormitory, 7). As a place for training and seminars/workshops for government and private agencies as the cheapest option for them, 8). For the travel agent business as a good business partner to channel its guests, both Haji candidates and the wider community, who can stay at the Surabaya Haji Embarkation Dormitory.

In this way, the Surabaya Haji Embarkation Dormitory has contributed to Haji candidates who will prepare for the Haji to Mecca, including people who need services, but it is not optimal because it is in accordance with the latest regulations from the Ministry of Religion and the Ministry of Religion. other regulations, Haji Embarkation Dormitories are required to provide services and provide financial contributions that are more equivalent to star hotels so that Non-Tax State Revenue can be contributed from Haji Dormitories throughout Indonesia (Government Regulation Number 50 of 2012 Concerning Implementation of Safety and Health Management Systems, 2012).

The results of this research show that the results of potential problem mapping for Surabaya Embarkation Haji Dormitory Equivalent to Star Hotels are as expected.

1. From the mapping of potential problems, product criteria and indicators as determinants in the assessment, this research shows the results, namely:
a. It can be identified that there is no accessibility (ramp) for people with disabilities in the lobby area, causing the lack of complete facilities which results in disruption for people with disabilities being able to stay at the Surabaya Embarkation Haji Dormitory.
b. Food and Beverage Outlets do not yet exist, such as: (1) a dining and drinking room with good air circulation and lighting, (2) dining tables and chairs and equipment, (3) a list of food and drinks in complete the price, causing star hotel standards to not be met, resulting in difficulties for staying guests in getting food and drink services.
c. Room service, not yet available, such as: (1) It is located close to the kitchen and access to the room, (2) the room service menu, (3) the equipment and supplies, causing it not to be in line with the equivalent of a star hotel as a result of which guests do not get room service there. Haji hostel.
d. The guest bedroom does not have complete facilities such as; (1) Individual Safe Deposit Box, (2) Writing equipment for guests (guest stationary), causing it not to be at the same standard as a star hotel, resulting in reduced guest facilities.

e. Laundry space and arrangements are not yet available, causing it not to be on par with star hotels, so guest facilities are reduced,

f. There is no Goods Reception Area available, and the weighing equipment has been marked, causing it not to be up to star hotels, resulting in disrupted Haji dormitory operations.

g. In the store area there is no place to store food and drinks, so it is not yet equivalent to a star hotel, resulting in disrupted operations of the Haji dormitory.

h. In the housekeeping room, there is no linen and uniform room, so it is not yet equivalent to a star hotel, resulting in reduced facilities for guests and employees (Tingkes et al., 2023).

2. From mapping potential problems, service criteria and indicators as determinants in assessment, this research shows results, namely:

1. In terms of service, namely:

a. There are no food and drink services such as: (1) Guest reception services, (2) Food and drink serving services, (3) payment acceptance services, (4) services for guests with physical limitations, children and the elderly, causing it not to be on par with star hotels, as a result guest facilities are reduced, and operations can be disrupted.

b. The are no Room Service services such as: (1) Receiving food and drink orders from the room, (2) Serving food and drinks in the room, (3) Accepting Payments, causes it not to be up to par with star hotels, resulting in reduced guest facilities.

3. From mapping potential problems, management criteria and indicators as determinants in assessment, this research shows the results, namely:

There is no Haji Dormitory that has implemented employee competency certification equivalent to hotels such as: (1) Front Office Certification, (@) Housekeeping, (3) Kitchen, (4) Restaurant, (5) HRD, (6) Accounting, (7) Engineering, Marketing, causes it not to be on par with star hotels, as a result HR competency is still not competent and professional in the hospitality sector, b). It is not yet clear about the involvement of the Surabaya Embarkation Haji Dormitory Management in implementing CSR and contributing to developing Small and Medium Enterprises within the Surabaya Embarkation Haji Dormitory environment.

Thus, the Surabaya Haji Dormitory does not meet the standards equivalent to star hotels, because there are still many star hotel standard items that have not been met, and if you look at the standard score for a three-star hotel, it is between 600 -700, and the Surabaya Embarkation Haji Dormitory only meets a score of 400. , or less than 33.30% of 100%, with a score range of 1 to 5, the average score of the Haji Surabaya hostel only reached 3.7 (Law of the Republic of Indonesia Number 10 of 2009 Concerning Tourism, 2009).

Conclusions

In achieving greater benefits at the Surabaya Embarkation Haji Dormitory equivalent to a star hotel, the involvement of management and employees is very important so that the utilization of the Surabaya Embarkation Haji Dormitory Equivalent to a Star Hotel sets an example for other Haji Dormitories in Indonesia in increasing non-tax income (Regulation No. 4 of 2021 Concerning Risk-Based Hotel Business Standards, 2021; Republic of Indonesia Government, 2015).

As for supporting the benefits of the Haji Dormitory mentioned above, the intended involvement is: a). Management should make policies related to mapping potential problems and utilization of the Surabaya Haji Embarkation Dormitory so that it is equivalent to a star hotel, b). Management should create standard operating procedures (SOP) for the Surabaya Haji Embarkation Dormitory, so that it is in accordance with star SOP standards that can be operated and implemented, c). Management should create an operating system that is equivalent to a star hotel so that the operations of the Surabaya Haji embarkation dormitory can be carried out as well as a star hotel, d). Management should set procurement and recruitment standards for employees who have competencies equivalent to star hotels and have been certified as having qualifications equivalent to star hotels, to be able to operate the Surabaya Haji embarkation dormitory, e). Management reporting and evaluation systems should be adapted to star hotels so that business targets are achieved, f). Every employee in each department whose qualifications and competencies are equivalent to a star hotel and has received certification equivalent

to a star hotel should carry out its operational system in accordance with what is expected from a star hotel at the Surabaya Embarkation Haji Dormitory, g). In the marketing and sales section, market segmentation adjustments should be made which are expected to be equivalent to star hotels which can be implemented in the Surabaya Haji Embarkation Dormitory, h). For room prices, food and beverages etc. to be adjusted to cost standards and sales standards equivalent to star hotels at the Surabaya Embarkation Haji Dormitory, I). So that the products, equipment and supporting facilities needed in the food and beverage section are adapted to star hotels in the Surabaya Haji Embarkation Dormitory, J). For the type of food and beverage service to comply with service standards equivalent to star hotels at the Surabaya Embarkation Haji Dormitory, k). In procuring goods, storage and other equipment such as housekeeping, engineering, accounting, HRD, meeting rooms, lodging, lobby, business center, travel, money changer, taxi or transport order, etc. so that they are adjusted to hotels of the same star level. at the Surabaya Haji Embarkation Dormitory, l). The security system, order and comfort of staying guests must be adapted to star hotels at the Surabaya Embarkation Haji Dormitory, m). AMDAL, UPL and UKL systems managed in the engineering section to suit star hotels in the Surabaya Haji embarkation dormitory, n). Information and communication systems to suit star hotels in the Haji embarkation dormitory in Surabaya, o). Pest control to maintain and maintain a clean, healthy and sustainable environment, to avoid pests, viruses and bacteria so that it is equivalent to a star hotel must be carried out at the Surabaya Haji Embarkation Dormitory (Tingkes, 2022).

This research is in accordance with research conducted previously, namely: Indonesian tourism opportunities and challenges, Customer satisfaction model, Guest satisfaction, Marketing mix strategy analysis, Work dicipline, Individual character, Adoption of Service Quality, Tourists Motivation, The Local Genius as Millennial Tourist Attraction, Employee Performance Review (Sirna, Saputri, et al., 2021; Sirna, Widiantara, et al., 2021).

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