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Implementation of Green Practice in Maintaining Environmental Sustainability at The Santai

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Abstract: The purpose of this research is to find out the implementation of green practice at The Santai and to analyze how is the green practice can maintain environmental sustainability at The Santai. The method of data collection was using interview and observation with picture taking documentation. The technique of analysis that is used in this research is qualitative descriptive analysis. The result of this research shows that the implementation of green practice at The Santai were contained of Green Action, Green Food, and Green Donation. Green Action covers energy and water efficiency, use of environmentally friendly materials, recycle, and pollution prevention. Green Food covers the use of organic food ingredients, use of local food ingredients, use of products with environmentally friendly packaging materials, use of food ingredients from plants or vegetables such as vegetarian menus. Green Donation covers making charitable donations for environmental conservation and sustainability and educating guests about green practices and inviting guests to get involved in green practices. These practices have maintained the environmental sustainability that has positive impacts on social economic and the environment at The Santai.

Keywords: Green practice, green action, green food, green donation, environmental sustainability

Introduction

Indonesia is a country known for its natural beauty and cultural diversity, and one of the business sectors aimed at boosting its economy is the tourism sector (Bagyono, 2012). The tour-ism industry plays a vital role in improving the Indonesian economy, particularly on the island of Bali and the growth of tourism has increased the number of hotels and villas on the island.

With the growth of tourism and the increasing number of hotels and villas on the island of Bali, there are negative impacts that gradually erode the environmental resources on which they rely (Wahyundaria & Sunarta, 2020). The operational activities of all departments in the hotel have an environmental impact including housekeeping, kitchen, laundry, landscape, to the front office and back office (Yu et al., 2017). While villas bring positive impacts, they can also have negative im-pacts on the environment, such as air, soil, and water pollution (Sukradana et al., 2018). To pre-vent and reduce pollution, such as water pollution, sanitation pollution, and the degradation of ecosystems, hotels and villas need to implement green practices. The term green or green itself is related to concerns about environmental friendliness (Hieu & Rasovska, 2017). Green practice consists of practices that involve the efficient use of energy and water, recycling, sustainable food, waste reduction, and pollution prevention, as well as the products and services created to mini-mize a business's negative impact on the ecosystem (Atzori et al., 2018). Green practice is cate-gorized into three parts: Green Action, Green Food, and Green Donation (Budiantoro et al., 2015; Schubert 2008).

Part of Green Action includes energy and water efficiency, use of environmentally friendly materials, recycling and pollution prevention. Energy efficiency is a general term that refers to using less energy to produce the same amount of service or useful output (Madonna, 2014). The energy conservation efforts that can be done are the use of LEDs as a lighting system and the use of Air Conditioners with inverter technology (Himawan & Sudiarto, 2022). Water conservation can also be done by optimizing durable and corrosion-resistant water pipes to prevent water leaks, using water pressure reducing valves and

maximizing water use efficiency by regulating the flow of water at the faucet and controlling leaks (Marbun et al., 2022). Regarding the criteria for using green products or environmentally friendly products, it is necessary to support the use of local products in hotel operations such as healthy food and crafts. The products used must also be envi-ronmentally friendly products (Fadjarwati & Nurzakiah, 2021). In terms of recycling, one of the solutions to reduce waste problems is to provide facilities and infrastructure such as TPST or Inte-grated Waste Treatment Sites, which are places where activities are carried out in collecting, sort-ing, recycling and processing waste (Pratiwi, 2021). In terms of pollution prevention, a polluted environment will cause various kinds of adverse impacts such as the death of flora and fauna, poisoning, and water, air and soil pollution (Lubis et al., 2018). Air pollution is the occurrence of environmental pollution in the air caused by the presence of contaminants that exceed normal lim-its. Water pollution is the occurrence of environmental pollution in water caused by human activi-ties such as rivers, lakes, beaches and underground water so that the quality of the water de-creases which results in the water not being able to function according to its designation (Kamalia & Sudarti, 2022). So wastewater must be managed first so that it can meet quality standards be-fore being discharged into public channels (Sulistia et al., 2019). Soil pollution is the occurrence of environmental pollution in the soil or the presence of pollutant substances mixed with the soil whose existence exceeds the tolerance limit ofthe carrying capacity of the environment (Dewata & Danhas, 2018).

Part of Green Food includes organic farming namely using organic food products which in their production do not use chemicals such as pesticides. The local food system is the purchase of local food products that do not require the use of a lot of transportation in the process of providing them so that they do not cause emissions from excessive use of transportation. Reducing food packaging waste, namely the use of food ingredients whose packaging uses materials that can be recycled and are environmentally friendly. The use of food ingredients derived from plants, name-ly food ingredients that do not need to use a lot of energy to process them compared to the use of food ingredients from animals.

Part of Green Donation includes making charitable donations and participate in community activities specifically for environmental purposes that focus on conservation, sustainability and other environmental issues and providing education to the public about green practices.

Based on the background, it is evident how important the implementation of green practices is for villas in reducing and preventing environmental damage. The Santai, as an environmentally conscious villa, implements environmentally friendly practices and actively engages in environ-mental sustainability activities by incorporating green practices into its daily operations. Therefore, the researcher is interested in conducting research on "The Implementation of Green Practices in Sustaining the Environment at The Santai". A sustainable environment is a state of balance, sur-vival and connectedness that allows humans to meet their needs without exceeding the capacity of their supporting ecosystems and has the ability to regenerate so that they can continue to be able to meet their needs in the future (Effendi et al., 2018).

Methodology

The research is conducted at The Santai, a boutique resort in the form of villas located at Jalan Bumbak No. 88A, Lingkungan Anyar Kelod, Kerobokan, North Kuta District, Badung Regen-cy. This research is conducted from March 2023 until July 2023. This location is chosen because it aligns with the research theme, where The Santai is currently striving to ensure that all its opera-tional activities are in line with green practices, and the researcher is one of the individuals in-volved in the issues at this research location, serving as the Resort Manager who is knowledgea-ble about the development of green practices implemented at The Santai.

The data analysis technique used in this research is qualitative descriptive data analysis

us-ing textual data in the form of words or written narratives. The data were obtained through inter-views with 7 (seven) responsible persons from all relevant departments and sections to be used as the research basis. These individuals include the Chief Engineer, Housekeeping Manager, Head Chef, Senior Butler, Senior Waiter, Senior Accountant, and Human Resources Coordinator. The researcher is also thoroughly involved in the subject being studied, where the research process begins with the selection, which in this case is the selection of The Santai in implementing green practices.

Results and discussions
Results

The implementation of green practices carried out at The Santai consists of green action, green food, and green donation.

Table 1. Green Practices

Green Practices	Practices
Green Action	a. Energy and water efficiency b. Use of environmentally friendly material c. Recycling d. Pollution prevention
Green Food	a. Use of organic food b. Use of local ingredients c. Use of products with environmentally friendly packaging materials d. The use of food ingredients from plants or vegetables
Green Donation	a. Making charitable donations for environmental conservation and sustainability b. Provide education to the public about green practices

Source: Data Processed (2023)

Discussions Green Action
Energy and Water Efficiency

From the observations and data obtained, it is found that The Santai is already using LED lights for illumination in 96.28% of all villa areas, as seen in Figure 1 below:

(Source: The Santai, 2023)
Figure 1. Light Usage Report

From the results of observations and data obtained, The Santai uses LED type TVs as a facility provided in all of its villas as shown in Figure 2 below.

3

(Source: The Santai, 2023)
Figure 2. LED TV Facility in the Room

From the results of observations made by researchers, the air conditioners or air conditioners used at The Santai use inverter technology, which is technology that allows the air conditioner to adjust its cooling capacity based on the desired temperature, thereby reducing energy consumption.

The installation of motion sensor lights in employee lockers. The rationale behind this approach is to ensure that the lights are only used when needed. Frequent locker lighting systems stay on even when employees are not accessing their lockers. This causes a waste of energy.

(Source: The Santai, 2023)
Figure 3. Lights With Motion Sensors in Staff Locker Room

The Santai uses water taps with aerator. This faucet aerator has a physical form of a filter. As water flows through the mesh-shaped filter, the aerator divides the flow of water into many small holes allowing air to mix with the water. Water aeration and division of water into small holes creates a more consistent water flow and reduces splashing.

(Source: The Santai, 2023)
Figure 4. Water Faucet with Aerator

The Santai installed water meters in each villa. This step is taken to monitor water use closely and detect potential leaks immediately. These water meters provide valuable data that helps to identify deviations or excessive water consumption, which allows the company to take immediate action and address any issues that may arise.

(Source: The Santai, 2023)
Figure 5. Water Meter Installed in Villa

Installation of signs to promote water and electricity conservation. Placing signs to promote water and electricity conservation in employee lockers is an effective approach to raise awareness and encourage responsible behavior to reduce excessive electricity and water consumption.

(Source: The Santai, 2023)
Figure 6. Appeal for Energy & Water Efficiency Inside the Employee Locker Room

Use of Environmentally Friendly Material

One important aspect of The Santai's green action is the provision of refill mineral water provided in the villa which is a facility for guests to use glass bottles. This practice eliminates the need for single-use plastic water bottles, which are a major contributor to plastic pollution. The Santai works closely with 3rd party companies that provide and refill mineral water using their provided glass bottles which not only reduces plastic waste but also enhances the guest experience by providing a more luxurious and eco-friendly drinking option.

(Source: The Santai, 2023)
Figure 7. Refill Water Facilities in Glass Bottles

The use of stainless-steel straws is another important aspect of the eco-friendly material practices carried out at The Santai. Drinking straws made of stainless steel serve as an alternative to disposable plastic straws which are known to be bad for the environment.

(Source: The Santai, 2023)

Figure 8. The Use of Straws from Stainless Steel

The Santai avoids using plastic bags in waste collection activities which is a significant step towards minimizing plastic waste. The practice of collecting waste using bags made of nylon material that is reused is not like plastic garbage bags which are only used once. Plastic bags are notorious for their adverse effects on the environment, including pollution, resource depletion and danger to wildlife.

(Source: The Santai, 2023)

Figure 9. Reusable Garbage Bag

The Santai is committed to reducing negative impacts on the environment in every aspect of its operations, including in administrative practices. The Santai has used environmentally friendly A4 paper products that can be recycled for document printing and administrative purposes.
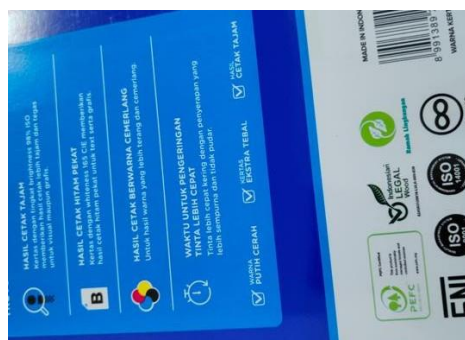
(Source: The Santai, 2023)

Figure 10. Eco-Friendly A4 Printing Paper

Recycling

The Santai carries out the practice of recycling waste generated from its operational activities including utilizing leftover food to become fertilizer and utilizing leaf waste to become organic fertilizer by collaborating with third parties, namely Urban Compost and sorting organic and non-organic waste where the results the collection and sorting of waste is managed by a third party, namely Eco Bali, a company that operates its own material sorting and recovery (MRF) facility to ensure that waste is managed properly and will not become a burden to the environment of Bali by maximizing recycling, reducing the amount of waste to landfill and promote composting.

One important aspect of waste management at The Santai is the utilization of food waste to produce organic fertilizer. Food waste, which is commonly generated in hospitality establishments, poses an environmental challenge if disposed of improperly. However, The Santai takes a proactive approach by working with Urban Compost to turn food waste into organic fertilizer.

(Source: The Santai, 2023)
Figure 11. Recycling Food Waste into Fertilizer

The Santai also utilizes leaf waste to produce organic fertilizer. Accumulation of leaf waste is a common occurrence in landscape and garden areas. The Santai reuses it by working with Urban Compost to turn leaf waste into organic fertilizer.

(Source: The Santai, 2023)
Figure 12. Recycling Garden Waste into Fertilizer

Apart from recycling organic waste, The Santai also emphasizes the segregation of organic and non-organic waste by providing different bins. By implementing a comprehensive waste segregation system and working with Eco Bali, a company that operates its own material sorting and recovery (MRF) facility to ensure that waste is managed properly and will not be a burden to the environment. The Santai ensures that recyclable materials are properly separated from general waste. The Santai provides separate organic and non-organic waste bins throughout the area including guest rooms, public toilets and employee offices. The housekeeping section will collect the waste separately and collect it in the waste collection room provided and Eco Bali routinely picks up the waste 3 times a week to take it to the waste processing site in Tibubeneng, North Kuta.

(Source: The Santai, 2023)
Figure 13. Sorting Organic with Un-Organic Waste

Pollution Prevention

The Santai carries out biological treatment of its wastewater, such as aerobic treatment, to remove contaminants and pollutants. The Santai also conducts monthly laboratory tests on its wastewater to analyze the composition and quality of the wastewater to ensure compliance with environmental standards and regulations.

NO	PARAMETER	SATUAN	HASIL	KADAR MAKSIMUM YANG DIPERBOLEHKAN / STANDAR	SPESIFIKASI METODE
FISIKA					
1	Zat Padat Tersuspensi	mg/L	16	50	spektrofotometrik
KIMIA					
2	°pH	-	7,23	6-9	SNI 6989.11:2019
3	Ammonia Bebas (NH₃-N)	mg/L	<0,001	10	spektrofotometrik
4	°BOD₅	mg/L	11,58	28	ApHA, 23rd Edition 2017, (Section 5210.B)
5	°COD	mg/L	40,0	50	SNI 6989.73:2019
6	Senyawa aktif biru metilen	mg/L	<0,05	5	spektrofotometrik
7	Minyak dan Lemak	mg/L	<0,1	10	Gravimetri

(Source: The Santai, 2023)
Figure 14. Waste Water Laboratory Test Result

The Santai performs emission tests on diesel stacks to monitor and minimize air pollution. Emissions tests involve measuring the concentrations of pollutants emitted from diesel stacks, such as particulate matter, nitrogen oxides (Nox), and sulfur dioxide(SO2).

Green Food

The first aspect of green food at The Santai is the use of organically sourced ingredients from farms that follow organic farming practices, avoiding the use of synthetic fertilizers, pesticides, and genetically modified organisms. The second aspect is the use of local ingredients. The Santai emphasizes sourcing ingredients from local suppliers and farmers. The third aspect is that The Santai uses environmentally friendly product packaging, such as biodegradable fresh milk packaging used in restaurants. Biodegradable packaging materials are materials that can be destroyed or decomposed by other living organisms derived from plants or animals.

The Santai incorporates plant-based options through a vegetarian menu featuring dishes free of meat, poultry and fish, with a focus on plant-based ingredients such as vegetables, fruits, whole grains and peas.

(Source: The Santai, 2023)
Figure 15. Product With Environmentally Friendly Packaging

Green Donation

At The Santai, a commitment to green practices and sustainability is an integral part of its work and operational ethic, including part of it is the green donation practice which includes Making charitable donations for environmental conservation and sustainability and provide education to the public about green practice.

As part of efforts to promote green food practices, The Santai has implemented a program to donate used cooking oil to the Lengis Hijau Foundation, which focuses on environmental preservation and sustainability. Used cooking oil, if not disposed of properly, can be bad for the environment. This can clog drains, contaminate water sources and harm wildlife. However, if handled properly, used cooking oil can be recycled and converted into biodiesel, a renewable energy source that reduces carbon emissions. Through its partnership with Lengis Hijau Foundation, The Santai ensures that used cooking oil produced from operations in restaurant kitchens is collected and processed in a responsible manner. This foundation specializes in the collection, processing and recycling of used cooking oil, so that it is not thrown away. By donating used cooking oil to the Lengis Hijau Foundation, The Santai contributes to reducing environmental pollution and supports the production of sustainable energy sources. Biodiesel derived from recycled oil can be used as an alternative to fossil fuels, reducing dependence on non-renewable resources and reducing greenhouse gas emissions. The Santai also participates in environmental clean-up activities held by Sungai Watch, an environmental organization in Bali whose mission is to stop plastic from entering the sea. The environmental clean activities that were participated in were such as activities to clean up mangrove forest areas in the Denpasar area.

(Source: The Santai, 2023)
Figure 16. Environmental Clean Activities in Mangrove Forest Areas

The Santai believes that education plays an important role in promoting green practices and fostering environmental awareness. As part of its commitment to sustainability, The Santai provides information in the form of leaflets that are mounted in photo frames and posted on the walls of the villa rooms to inform and engage guests in The Santai's green initiatives. One of the key aspects emphasized is energy conservation. The Santai

encourages guests to pay attention to their electricity usage by turning off the lights and air conditioning when leaving the room. In doing so, guests contribute to reducing energy consumption and minimizing the carbon footprint associated with their stay. In each villa room, information is posted highlighting the eco-friendly practices that have been implemented at The Santai. These materials serve as a reminder of The Santai's efforts and provide guests with education and valuable insights on how they can actively participate in creating a greener environment.
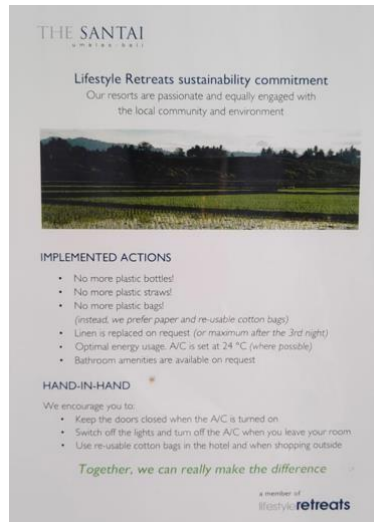
(Source: The Santai, 2023)
Figure 17. In-Room Sustainability Commitment Information

Conclusions

Based on the results of the discussion, it can be concluded that the implementation of green practice which includes green action, green food, and green donation at The Santai has been car-ried out very well. The implementation of Green Action namely energy and water efficiency, the use of environmentally friendly materials, Recycle, and Pollution prevention. Green Food imple-mentation includes the use of organic food ingredients, the use of local food ingredients, the use of products with environmentally friendly packaging materials, and the use of food ingredients from plants or vegetables such as vegetarian menus. Green Donation implementation includes giving charitable donations and participating in community activities for environmental conservation and sustainability, and providing education to the public, namely villa guests, about green practices and inviting them to participate in carrying out these practices.

Green practices can maintain environmental sustainability at The Santai on the Green Action dimension, namely reducing the use of electricity resources, conserving natural resources, mini-mizing waste, and reducing pollution. On the Green Food dimension, namely reducing the use of synthetic chemicals, minimizing carbon emissions, promoting the local economy, reducing packag-ing waste, reducing food waste, and increasing awareness about food choices that are more envi-ronmentally sustainable. On the Green Donation dimension, namely by supporting the manufac-ture of biodiesel energy from used cooking oil, it will reduce dependence on fossil energy sources that damage the environment. By raising awareness and inviting guests to participate in green actions, The Santai supports more sustainable behavior change.

To maximize energy efficiency, The Santai is recommended integrating an electronic key system into room door locks. This would automatically turn off lights and AC power when guests are outside the room with the electronic key. To reduce or eliminate the use of hazardous chemi-cals in eradicating pests, in order to further minimize negative

environmental impacts by seeking alternative measures such as integrated pest control, which is an environmentally friendly pest control practice. The Santai is also recommended to conduct emission tests related to the us of electric generator during power outages from the national grid (PLN) to ensure better environ- mental sustainability.

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The Importance of Green Service Practices in Travel Agent Services: A Conceptual Framework

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Abstract: The purpose of this study is to describe in general the importance of Green Service Practices in travel agent services. This research is qualitative research. The research method used is the library research method. The research population is journal articles that contain green services. The sampling technique used was purposive and accidental sampling. Data analysis was carried out descriptively qualitatively. This study found that Green Service Practices have a very important role in travel agent services. Besides being beneficial internally for the company itself, it is also beneficial externally for its environment.

Keywords: environment, green Service Practices, travel agents.

Introduction

Green services are services that meet the elements of three aspects, namely environmental, social and economic aspects. Services can be said to be green services if they support the preservation of the natural, socio-cultural environment and are economically profitable and sustainable. Green service can be applied to various fields or areas such as tourism (including travel agencies (BPW) or generally known as travel agents, hotels, restaurants, tourist attractions and other supporting components), trade, transportation, logistics, energy, information and communication technology and industry.

From the point of view of service providers, tourism is actually a service provided to people or groups of people who travel from their place of origin to another place with the aim of having fun and using tourist facilities such as transportation, accommodation, tourist attractions and ancillaries (services). other tourism supporters such as banks, money changers, pharmacies, etc.).

Tourism is considered one of the main contributors to greenhouse gases emissions and environmental degradation (Pang et al., 2013; Merli et al., 2019), tourism activities can destroy the natural resources because of overuse and poor green management practices (Tambovceva, 2010). However, tourism activities depend on the availability and accessibility of natural resources, so they must be in a good condition and not polluted (Luo & Deng,2008; Phillips & House, 2009). Therefore, there's a great need to conserve the environment, and the need for businesses to take supportive actions to lessen the negative impacts on the environment and keep it clean (McGuire, 2010). In most developing countries, the concept of green practices is little, few tourism organizations have launched green strategies to ensure their green practices and be committed to environmental matters (Chigora, 2015). The application of green practices has become vital to tourism operations and activities (Erdogan & Baris, 2007). A clean and pure environment is the main component of tourism quality service and is considered one of the most important factors for tourism and travel development (Tambovceva, 2010). According to Kim et al. (2017: 229), green practices can be defined as "a profitable business strategy that adds value to tourism operations that involve environmental conservation initiatives". Green management practices will provide opportunities for sustainability and long-term recreation activities (Merli et al., 2019). Travel agents organize packages that allow tourists to interact with the physical environment (natural – man-made), such visits can be gotten worse by tourists' irresponsible activities (Mustapha et al., 2018). To achieve the continuity of the tourism industry, travel agents should 'go green' and encourage tourists to behave friendly with the environment

(Merli et al., 2019).

One type of tourism service business that operates in the service sector is a travel agency (BPW) or generally known as a travel agent. BPW is a service business that plans, sells and implements or handles tourist trips. Planning in the sense of designing/arranging tourism products in the form of tour packages consisting of transportation rental including driver and tour guide, accommodation room rental, entrance tickets to tourist attractions and meal costs at restaurants. Selling the tour packages created through travel agents and organizing trips or handling tourists who buy the tour packages. Law no. 9 of 1990 concerning Tourism, the second part of article 12 states that a Tourist Travel Bureau (BPW) is a business providing planning services and/or tourism services and implementation.

The types of BPW can also be differentiated based on the focus of the services they provide. Several types of BPW that are commonly known are travel agents, tour operators, online travel agents, and destination management companies. Each type of BPW has a different focus and services, depending on tourists' needs.

Travel agents are BPWs who focus more on selling plane tickets and hotel accommodation. Meanwhile, tour operators focus more on arranging tour packages which include plane tickets, accommodation, transportation and tourist activities. Online travel agent is a BPW that uses an online platform to make it easier for tourists to order tickets or hotel reservations. Meanwhile, the destination management company is BPW which is responsible for managing all tourism activities in a destination, starting from transportation, accommodation, to tourist activities.

Research on green service practices was conducted by Wong et.al (2013). The concept of green service practice is divided into two, namely green service delivery or main service (core service) and green service support or after sales service. Study results indicate that green service delivery and support contributed to cost reduction and environmental performance. However, performance impact was strengthened by the adoption of uncertified environment management system (EMS) instead of certified EMS. This study contributes to the conceptual development of green service practices, the understanding of their impact on cost and environmental performance, and the role of EMS in supporting service-oriented firms to achieve such performance. Cocca dan Ganz (2015) juga meneliti tentang green service. The article aimed at providing a contribution to service engineering and related disciplines in the recently discussed concept of ecological sustainability. Besides the theoretical contribution of the article, the survey has provided new findings for business practice. For the technical service providers surveyed, an integration of green services in the portfolio offers the opportunity to create an additional customer benefit and to increase customer satisfaction. At the same time is also clear that green services already represent an important economic factor for some companies. The prerequisites for this are a detailed analysis of the customers'needs, the systematic development of green offerings and the consistent implementation within the organisation. Another important aspect is to maintain and improve competitiveness. As the trend of sustainability is gaining ground in more and more areas, it is just a matter of time before it will penetrate the service sector further. It is assumed that sustainability is increasingly regarded as a prerequisite in many offerings and that accordingly standards for green services are emerging. However, deficits often exist in the operational implementation. The study shows that companies that choose a holistic approach in offering green services are the successful ones. As well as combining ecological, economic and social aspects, successful companies take organisational and staff issues into account to a much greater extent during the implementation. Accompanying measures are necessary to raise awareness and to develop competence in all stakeholders, with the aim of creating a corporate culture that brings economy in line with ecology and thus ensures the long-term competitiveness of the company.

The aim of this research is to describe in general the importance of Green Service Practices in travel agents.

Methodology

This research is qualitative research. The research method used is the library research method. The research population is journal articles containing about green service. The sampling technique used was purposive and accidental sampling. Data analysis was carried out descriptively qualitatively. Content Analysis is a research technique used to determine certain sentences and concepts in the form of a collection of text (Tasya & Cheisviyanny, 2019; Priyo dan Haryanto. 2022).

Results and discussions

Results

To ensure that a travel agent can provide environmentally friendly services, there are three aspects that must be considered, namely environmental aspects, socio-cultural aspects and economic aspects as in Figure 1.

1. Environmental aspects:

Maintaining the sustainability of the natural environment by reducing/saving, reusing, reusing natural resources such as energy and water by utilizing environmentally friendly equipment and technology.

Avoid using equipment that is not environmentally friendly such as plastic bottles or items made from plastic. Processing waste to make it useful, reducing gas emissions by using environmentally friendly equipment and technology (green IT).

Digitizing and avoiding the use of paper in order to save trees from exploitation due to paper making in green administration (green office).

Designing tour packages with eco-friendly components such as green transportation, green hotels / accommodations, green restaurants, green attractions.

2. Social aspects:

Developing environmentally friendly behavior or green behavior in travel agent services. Developing green behavior in travel agents will, over time, form a sustainable social culture or green culture. This is not only beneficial for the travel agent itself, but also has a positive influence on the interests of tourism stakeholders.

3. Economic aspects:

Implementing green marketing (price, product, production and distribution) which benefits travel agents. Green online marketing is more than just communicating the resource-friendly actions of a company to the public. It is also about the responsible handling of data and the interests of users, as well as more transparency in communication and its mechanisms. Within this context, the critical observation of the big-name multipliers plays an important role as well. These are the global players Google, Apple, Facebook and Amazon, or GAFA for short.

Green service practices contribute to stability and continuity of economics of potential travelers to support green travel agents.
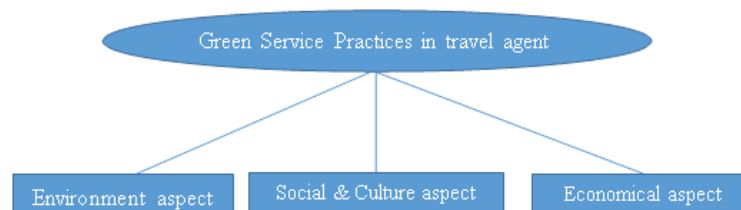

Figure 1. A conceptual model

Discussions

The importance of green service practices for internal management can save travel agents' costs, such as minimizing energy consumption, for example using fluorescents bulbs which save energy to save up to 75% of energy, turn off unused electronic compliances, control the temperature of the air-conditioning to lower the carbon emission, and save energy; reduction of water consumption; printing only the important documents, in addition to printing on both sides of the paper, and digitalizing their business (Fadhil, 2015).

The importance of green service practices for external travel agent or stakeholders. Tourism stake holders according to UNWTO (2005) are: national governments; local governments with specific competence in tourism matters; tourism establishments and tourism enterprises, including their associations; institutions engaged in financing tourism projects; tourism employees, tourism professionals and tourism consultants; trade unions of tourism employees; tourism education and training centers; travelers, including business travelers, and visitors to tourism destinations, sites and attractions; local populations and host communities at tourism destinations through their representatives; other juridical and natural persons having stakes in tourism development including non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services." The importance of green service practices

When organizations incorporate green concepts, organizations want to interpret the wants and needs to operate in a green way (Sharma et al., 2021) and have beliefs about the importance of balancing economic efficiency, social justice, and environmental accountability (Rizvi and Garg, 2021). When an organization engages in the green practices, it not only carries out its social responsibility but also prepares the best investment in developing the new resources and capabilities, that resulting in a sustainable competitive advantage (Mohezar et al., 2016).

Empirical evidence reveals that organizational involvement in pro-environmental practices can affect future business prospects, such as superior business performance (Molenaar and Kessler, 2017), strengthened brand reputation, fulfilled legal compliance (Hasan et al., 2019), and cost savings (Makower, 2021).

Conclusions

This research found that Green Service Practices have a very important role for travel agents themselves because they can provide economic benefits, in addition to the natural and social environment. Apart from that, it is also externally beneficial for tourism stakeholders which also covers the three aspects, namely the natural environment, socio-cultural and economic.

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Green Marketing as A Preference for Purchase Decision on Bamboo-Themed Accommodation in Ubud

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Abstract: The research entitled "Green Marketing as a Preference for Purchasing Decisions on Bamboo-Themed Accommodation in Ubud" conducted in 2023. This study aims to examine the phenomenon of bamboo accommodation that has developed along with the spirit of environmentally friendly tourism. Eco-friendly materials such as bamboo has a sustainable impact and reflects an exotic and high-profile accommodation. Social media and Online Travel Agent's also helps to promote this exotic accommodation. Based on this phenomenon, researchers aim to determine the influence of green marketing on tourist purchasing decisions. The research variables consist of green product (X1), green advertising (X2), green brand (X3) and purchase decision (Y). The sample was taken using purposive sampling method and the number of respondents using the Slovin formula and 100 respondents were obtained in this research period May-June. In addition, observations directly and indirectly were made to determine Ubud-themed accommodations. The data was analyzed using SPSS V.26 with multiple regression analysis became quantitative research and discussed descriptively. Based on the results of the F test, the significant value of F shows a greater sig value of 285.276 > 0.050, so there is a simultaneous influence between the independent variable (X) and the dependent variable (Y). The results of the T test show the sig value of each variable < 0.050, then the data has a partial effect on Y. The coefficient of determination obtained is obtained at 0.896 so it is concluded that the independent variables, namely Green Product, Green Advertising, Green Brand have a contributing influence of 89.6% to the dependent variable, namely the decision to visit. Based on these results, it was concluded that the most dominant factor in influencing the purchase decision was green advertising carried out by management and green brands being the lowest due to brands and names that were poorly represented. The test results show that each of these green marketing sub variableshas a simultaneous and partial effect on purchasing decisions

Keywords: bamboo themed accommodation, green marketing, purchase decision,

Introduction

The people in Bali Island live from the tourism sector, began to improve towards more "Green" tourism after environmental problems due to the development of tourism. The tourism industry in Bali seems like a mining land that is dredged to reap profits and not paying attention on waste problems or other negative consequences that arise. As a result, various problems such as landfill and waste, energy waste, water management, use of materials that are not environmentally friendly, air, water and soil pollution along with resource exploitation have become the dark side of Bali tourism. But over time, tourism actors finally emerged and awareness to protect the environment and apply it in the tourism industry, for example in the accommodation business.

Growth and construction of accommodation certainly requires various materials in the manufacturing process and also resources in the management process. Accommodation owners certainly want accommodation appearance with uniqueness and full of luxury. Therefore, special materials are chosen with high quality but are made from rare resources and limited availability because they are difficult to take, derived from slow-growing plants, and difficult cultivation, for example in certain types of wood. Of course, this is not necessary with the concept of sustainability due the use of rare material. In addition, resources such as fossil fuels in its manufacture is also unavoidable to facilitate and accelerate the process of development and management.

But slowly some accommodation business actors began to emerge to use recyclable

materials in order to preserve the environment and attract environmentally conscious tourist markets. Accommodation the green concept both in the process of development, management and marketing of products or services offered in order to accommodate consumers who have environmental awareness. This accommodation can come from star hotels or non-star hotels. In fact, it has sprung up on social media with the theme of back to nature or using environmentally friendly materials, one of which is made from bamboo which is quite viral. Bamboo is very easy to cultivate and can also be recycled. This material is quite sturdy used for years but with fairly routine maintenance. Bamboo products can be used as building structures, roofs, furniture, cutlery and much more. Bamboo belongs to the grass family, which serves as an explanation for why bamboo has such a high growth rate. This means when bamboo is harvested, it will grow back quickly without disturbing the ecosystem because bamboo roots release shoots for successors which distinguish it from other woody plants. The fast growth bamboo makes the availability of raw materials quite abundant and cheap.

One area that is quite famous for accommodation that uses bamboo as a building material is Ubud. Without no reason in this area have many accommodations use bamboo material because Ubud is an area of bamboo craftsmen. Every tourist will be very familiar with the design of traditional Balinese houses because bamboo is quite dominant. Architecture using bamboo cannot be underestimated because it has been combined with modern art and technology so the forms that were originally simple or conventional began to turn into dynamic, unique and amazing forms. This will certainly be very attractive to tourists or potential consumers in order to enjoy the beauty of nature in a comfortable and environmentally friendly residence.

Ubud area also has a strong cultural tourism image because it adheres the concepts ofof Hinduism, which is Tri Hita Karana. There are three main points but suitable with this situation states about the relationship between humans and the environment so indirectly the community has more concern for the sustainability of the ecosystem in the environment they live in. Coupled with the existence of tourism that brings in various tourists who among them have a sense of concern for the environment so they will feel very comfortable to stay in Ubud. Therefore, this area is very suitable to be studied in this study in addition to the number of bamboo-themed accommodations that are quitea lot found in this area.

Market accommodation with a green concept and techniques needed to build image or impression on this accommodation very environmentally friendly with the concept of green marketing. Green marketing is a marketing strategy using environmentally friendly concepts. The application of green marketing includes the initial process of production to marketing to consumers. For this reason, marketers have a major challenge, namely thinking creatively about how marketing can meet the needs of a large part of the world's population for a better standard of living in the midst of sustainable development. To capture new opportunities that arise and ensure a better standard of living with sustainable development, the concept of green marketing emerged as a concern to environmental damage issues which was used by companies as one of the strategies in their marketing (Choudhary and Gokarn, 2013). Green marketing is increasingly becoming a necessity in today's business world (Situmorang, 2011). The development of customer desires for environmentally friendly products makes companies compete to meet these needs by switching to using environmentally friendly materials. The materials in question are not only raw materials but also concern other materials such as product packaging, labeling, packaging and so on (Situmorang, 2011). The company produces eco-friendly products in an effort to meet customer needs and as a form of concern for environmental sustainability. This certainly provides added value for the company in increasing competitiveness.

According to Delafrooz (et all, 2014) green marketing refers to satisfaction of customer needs, wants, and desires in relation to maintenance and preserve the environment. Eco-label, Eco-brand, and environmental advertisement are all part of green marketing tools that

can make perception easier and increase awareness of eco-friendly product features and aspects. Implementing this policy tool becomes an important role in changing consumer buying behavior to buy environmentally friendly products, thereby reducing the side effects of the production process on the environment, The importance of the green marketing concept can be seen from the increase in consumption that causes the depletion of natural resources, climate change, air pollution, and waste. Increased consumption is also one of the causes of global warming that occurs today and increasing environmental damage. Concern about environmental sustainability increases public awareness in various parts of the world about the importance of consuming environmentally friendly products.

Bamboo material in accommodation today has successfully attracted visits after a series of promotions were carried out, especially on social media. Moreover, on social media algorithms have been installed to adjust user needs based on livelihood. Therefore, if social media users search using certain keywords, more uploads and suggestions will appear about these keywords in the feed. One example is bamboo-themed accommodation that has become quite viral on social media. Accommodation owners advertise by cooperating with travel influencers who also have an interest in environmental conservation to strengthen the image of the accommodation. With these conditions, of course, in-depth research is needed to prove the truth of this. Based on the background, researchers are interested in conducting research with "Green Marketing as a Preference for Purchasing Decisions for Bamboo-Themed Accommodation in Ubud".

Methodology

The research variables consist of green product (X1), green advertising (X2), green brand (X3) and purchase decision (Y). The sample was taken using the purposive sampling method and the number of respondents using the Slovin formula until 100 respondents were obtained with a time span of May-June. In addition, observations were made to determine many Ubud-themed accommodations both directly and indirectly which obtained 14 bamboo themed accommodation in Ubud. The data was analyzed using SPSS V.26 with multiple regression analysis so that it became quantitative research and discussed descriptively.

Results and Discussions
Results

From the analysis that has been done, it has been proven that the equation model proposed in this study has met the requirements of classical assumptions so that the equation model in this study is considered good. A data can be said to be good because it has met the requirements of classical assumptions, among others, that all data are normally distributed, the model must be free from the symptoms of multicollinearity and free from heteroskedasticity. The following is a discussion of the answers to the problems that have been proposed in Chapter I The calculation of multiple linear regression models is obtained as follows:

Table 1. Multiple Linear Regression Test Results

Model	Constant Coefficient	Significancy	Description
Constanta	0,613	0.280	Affect Significantly
Green Product	0,239	0,017	Affect Significantly
Green Advertising	0,496	0,000	Affect Significantly
Green Brands	0,503	0,000	Affect Significantly

The results of calculating the multiple regression coefficients above show that the value of the constant coefficient is 0.613 independent variable coefficients (X) so that the regression equation Y = 0.613 + 0.239(X1) + 0.496(X2) + 0.503(X3) can be obtained. Based on this equation, it is known that the value of the constant is 0.613 mathematically.

Discussions

From the results of multiple linear regression equations, it can be concluded:

a. The constant coefficient in a positive regression of 0.613 indicates that there are variables of green product (X1), green advertising (X2), and green brands (X3) will increase by 0.613 or in other words it can be interpreted that the value of 0.613 is when the variables green product (X1), green advertising (X2), and green brands (X3) are constant.

b. The regression coefficient of green product (X1) of 0.239 and the regression coefficient of positive value explain that if the green product (X1) increases, the purchase decision will increase by 0.239 provided that other variables are constant.

c. The regression coefficient of green advertising (X2) of 0.496 and the regression coefficient of positive value explain that if green advertising (X2) increases, the purchase decision will increase by 0.496 provided that other variables are constant.

d. The regression coefficient of green brand (X3) of 0.503 and the regression coefficient of positive value explain that if green advertising (X2) increases, the purchase decision will increase by 0.503 provided that other variables are constant.

The results of the analysis show that there is an influence of Green Product on purchasing decisions. This is evidenced by statistical results, namely the sig value of $0.017 < 0.05$ and t- count of $2.429 > 1.98$. This result means that green product (X1) has a positive and significant effect on the purchase decision, in other words, H1 is accepted. This shows that environmentally friendly products sold in themed accommodation have a positive and significant influence. This is also reinforced by observations on social media owned by each bamboo-themed accommodation and direct observations on these accommodations showing accommodation products in the form of rooms, furniture, and additional services with the use of environmentally friendly materials and concepts.

The results of the analysis show that there is an influence of Green Advertising on the purchase decision of bamboo-themed accommodation in Ubud. This is evidenced by statistical results, namely sig values of $0.000 < 0.05$ and t-count $4.134 > 1.984$, This result means that Green Advertising (X2) affects buyer decisions and (Y) in other words H2 is accepted. This shows that green advertising carried out by each bamboo-themed accommodation on social media and OTA has shown that the accommodation has implemented an environmentally friendly concept

The results of the analysis show that there is an influence of Green Brand on the purchase decision of bamboo-themed accommodation in Ubud. This is evidenced by statistical results, namely sig values of $0.000 < 0.05$ and t-count of $3.976 > 1.984$, This result means that Green Brand (X3) has a positive and significant effect on Purchase Decision (Y) in other words H1 is accepted. This shows that the brand formed and built by each bamboo-themed accommodation in Ubud has shown an environmentally friendly brand aimed at the results of respondents' responses to the questionnaire.

The results of the analysis show that the green advertising variable is an influential variable than the other two variables. This is evidenced by statistical results, namely the sig value of $0.000 < 0.05$ and t-count $4.134 > 1.984$, the results prove that the green advertising variable is accepted, which is a positive and significant effect on purchasing decisions. This is also obtained by the green brand variable with statistical results, namely the sig value of $0.000 < 0.05$ and t- count $3.976 > 1.984$. The result of this calculation means that this result means that the green brand (X2) has an influence on the purchase decision (Y) in other words (H2 received.

Conclusions

Based on the calculation of the response score results on the Green Marketing variable,

an average percentage of 80.3% was obtained so that it could be categorized as "GOOD". The sub-variable with the highest score is the Green Advertising sub variables with a score of 80.2% and the lowest is the Green Brands sub variables with a score of 79.9%. The purchase decision variable (Y) obtained a value of 81.2% so that it can also be categorized as good. The highest instrument had a score of 83.2%, namely the habit of buying products and giving recommendations to others, being the lowest score with 78.2.

The results of the analysis show that green marketing has a positive and significant effect on the purchasing decisions of tourists to bamboo-themed accommodation in Ubud. This can be seen by the value of the Coefficient of Determination obtained at 0.896 so that it is concluded that the independent variables, namely Green Product, Green Advertising, Green Brand have a contribution influence of 89.6% to the Purchase Decision as dependent variable. Based on the results of the F test, the significant value of F shows a greater sig value of 285.276 > 0.050, so there is a simultaneous influence between the independent variable and the dependent variable. This means that the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted which states that the independent variable simultaneously has an influence on the dependent variable. It can be concluded that Green Marketing variables (Green Product, Green Advertising, Green Brand) simultaneously affect the decision preferences of bamboo-themed accommodation in Ubud.

The results of the T test show the sig value of each variable < 0.050, so the data has a partial effect on Y. It can be concluded that Tstatistic >Ttable means that the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted which states that the independent variable The results of the analysis show that the green advertising variable is an influential variable than the other two variables. This is evidenced by statistical results, namely the sig value of 0.000 < 0.05 and t-count 4.134> 1.984, the results prove that the green advertising variable is accepted, which is a positive and significant effect on purchasing decisions. This is also obtained by the green brand variable with statistical results, namely the sig value of 0.000 < 0.05 and t- count 3.976 > 1.984. The result of this calculation means that this result means that the green brand (X2) has an influence on the purchase decision (Y) in other words (H2 received. Green marketing (Green Product, Green Advertising, Green Brand) partially has an influence on the dependent variable, namely the decision to purchase bamboo-themed accommodation in Ubud.

The recommendations that can be given by researchers based on the results of the discussion and conclusions obtained are as follows. To improve the green brand, a commitment is needed to provide products that are in accordance with the expectations of potential consumers so that there is no difference between the advertisement and the product sold. To increase the level of giving recommendations to others to attract consumer revisit to bamboo-themed accommodations in Ubud, it is necessary to optimize service and encourage tourists to leave reviews and upload content at checkout from rooms so the accommodation has more reviews and high visit rates. Based on the results of the analysis that proves that green marketing has a positive and significant effect on tourists' purchasing decisions, researchers suggest that bamboo- themed accommodation owners can take advantage of opportunities by using social media as a promotional medium by providing more messages to protect the environment to strengthen theirbrand.

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Implementation of Green Performance Management to Support Environmental Performance at Mercure Bali Legian

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Abstract: This research aims to determine the application of one dimension of Green Human Resources Management, namely Green Performance Management, and to analyze the influence of Green Performance Management to support environmental performance at Mercure Bali Legian. The population in this study was 60 Mercure Bali Legian employees using the Saturated Sampling Technique, so all population members became respondents. The data collection method used in this study was observation, interviews, questionnaires, and literature study. To analyze the research data using descriptive quantitative and qualitative methods with analysis techniques using simple linear regression and processed through the SPSS version 26 application. The results of this study indicate that the implementation of Green Performance Management has been carried out properly so that it has a positive impact on supporting environmental performance. The simple linear regression analysis used in the coefficient of determination shows a value of 0.404, meaning that Green Performance Management contributes to influencing Environmental Performance by 40.45 percent. The remaining 59.55 percent is influenced by other factors or variables not examined. This research can explain that implementing effective and efficient Green Performance Management will positively support environmental performance.

Keywords: environmental performance, green performance management, human resources management, implementation

Introduction

Global warming is one of the current environmental problems. The increase in the earth's surface temperature is caused by various human activities, which can increase greenhouse gas emissions and impact the environment (Ramli Utina, 2012). Each country develops and implements different policies to support a sustainable environment.

Sustainable environmental relations can be interpreted as a state of balance, continuity, and relationships that enable humans to meet their needs without exceeding the capacity to support ecosystems and self-renew to meet future needs (Cahyani, 2020). Its implementation is closely related to human efforts for environmental sustainability actions that minimize environmental damage (Isrososiawan et al., 2020).

Tourism is an industry where business activities are closely related to the environment (Sari, 2015). Hotel accommodation is a factor that needs attention in the tourism industry because it is increasing. However, it needs to pay more attention to environmental aspects that will affect the sustainability of the surrounding social environment.

Green Performance Management is one aspect of Green Human Resources Management closely related to the environment. By referring to a systematic process, companies set environmentally friendly goals for employees and teams to achieve, evaluate goal achievement regularly, and use various management strategies to help employees and teams achieve goals effectively and efficiently (R. et al., 2016).

Environmental activities carried out by hotels to reduce negative impacts on the environment result in environmental performance, which can only be implemented effectively by an organization with the right people with the right skills and abilities (Isrososiawan et al., 2020). GHRM practices are the best way to help organizations implement environmental performance programs and develop green employees who can understand and identify environmental issues in business activities focused on recruiting and selecting green employees, green training and development, environmental performance management and

evaluation, and green payments and reward systems and improve human capital (Dutta, 2012).

The Mercure Bali Legian Hotel, which is strategically located in the Legian area, precisely at the intersection of the main Legian road, implements Green Performance Management practices by carrying out various initiatives to protect the environment.

The main problem in this research is how to implement Green Performance Management to support environmental performance at Mercure Bali Legian? and how the implementation of Green Performance Management affects environmental performance at Mercure Bali Legian.

This study aimed to determine the application of Green Performance Management to support environmental performance at Mercure Bali Legian and to analyze the effect of implementing Green Performance Management to support ecological performance at Mercure Bali Legian.

Methodology

This research was conducted at the Human Resources Department and employees at Mercure Bali Legian, a four-star hotel strategically located in the Legian area, Jl Legian No 328, Legian Kelod, to be precise, at the crossroads of the main Legian road. Meanwhile, the researchwas carried out for 5 (five) months from March 2023 to July 2023.

This research describes how to implement green performance management to support environmental performance at Mercure Bali Legian using indicators for each variable as follows.

Table 1. Identification of Variables and Indicators.

No.	Variable	Indicator
1.	*Green Performance Management*(X).	1. Establish an environmental management information system and environmental audit 2. Integrate environmental management goals and targets into the company's performance evaluationsystem 3. Mastering overall environmental performancestandards 4. Integrating environmental performance elements in employee performance appraisal. 5. Setting goals, marks, and environmental responsibility 6. Provide feedback to employees about environmental performance to improveemployee performance. 7. Conduct evaluation/measurement of environmental performance for each employee
2.	Environmental Performance (Y).	1. Adopt company-wide metrics to measure resource usage, acquisition, and waste. 2. Perform information systems to track the movement of resources. 3. Conduct field audits as a mechanism for employees to identify problems and obtain information and feedback on the organization's environmental performance.

Source: Irmawati & Trihardjanti (2020), Milliman & Clair (2017)

The type of data used in this research is qualitative and quantitative. Qualitative data is information about the general description, history, facilities, and organizational structure of Mercure Bali Legian. Meanwhile, quantitative data comes from respondents' answers to the written question system from the questionnaire.

Data sources using primary and secondary data. According to Sugiyono (2017). Preliminary data is a source of research data or information that is processed and collected by organizations or individuals obtained directly from research objects through direct

observation, questionnaires, and interviews. Secondary data is a source obtained indirectly from respondents or data obtained after being processed by another party. According to Sugiyono (2015), The population is a general area consisting of objects or subjects with specific qualities and characteristics determined by the researcher to be studied and conclusions drawn. In this study, the population was 60 Mercure Bali Legian hotel employees.

The sampling technique in this study will use the Saturated Sampling Technique. Saturated Sampling is a sample selection technique when all population members are sampled (Sugiyono, 2019). Data collection methods using observation, questionnaires, interviews, and literature study. In this study, the data analysis techniques used included descriptive analysis (qualitative and quantitative), instrument testing techniques (validity test and reliability test), correlation test, classical assumption test (normality test, linearity test, and heteroscedasticity test), simple linear regression test, analysis of the coefficient of determination and t-test using the help of the SPSS version 26 application.

Results and Discussions
Results

Based on the results of observations and interviews, Mercure Bali Legian already has a green committee. He has an information system standard for managing the environment called Planet 21 in Action, a sustainable development roadmap.
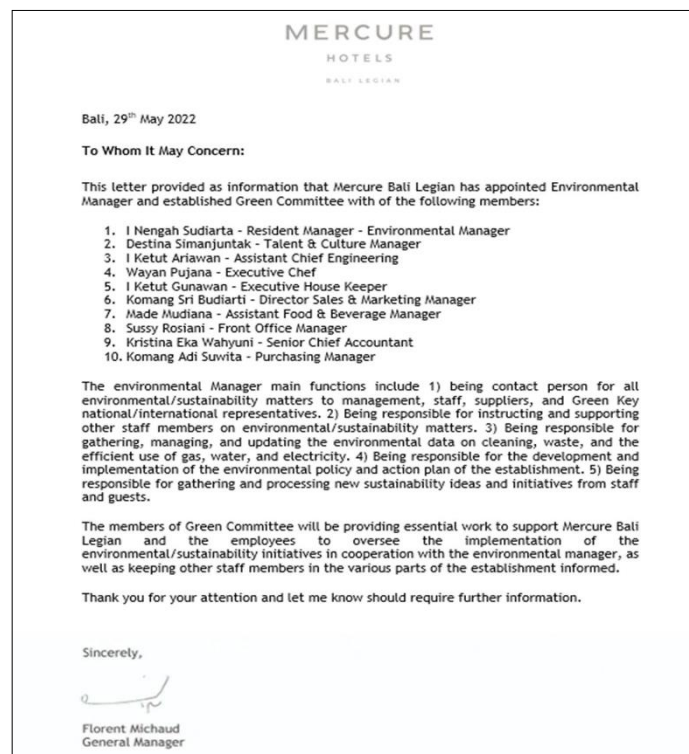
Figure 1. Mercure Bali Legian Green Committee
Source: Human Resources Department, 2023
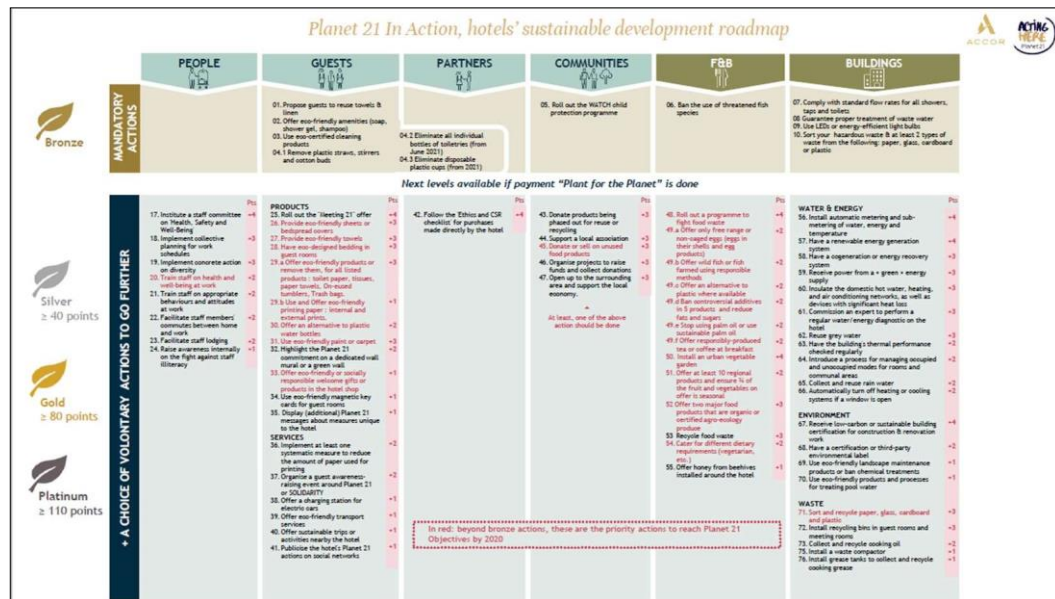
Figure 2. Hotel's Sustainable Development Roadmap
Source: Department of Human Resources, 2023

The result of achieving Gold level status on the GAIA platform, Planet 21, is in action.

Figure 3. The GAIA Planet 21 platform in action
Source: Human Resources Department, 2023

Has environmental performance goals and targets, namely Acting for Positive Hospitalityon Planet 21 in Action.

Figure 4. Sustainability Goals Source:
Human Resources Department, 2023

Conduct socialization, training on the environment, and evaluation of employee performance regularly.

Figure 5. Photo of employee socialization activities
Source: Human Resources Department, 2023

Characteristics of Respondents

Table 1. Respondent Department

Department	Amount	Percentage (%)
Finance	6	10.0
Human Resources	2	3.3
Front Office	14	23.3
F&B Service	9	15.0
Sales Marketing	5	8.3
Culinary	9	15.0
Housekeeping	8	13.3
Engineering	6	10.0
Spas & Recreation	1	1.7
Total	60	100

Source: Primary data processed, 2023

Based on Table 1, with a total of 60 respondents, it can be seen that the sampling technique in this study used the Saturated Sampling Technique.

Table 2. Respondents' length of work

Length of work	Number of people	Percentage (%)
< 2 years	11	18.3
2–5 years	14	23.3
6–7 years	7	11.7
> 8 years	28	46.7
Total	60	100

Source: Primary data processed, 2023

Table 2 shows the respondents based on length of work. Most respondents worked for over 8 years, as many as 28 people (46.7 percent).

Table 3. Respondents' educational level

Type of Education	Number of people)	Percentage (%)
SMA/SMK	12	20.0
D1-D3	34	56.7
D4/S1	14	23.3
Total	60	100

Source: Primary data processed, 2023

Table 3 shows respondents by education level. Most respondents, namely 34 people (56.7percent), completed their education at the D1-D3 level.

The instruments in this study have fulfilled the stages in the instrument test, namely the validity and reliability tests. All statement items in the instrument are declared valid and reliable by the rules in the instrument test.

Table 4. Validity Test Results

No	Variable	r count	r table	Information
	Green Performance Management (X)			
	Indicator 1	0.504	0.2542	Valid
	Indicator 2	0.718	0.2542	Valid
	Indicator 3	0.375	0.2542	Valid
1	Indicator 4	0.735	0.2542	Valid
	Indicator 5	0.663	0.2542	Valid
	Indicator 6	0.539	0.2542	Valid
	Indicator 7	0.769	0.2542	Valid
	Environmental Performance (Y)			
	Indicator 1	0.512	0.2542	Valid
	Indicator 2	0.490	0.2542	Valid
2	Indicator 3	0.676	0.2542	Valid
	Indicator 4	0.598	0.2542	Valid
	Indicator 5	0.711	0.2542	Valid
	Indicator 6	0.641	0.2542	Valid

Source: SPSS data processing, 2023

Table 5. Reliability Test Results

No	Variable	Cronbach's Alpha	Cronbach's Standard	Information
1	*Green Performance Management*(X)	0.729	0.60	Reliable
2	Environmental Performance (Y)	0.612	0.60	Reliable

Source: SPSS data processing, 2023

After testing the instrument, the correlation test aims to determine the extent to which the level of closeness of the relationship between variables is expressed by the correlation coefficient(r). Correlation test results were obtained as follows.

Table 6. Correlation Test Results

Correlations		Green Performance Management	Environmental Performance
Green Performance Management	Pearson Correlation	1	.636**
	Sig. (2-tailed)		,000
	N	60	60
Environmental Performance	Pearson Correlation	.636**	1
	Sig. (2-tailed)	,000	
	N	60	60

Source: SPSS data processing, 2023

Next, the Classic Assumption Test is carried out, namely the normality test to test whether the distribution of data is normally distributed or not, followed by the linearity test to determine whether there is a significant linear relationship between two variables, and the Heteroscedasticity Test to determine whether the residuals must be homoscedastic, meaning one observation with the same observation. Another must have the same residual variance for a more precise model estimate. The following are the results obtained from testing classical assumptions.

Table 7. Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		60
Normal Parameters, b	Means	.0000000
	Std. Deviation	1.82723309
Most Extreme Differences	absolute	,057
	Positive	,057
	Negative	-.056
Test Statistics		,057
Symp. Sig. (2-tailed)		.200c,d

Source: SPSS data processing, 2023

Table 8. Linearity Test Results
ANOVA Table

			Sum of Squares	df	MeanSquare	F	Sig.
Environmental Performance * Green Performance Management	Between Groups	(Combined)	146,619	12	12.218	3.122	,003
		Linearity	133,595	1	133,595	34,132	,000
		Deviation from Linearity	13024	11	1,184	.302	.982
	Within Groups		183,964	47	3,914		
	Total		330,583	59			

Source: SPSS data processing, 2023

Table 9. Heteroscedasticity Test Results
Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	std. Error	Beta	t	Sig.
1	(Constant)	3,443	1,021		3,373	001
	Green Performance Management	-.089	044	-.254	-2,004	.050

Source: SPSS data processing, 2023

The next stage of simple linear regression testing examines the effect of independent variables on the dependent variable. The following are the test results where the independent variable is regressed with the dependent variable.

Table 10. Simple Regression Test Results
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133,595	1	133,595	39,335	.000b
	Residual	196,988	58	3,396		
	Total	330,583	59			

Source: SPSS data processing, 2023

Table 11. Simple Regression Test Results

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	10051	1696		5,926	,000
	Green Performance Management	.462	.074	,636	6,272	,000

Source: SPSS data processing, 2023

The regression equation for estimating the dependent variable on the independent variable is written as follows:
Y = a + bX
Y = 10.051 + 0.462X
Where:
Y = Environmental Performancea = Constant
b = Regression Coefficient X
X = Green Performance Management

Next, testing the coefficient of determination is used to measure how much influence the independent variable has on the dependent variable. The higher the R2 value, the closer the relationship between green performance management (X) and environmental performance (Y) variables, and the more accountable the use of the model used.

Table 12. Coefficient of Determination Results

Model Summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.636a	.404	,394	1.84292

Source: SPSS data processing, 2023

Then, carry out a Partial Statistical Test (t-test) to show the extent of the influence between the independent and dependent variables.

Table 13. T Test Results

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	10051	1696		5,926	,000
	Green Performance Management	.462	.074	,636	6,272	,000

Source: SPSS data processing, 2023

Discussions
Implementation of Green Performance Management to Support Environmental Performance at Mercure Bali Legian

The results of interviews with the General Manager and Human Resources Manager asking five questions about Green Performance Management at Mercure Bali Legian show that they understand its implementation in detail, summarized as follows. 1) Mercure Bali Legian implements Green Performance Management practices referring to clear environmental management information system standards, namely Planet 21 in Action Sustainable Development Roadmap.2) Integrate environmental management goals and targets into the company's performance evaluation system through the GAIA platform, sustainability, and technical platform as indicated by the achievement level results at GOLD level or 108 points. 3) Implement environmental performance practices by applying the Planet 21 in Action program as a guide, with six frameworks focused on People, Guests, Partners, Food and beverage, Communities, and Buildings, which are explained in detail and directed at each item. Several initiatives such as implementing the Plant for the Planet program, namely inviting guests to participate in changing towels and bed sheets not every day, not using single-use plastic in rooms, using wooden and environmentally friendly amenities in rooms, 4) Integrating elements of environmental performance, namely energy and water efficiency, reducing food waste, reducing the use of single-use plastics and CSR programs as Key Performance Index (KPI) in evaluating employee performance. 5) Setting goals and targets for increasing sustainable environmental awareness on Act Here Planet 21 as outlined in the Acting for Positive Hospitality regulations to be used by this hotel as a reference to date. 6) Conduct outreach to employees regarding a healthy environment and welfare, as well as understanding and application of diversity, holding departmental meetings, GM Table forums discussing the level of achievement of environmental performance and increasing employee awareness of a green environment, and holding the election of the best employee or Best Employee of The Month where the nominees are to present their contribution to the implementation of a green environment in hotels. 7) Evaluating environmental performance through regular employee performance reviews, ongoing provision, and training in collaboration with experts such as Octopus Indonesia and Urban Compost to encourage a sense of environmental concern.

The results of this research support previous research fromIrmawati & Trihardjanti (2020) that seven indicators are the primary concern in the implementation of Green Performance Management to support environmental performance, namely the development of an environmental management information system, the integration of environmental management goals and targets in evaluating company performance. The determination and provision of targets not only for the environment but also for employees play a vital role in implementing this concept, but in the results of this previous study, there was no evaluation of the company's environmentalperformance for each employee.

The Effect of Implementing Green Performance Management to Support Environmental Performance at Mercure Bali Legian

The correlation test results in Table 6 show a significance value of less than 0.05, and the Pearson correlation value is 0.61 – 0.80, so it can be concluded that there is a strong and positive correlation between Green Performance Management and Environmental Performance variables.

The results of the classical assumption test normality test in Table 7 have an Asymp—sig of 0.200 due to Asym. Sig is greater than the sig value of 0.05, so it can be concluded that the data is usually distributed. The results of the linearity test in Table 8 show that the Sig Deviation from Linearity is more significant than 0.05, so it can be concluded that there is a linear correlation between the Green Performance Management variables and the Environmental Performance variables. Meanwhile, in the heteroscedasticity test, Table 9 dI know the significance value is equal to 0.05, meaning that there was no heteroscedasticity in this study.

The simple linear regression test results in Table 10 show that the calculated F value is 39,335 with a significance level of 0.000 <0.05. In contrast, the significance value from Table 11 (coefficients) found a significance value of 0.000 <0.05, and it is known that the t calculated value is 6,272 > t Table 2002. On the results of testing the coefficient of determination in Table 12, the value is obtainedR^2= 0.404, which means that 40.45 percent contribution from the Green Performance Management (X) variable to the Environmental Performance variable. At the same time, the remaining 59.55 percent is influenced by other factors or variables not examined. Meanwhile, the t-test results are shown in Table 13The calculated t-value for the Green Performance Management variable is greater than the t-table value of 2.002, with significance smaller than 0.05.

Based on the hypothesis test results, the effect of implementing Green Performance Management to support Environmental Performance shows a significance value that is smaller than the probability value, and the calculated t value is greater than the t table value. Thus, Green Performance Management has a significant effect on Environmental Performance. Apart from that, because of the regression coefficient, the stronger the Green Performance Management, the more environmental performance will also increase.

The results of this study are supported by previous research conducted by Isrososiawan et al.(2020), who concluded that green performance appraisal practices positively affect environmental performance. Green performance appraisal plays a vital role in achieving environmental performance because this practice provides a strategy that assesses employee performance against green-related standards and consists of elements not connected to green progress in performance feedback talks. Green performance appraisal is a process in which employees are stimulated to improve professional skills in environmental issues, which helps to achieve environmental performance goals and objectives in a better way.

Conclusions

Green Performance Management practices implemented by Mercure Bali Legian have proven effective in supporting environmental performance. The method of "Acting Here Plane 21," which consists of six commitments, is to measure and improve its sustainability performance in the long term with specific objectives, namely aspects of 1) people; provide feedback and training for employees to care for the environment and find out their perceptions of the hotel through surveys. 2) guests; campaigning environmentally friendly programs to guests. 3) partners; cooperation with suppliers in procuring environmentally friendly materials or goods by signing a Sustainable Procurement Charter, or called the Procurement Charter. 4) Communities: Actively participate in Corporate Social Responsibility programs for the surrounding community.
5) Food & beverage: offering guests quality, healthy, and sustainable food products and reducing food waste. 6) buildings targeting zero carbon, zero waste, saving energy and water consumption to achieve intelligent buildings or intelligent buildings that are environmentally friendly. Adopting this practice sustainably and consistently will provide positive results for Mercure Bali Legian andthe surrounding environment.
The results of the partial hypothesis test show that Green Performance Management has a positive and significant effect on environmental performance at Mercure Bali Legian. This indicates that the application of Green Performance Management can improve environmental performance. The coefficient of determination, with an R Square score, shows that the Green Performance Management variable contributes 40.45 percent to the ecological performance variable. The remaining 59.55 percent is influenced by other factors or variables not explained inthis research.

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Green Tourism-Based CSR Practiced by the Management of Melasti Beach Tourist Area

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Abstract: This This study aims to analyze the implementation of green tourism-based CSR (corporate social responsibility) by the regional head of the Melasti Beach management, Badung, Indonesia. The data collection methods used are observation, interviews, documentation, and focus group discussions. Furthermore, data analysis used descriptive qualitative analysis, including data reduction, data presentation and drawing conclusions. The results show that CSR activities of the Ungasan Bupda (Baga Utsaha Padruwen Desa Adat) in managing Melasti Beach includes four aspects, namely economic aspects, social aspects, cultural aspects, and environmental aspects. All CSR activities carried out are a reflection of the theory of sustainable tourism by paying attention to the economic, social, cultural, and environmental sustainability.

Keywords: beach, corporate social responsibility, green and sustainable tourism

Introduction

Tourism development in Bali has the main objective to improve the welfare of the community. One of the efforts to improve the welfare of the community is carried out by optimally empowering local communities in tourism activities so that they directly feel the benefits of tourism development. Yudanato in Yoga & Wenagama (2015) explains that tourism has an important role in increasing employment, encouraging equitable distribution of national development, and alleviating poverty which in turn can improve people's welfare.

In the development of tourism cannot be separated from the principle of sustainable tourism development. UNWTO states that the guidelines for sustainable development and processing of tourism practices apply to all forms of tourism, whose principles refer to issues of environmental sustainability, economics, and social aspects to ensure long-term sustainability. According to Azam and Sarker in Arismayanti (2015), the concept of green tourism is a term used for sustainable tourism practices which include economic, socio-cultural and environmental sustainability.

The understanding of Corporate Social Responsibility (CSR) began to be known since the 1970s, now it is a form of innovation for the company's relationship with the community and consumers. CSR is now widely applied both by multi-national companies and national or local companies. CSR is about values and standards related to the operation of a company in a society. CSR is defined as a business commitment to operate legally and ethically that contributes to improving the quality of life of employees and their families, local communities and the wider community within the framework of realizing sustainable development (Feronika et al., 2020).

Social responsibility is very important to consider in corporate planning because people are increasingly critical of thinking about the impact of the operation of a company. The implementation of CSR by the Ungasan Bupda (Baga Utsaha Padruwen Desa Adat or Business Unit Belonged to and Managed by the Traditional Village) in the Melasti Beach management is one of the efforts that can support sustainable tourism activities and can be done to optimize the positive impact and minimize the negative impact caused by the company's operational activities. Corporate social responsibility is the social responsibility of a business that is committed not only to increasing company profits financially, but also to the socio-economic development of the region in a holistic, institutionalized and sustainable

manner (Suharto, 2007). CSR as a concern for companies that set aside a portion of profits (profit) for the benefit of human development (people) and the environment (planet) in a sustainable manner based on appropriate and professional procedures (Edhi, 2009).

Mandarić & Milovanović (2016) explain that corporate social responsibility is a company strategy to achieve competitive advantage through reducing the negative impact of its business on society and the environment. Research by Luu (2011), explains that sustainable tourism can help overcome many of the negative impacts associated with tourism development. Many low-income countries have a problem with a lack of tourism planning. CSR can be used as a focus to promote sustainability in the tourism industry. CSR can help with a number of issues facing tourism related to promoting sustainable tourism practices.

Based on this background description, it makes researchers interested in conducting this research to find out how the implementation of green tourism-based CSR by the Ungasan Regional Head in the management of the Ungasan Melasti Beach tourist area.

Methodology

This study analyzes the application of green tourism-based corporate social responsibility by Bupda Ungasan in the management of the Melasti Beach tourist area. Data collection techniques were carried out by structured interviews, observation, documentation, and conducting focus group discussions (FGD). Qualitative data is data that is not in the form of numbers but in the form of an explanation or explanation that aims to gain insight into the topic under study.

It uses a qualitative descriptive analysis. Creswell & Poth (2016), mention qualitative research is a type of research that explores and understands the meaning in a number of individuals or groups of people originating from social problems. Sugiyono 2016), stated that qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This study analyzes the implementation of CSR carried out by the Regional Head of Ungasan, Melasti Beach Tourist Area, Ungasan Village.

Results and Discussions
Results

Melasti Beach is one of the beach tourism destinations that applies the concept of harmonization of Tri Hita Karana which presents a blend of natural beauty of the beach and culture. Melasti Beach is a BUPDA managed directly by the Ungasan Village community and led directly by the Ungasan Customary Bendesa. In its management, the Melasti Beach tourist area is protected and regulated in the Perarem customary rules of Ungasan Traditional Village No. 2 of 2018 concerning the Establishment and Management of the Unit for the Melasti Coastal Area of Ungasan Village. Managed by professional management where all employees are appointed from the Ungasan Village community. By managing Melasti Beach as a tourist attraction, jobs are created for the Ungasan Village community. It can also generate profits and increase local revenue (PAD).

Based on this, the results obtained from the management of the Melasti Beach Area are channeled back to the Ungasan Village community through programs made by the village. The CSR practices carried out by the Ungasan Bupda were created and planned by the village institution through village programs. The CSR program was created with the aim of the welfare of the relevant stakeholders. The results of the Melasti Coastal Area management are handed over to the village to carry out the village programs that have been made. The management principle is applied as an effort to create sustainable tourism.

Discussions

The implementation of CSR carried out by the Ungasan Bupda is able to create management

of the area, village institutions and local communities that are independent and empowered to develop their own regions. This is in line with research conducted by Juniari & Mahyuni (2020), it was found that CSR practices implemented by Monkey Forest Ubud were created and planned by village institutions through village programs.

According to The World Business Council for Sustainable Development in Rahman & Deti (2009), defining CSR as a business commitment to contribute to sustainable economic development, working with company employees, their families, the local community and society as a whole in order to improve quality of life.

The results showed that the implementation of CSR from the Ungasan Regional Government in the management of the Melasti Beach tourist area, CSR activities were divided into four aspects, namely economic, social, cultural and environmental aspects.

Figure 1. Providing Assistance to the Ungasan Village community
(Source: Ungasan Bupda, 2021)

The economic aspect of corporate social responsibility includes the economic impact of the company's operational activities. This aspect is often misinterpreted as a company's financial problem so that this aspect is assumed to be easier to implement than the other two aspects, namely social and environmental aspects. The economic aspect is not as simple as reporting the company's financial/balance sheet, but also includes the direct or indirect economic impact on the company's operations in the local community and on parties that affect other companies. The key to success from the economic aspect is the company's economic performance (Chahal & Sharma, 2006). Wibisono explained that essentially profit is additional income used for the sustainability of the company. The concept of triple bottom lines, the company is not only responsible to shareholders by bringing the maximum profit. Companies must also realize that directly or indirectly the profits obtained cannot be separated from the support of stakeholders. Companies should set aside a little profit for the interests of stakeholders (Putra, 2016).

In the practice of CSR carried out by the Ungasan Bupda in the economic field, namely by providing job opportunities to local communities, thus will be able to improve the economy of the local community. The provision of financial assistance and basic necessities to employees and the community. With the management of Melasti Beach as a tourist attraction, it has a positive impact on local communities because people get jobs and opportunities to do business such as selling in the beach area and opening other businesses. It is said that all employees who work in the Melasti Beach area are local residents of Ungasan village. In this case, the Ungasan Bupda focuses more on providing job

opportunities for local communities because this will have a greater impact on the sustainability of the community's life itself. In addition, the provision of basic food assistance was also carried out in an effort to mitigate the impact of the current Covid-19 pandemic.

Figure 2. CSR activities in social aspects
(Source: Ungasan Bupda, 2021)

CSR programs related to social aspects are the newest aspects than other aspects and are a major concern for several companies today. The social aspect has the meaning of being responsible for the social impacts caused by the company, either directly or indirectly. The essence of the social aspect is respect for people or respect for others (Chahal & Sharma, 2006; Winia et al., 2019). Society has an influence on the existence of the company. Every operational activity of the company will have the potential to have a positive or negative impact on the community around the company. If the company pays attention to the social aspect, the company will be able to achieve sustainable development and development. The emergence of community resistance to the company because this social aspect is ignored, so that it can create conditions that are not conducive to the company's activities (Wijaya, 2015; Oka et al., 2019). Research conducted by (Yenti & Syofyan, 2013) shows that the social aspect has an influence on the company's image, this shows that the existence of revolving fund assistance from the company to the community around the company's environment can help the surrounding community in improving welfare.

In the CSR practices carried out by the Ungasan Bupda in the social field, namely by fostering training students, providing training to employees, blood donation activities, donations to banjars, providing donations for religious ceremonies for the community and employees such as tooth cutting ceremonies, death, and Ngaben ceremonies. Activities carried out in social aspects such as coaching student training and also employee training are carried out in order to increase the knowledge and insight of students who are being trained and can increase the quality of employee work.

In the practice of CSR carried out by the Ungasan Bupda in the field of culture, it is carried out in an effort to maintain the preservation of customs and culture. The CSR activities carried out by the Ungasan Bupda include donating funds and participating in religious ceremonies, such as the odalan temple ceremony. In addition, Melasti Beach is also the place where the Melasti ceremony is held in Ungasan Village once a year before Nyepi. The development of cultural arts with the construction of a cultural stage that will be used as a venue for regional dances such as the Kecak which will collaborate with 15 banjars in Ungasan Village. Other activities carried out include providing training in the Kecak dance, training in sekaa truna truni, the celebration of the Language month which is celebrated every year in February, donations for the celebration of Pengrupukan and making ogoh-ogoh.

Figure 3. CSR activities in cultural aspects
(Source: Ungasan Bupda, 2021)

The wisdom of local communities in Bali is used in human relations in regulating people's lives. Local wisdom is categorized as social capital that is given the best possible attention in the implementation of development (Rosilawati & Mulawarman, 2018). Balinese culture is closely related to Hinduism (Mudana et al, 2018; Mudana et al, 2021). There are three pillars in interpreting religion, namely religious philosophy, practicing ethics and performing ceremonies (Sukarsa, n.d, 2010). Culture has been the most vital pull factor attracting tourists to visit the island, cultural sustainability goes hand in hand with tourism sustainability on the island. Culture has been utilized by both private sectors in tourism and governmental policy as the capital of tourism development. For Balinese in general, culture is an asset and also a capital for them to live on tourism. Tourism is manipulated in such a way to generate foreign exchanges and also used to sustain their culture for both, traditionally and commercially (Budarma & Suarta, 2017).

Figure 4. CSR activities in environmental aspects
(Source: Ungasan Bupda, 2021).

CSR requires companies to increase the capacity and quality of life of the community and be more responsible for the environment in which they operate. If we look at Law Number 23 of 1997 concerning Environmental Management (UU PLH), it is emphasized that everyone has the right to play a role in management and must maintain the environment. This means that there are regulations that mandate community participation in supporting CSR so that it is very necessary for the realization of a good, sustainable, and beneficial environment for the community and the company. In Law no. 23 of 1997 concerning Environmental Management also still emphasizes the obligation for parties to make efforts to

provide true and accurate information regarding environmental management so that the meaning of CSR and understanding of CSR can be reflected through this provision (Feronika et al., 2020; Oka & Darmayanti, 2020).

The environmental aspect is the company's obligation to the environmental impact resulting from operations and products, eliminating emissions and waste, achieving maximum efficiency and productivity depending on available resources, and reducing practices that can have a negative impact on the country and the availability of next generation resources. Companies must be aware of all direct and indirect environmental aspects related to their business performance, service delivery, and product manufacturing. This environmental aspect or environment dimension reflects where the company has an obligation to the resulting impact on the environment from the company's operations (Mardikanto & Soebianto, 2012; Darmayanti & Oka, 2020). Creating a healthy and safe environment, managing waste properly and creating environmentally friendly products are obligations that must be carried out by companies (Ulum, 2014).

In the practice of CSR carried out by the Ungasan Bupda in the environmental field, it is carried out to maintain the sustainability of the tourist area owned. In this case, the CSR activities carried out are related to the preservation and arrangement of the environment by carrying out regular beach cleaning, cleaning of temples, planting trees and repairing prayer facilities. With the management of Melasti Beach as a tourist attraction, it is very important to pay attention to and preserve the environment, so that the company's activities do not damage the surrounding nature.

Conclusions

The implementation of CSR carried out by the Ungasan Bupda is the responsibility of corporate social responsibility by applying the theory of sustainable tourism which includes four aspects, namely economic, social, cultural, and environmental aspects CSR activities carried out in the economic aspect, namely opening employment opportunities for local communities and providing business opportunities for local communities by selling in the area on the beach, the provision of financial assistance and basic necessities is also carried out in an effort to mitigate the impact of the Covid-19 pandemic that occurred. Activities related to social aspects such as fostering student training, providing training to employees, blood donation activities, donations for banjars, providing aid funds for religious ceremonies for the community and employees such as tooth-cutting ceremonies, deaths, and cremation ceremonies such as those related to the preservation and arrangement of the environment by carrying out regular beach cleaning, cleaning of temples, planting trees and repairing prayer facilities. Activities related to cultural aspects such as donating funds and participating in religious ceremonies, such as temple odalan ceremonies. Other activities carried out include providing training in the Kecak dance, training in sekaa truna truni, the celebration of the Language month which is celebrated every year in February, donations for the celebration of Pengrupukan and making ogoh-ogoh.

It is recommended to the Melasti Beach management to remain consistent in carrying out these corporate social responsibility activities in order to maintain economic, social, cultural and environmental sustainability. The Ungasan Village community is expected to continue to support and participate in the implementation of CSR activities carried out by the company.

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Service Quality Using Marriott Bonvoy Application to Increase Guest Satisfaction at Aloft Hotel Bali Seminyak

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Abstract: This research was conducted at Aloft Bali Seminyak is 4-star hotel located on Jl. Batu Belig No. 228, Seminyak, North Kuta District, Badung Regency. The purpose of this study is to determine the service quality using of the Marriott Bonvoy application to increase guests' satisfaction at the Aloft Bali Seminyak hotel with a total of 55 respondents which was determined by the purposive sampling method those who became the user of the Marriott Bonvoy application stayed at Aloft Bali Seminyak. The the research instrument which was consist of two variables tested for its validity and reliability. The collected data then analyzed using the servqual test and importance performance analysis. The results of this study indicated that the service quality of the Marriott Bonvoy application showed the increase level of guest's satisfaction at Aloft Bali Seminyak. It is indicated by the gap in the servqual test score in the form of 11 question indicators resulting in 10 gaps (+) and 1 gap (-) and the importance performance analysis shows only one attribute that need to be improved that is front office give fast response from gxp request & mobile chat. Meanwhile five indicators that are needed to be maintained are; the Marriott Bonvoy application is easy to be used, the mobile key is green hotel movement and easy to be used, Marriot Bonvoy guarantees and keeps the personal data belong to the members secretly provides (name, address, mobile number, etc.), The payment process' purchases using a credit card or bank transfer made using Marriott Bonvoy is guaranteed safely and Marriott Bonvoy warm greetings from the hotel staff.

Keywords: Importance Performance Analysis, Quality Service, Servqual,

Introduction

The island of Bali is one of the tourism destinations that are very often visited by tourists, not only domestic tourists but also foreign tourists. However, during a pandemic like this, tourist visits are decreasing and many hotels must have a strategy to survive during the pandemic and one of the efforts that can be done today is the implementation of green hotels. Green hotels are hotels that use and have environmentally friendly items where hotel managers have programs to save water, save energy, and reduce waste from hotel activities to help protect the earth (Ervinna, 2019). Hotel Aloft Bali Seminyak is one of the hotels that implements green hotels by utilizing an application called Marriott Bonvoy. Marriott Bonvoy is one of the applications from Marriott International that aims to make it easier for guests to find hotel information which has features to support the green hotel movement (Hariono & Hartanto, 2018), such as;
1. Mobile chat to reduce the use of paper such as brochures
2. Mobile key for reduced use of iron / plastic room key

The Marriott Bonvoy application although it has many advantages, it has not been able to operate properly which is proven by the existence of several complaints from guests in the form of negative comments as described in the following report.

Table 1. Number of tourist visits to Bali 2017 - 2021

1	The room is not ready yet, while I have requested mobile check in at 1 pm (The guest wrote that he had waited very long, because he had previously reported on the mobile check in)
2	The amenities that I requested were not there (the guest complained, because the amenities he had requested were not prepared by the hotel)
3	The mobile key that I used could not be used to open the door of the room (guests

	reported that the mobile key was not working properly)	
4	Mobile chat response from front office department is very slow (Guests report that the mobile chat response from the front office department is very slow)	

Source: Guest Comments Aloft Bali Seminyak 2020

Referring to the table above, it can be said that the front office department has an important role in using the Marriott Bonvoy application. The front office staff plays a role in educating and providing good service quality in the operation of the Marriott Bonvoy application. Therefore, the author conducted research with the formulation of the problem as follows;

1. How is the quality of the Marriott Bonvoy application service to increase guest satisfaction at the Aloft Bali Seminyak Hotel?
2. What indicators need to be improved and maintained in the Marriott Bonvoy application to increase guest satisfaction at the Aloft Bali Seminyak Hotel?

Methodology

This research was made using quantitative methods with data sources used in this study with primary and secondary data. In this study, the purposive sampling technique was used as a determinant of the respondents to be selected. The data collection techniques used are in the form of observations, questionnaires, and documentation. The analytical techniques used include the Servqual Test and Important Performance Analisys.

Questionnaires are data collection carried out by giving questions or written statements to respondents to be answered (Sugiyono, 2013) and the author uses 5 dimensions of service quality for questions that will be given to guests, where each answer or statement uses a Likert scale with a score as follows:

Table 2. Questionnaire

No	Question
A. Tangibles	
1	Marriott Bonvoy application is easy to used
2	Mobile key is green movement and easy to be used
B. Reliability	
3	Marriott Bonvoy provides useful information for costumers (explaining the facilities provided by the hotel, benefits of member)
C. Responsiveness	
4	Front Office give fast response from GXP request & mobile chat
5	The Marriott Bonvoy page has fast loading times
D. Assurance	
6	Marriott Bonvoy provides member prices that are cheaper than travel agents
7	Marriott Bonvoy provides room upgrade (based on availability)
8	Guest has opportunity for early check-in and late check-out
9	Marriot Bonvoy guarantees and keeps the personal data belong to the members secretly provides (name, address, mobile number, etc.)
10	The payment process' purchases using a credit card or bank transfer made using Marriott Bonvoy is guaranteed safely
E. Empathy	
11	Marriott Bonvoy has directly well inform greetings from the hotel's staff

Results and Discussions

Results

Validity Test

The validity test of the research instrument is declared valid if the correlation coefficient 0.266 (Sugiyono, 2013).

Table 3. Validity of Expectations and Perceptions

No	r-Table	Expectations		Perceptions	
		r-count	note	r-count	note
1	0,266	0.726	Valid	0.713	Valid
2	0,266	0.780	Valid	0.779	Valid
3	0,266	0.710	Valid	0.619	Valid
4	0,266	0.425	Valid	0.665	Valid
5	0,266	0.691	Valid	0.729	Valid
6	0,266	0.792	Valid	0.762	Valid
7	0,266	0.773	Valid	0.766	Valid
8	0,266	0.740	Valid	0.776	Valid
9	0,266	0.790	Valid	0.666	Valid
10	0,266	0.701	Valid	0.720	Valid
11	0,266	0.798	Valid	0.709	Valid

Source: Primary Data Analytics, IBM SPSS 26, 2022

The results of the expectation and perception validity test in the table above show that the questionnaire questions 1 to 11 are valid, because r count is greater than r table 0.266, therefore the questionnaire can be said to be feasible to be distributed to respondents.

Reliability Test

Reliability test can be said to be reliable if the Cronbach's Alpha value is higher than 0.600 (Maholtra, 2006 in Indrawan & Yaniawati, 2016).

Table 4. Reliability of Expectations and Perceptions

Expectations		Perceptions	
Reliability Statistics		**Reliability Statistics**	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
0.910	11	0.905	11

Source: Primary Data Analytics, IBM SPSS 26, 2022

Referring to the table above that the value of Cronbach's Alpha for "Expectations" and "Perceptions" is higher than 0.600, it can be concluded from the test that the instrument is declared reliable and therefore the questionnaire can be said to be feasible to be distributed to respondents.

Servqual Test Analysis Results

The Servqual test results aim to find a gap / gap between respondents' expectations and perceptions in using the Marriott Bonvoy application at the Aloft Bali Seminyak hotel, in this case the score (-) indicates an indication of a low gap / gap and needs to be improved and the score (+) indicates that the quality of the application service Marriott Bonvoy to the respondents is quite good. Therefore, to make it easier to see the gaps generated through the Servqual Test, the following table can be made;

Table 5. ServQual Test Results Expectations and Perceptions

Variables	No	Indicators	Expectations	Perceptions	GAP
Tangibles	1	Marriott Bonvoy application is easy to be used	3.56	4.18	0.62
	2	Mobile key is green movement and easy to be use	3.60	4.20	0.60
Reliability	3	Marriott Bonvoy provides useful information for costumers (explaining the facilities provided by the hotel, benefits of member)	3.38	4.15	0.76
Responsiveness	4	Front Office give fast response from GXP request & mobile chat	3.55	3.40	-0.15
	5	The Marriott Bonvoy page has fast loading times	3.47	3.93	0.45
Assurance	6	Marriott Bonvoy provides member prices that are cheaper than travel agents	3.40	3.93	0.53
	7	Marriott Bonvoy provides room upgrade (based on availability)	3.45	4.04	0.58
	8	Guest has opportunity for early check-in and late check-out	3.36	4.02	0.65
	9	Marriot Bonvoy guarantees and keeps the personal data belong to the members secretly provides (name, address, mobile number, etc.)	3.64	4.42	0.78
	10	The payment process' purchases using a credit card or bank transfer made using Marriott Bonvoy is guaranteed safely	3.75	4.42	0.67
Empathy	11	Marriott Bonvoy has direcly well inform greetings from the hotel's staff	3.55	4.13	0.58
Average			3.52	4.07	

Discussions

Important Performance Analysis technique is used to find out the indicators that need to be maintained and improved on the service quality of the Marriott Bonvoy application at the Aloft Bali Seminyak hotel. The following are the results of the Important Performance Analysis test depicted on the Cartesian diagram;
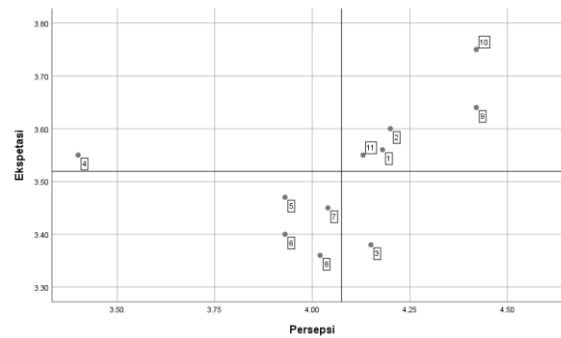
Source: Primary Data Analytics, IBM SPSS 25, 2022
Picture 1. Cartesian diagram

Referring to the figure above in the Cartesian diagram, it can be observed that there are indicators of service quality in 4 different quadrants, namely: Quadrant A, Quadrant B, Quadrant C, and Quadrant D. The indicators for each quadrant are presented as follows:
1. Quadrant A (Top Priority)
   a. Front Office give fast response from GXP request & mobile chat (4)
2. Quadrant B (Maintain Achievement)
   a. Marriott Bonvoy application is easy to use (1)
   b. Mobile key is green movement and easy to be used (2)
   c. Marriot Bonvoy guarantees and keeps the personal data belong to the members secretly provides (name, address, mobile number, etc.) (9)
   d. The payment process' purchases using a credit card or bank transfer made using Marriott Bonvoy is guaranteed safely (10)
   e. Marriott Bonvoy has directly informed greetings from the hotel's staff (11)
3. Quadrant C (Low Priority)
   a. The Marriott Bonvoy page has fast loading times (5)
   b. Marriott Bonvoy provides member prices that are cheaper than travel agents (6)
   c. Marriott Bonvoy provide room upgrade (based on availability) (7)
   d. Guest has opportunity for early check-in and late check-out (8)
4. Quadrant D (Excessive)
   a. Marriott Bonvoy provides useful information for customers (explaining the facilities provided by the hotel, benefits of member) (3)

Conclusions

The results of the discussion and analysis obtained related to the implementation of the service quality of the Marriott Bonvoy application to increase guest satisfaction at the Aloft Bali Seminyak hotel can be concluded that the application of the Marriott Bonvoy application at the Aloft Hotel Bali Seminyak can be said to be very good, it can be seen from the results of the Servqual Test where from 11 question indicators distributed through a questionnaire in the form of a google form, there is a gap between expectations and perceptions in the form of 10 indicator data (+) and 1 indicator (-) with an average guest expectation of 3.52 and a guest's perception of 4.07 on the Marriott Bonvoy application. Therefore, it can be concluded that the of service quality using Marriott Bonvoy application can increase guest satisfaction at Aloft Bali Seminyak. Then, the indicators that need to be improved in the implementation of the service quality of the Marriott Bonvoy application are "Front Office give fast respond from GXP request & mobile" which is in quadrant A in the Important Performance Analysis (IPA) Test which requires hotel staff to respond faster to chat on GXP requests and mobile chat. And indicators that need to be maintained are Marriott Bonvoy application is easy to use, mobile key is green hotel movement and easy to

use, Marriott Bonvoy guarantees the security of the personal data provided (name, address, mobile number, etc.), the payment process for purchases using a credit card or bank transfer made using Marriott Bonvoy is guaranteed safe, Marriott Bonvoy warm greetings from the hotel staff who are in quadrant B where high expectations from respondents result in high perceptions of the Marriott Bonvoy application.

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Implementation of Green Practice in the Food and Beverage Department in an Effort to Improve Guest Satisfaction at Mercure Bali Legian Hotel

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Abstract: This study aims to find out how the implementation of green practice in the Food & Beverage Department at Mercure Bali Legian Hotel and to find out which green practice variables have the most influence on the Food & Beverage Department to increase guest satisfaction at Mercure Bali Legian Hotel. This research data collection method was carried out by observation, documentation, questionnaires, interviews and literature studies. The sampling technique used in this study was accidental sampling with a total sample of 48 respondents and 3 interview informants. Collecting data using online questionnaires distributed to respondents and inter-views with the Manager of Food and Beverage Department, Supervisor of Food and Beverage Department and Staff of Food and Beverage Department Mercure Bali Legian Hotel. This study uses quantitative analysis techniques, namely: validity and reliability test, multiple correlation analysis, classical assumption test, multi-ple linear regression analysis, hypothesis testing, coefficient of determination (R2) with the help of SPSS 25 software for windows and qualitative descriptive analysis. Based on the research results, the implementation of green practice carried out by Mercure Bali Legian Hotel is very good and the method used is in accordance with the concept raised, namely green practice and the green practice variable that has the most influence on the Food & Beverage Department to increase guest satisfaction, namely green action with regression coefficient of 3.841. multiple linear regression analysis, hypothesis testing, coefficient of determination (R2) with the help of SPSS 25 software for windows and qualitative descriptive analysis. Based on the research results, the implementation of green practice carried out by Mercure Bali Legian Hotel is very good and the method used is in accordance with the concept raised, namely green practice and the green practice variable that has the most influence on the Food & Beverage Department to increase guest satisfaction, namely green action with regression coefficient of 3.841. multiple linear regression analysis, hypothesis testing, coefficient of de-termination (R2) with the help of SPSS 25 software for windows and qualitative descriptive analysis. Based on the research results, the implementation of green practice carried out by Mercure Bali Legian Hotel is very good and the method used is in accordance with the concept raised, namely green practice and the green practice variable that has the most influence on the Food & Beverage Department to increase guest satisfaction, namely green action with regression coefficient of 3.841.

Keywords: Green Practice, Guest Satisfaction, Implementation

Introduction

Based on the current global issue of global warming and programs from Accor Hotels, Planet 21 has become Accor's strategy to minimize environmental impact and maximize social contribution involving all levels in hotel operations. In its application, the concept of a green hotel is not only perceived with things that smell green, such as green open spaces and landscaping. The green concept is actually a concept that is related to the issue of energy efficiency, which in turn reduces the exploitation of nature. The eco-friendly concept applied to this program is saving water and energy, such as guests being able to reuse branded towels, so that each day they are able to finance the planting of one tree, the use of ecological cleaning products, waste reduction and not selling food menus that use endangered fish (source:https://all.accor.com/id/sustainable-development/index.shtml). The Ministry of Tourism also applies environmentally friendly standards and criteria to encourage

hotel managers to have attitudes and actions to protect, foster the environment, and improve sustainable and environmentally sound management (Ministry of Tourism of the Republic of Indonesia, 2016). The standards made include hotel management, land use, building concepts, use of environmentally friendly building materials and local products, energy efficiency, water conservation, and waste management (Ministry of Tourism of the Republic of Indonesia, 2016).

One of the important roles that tourists need in hotels is getting food, beverage and restaurant facilities to tourists who are staying overnight. Therefore, the hotel must provide good service quality so that guests feel comfortable and satisfied. The company's success in the service sector, especially hotels, depends on the satisfaction and service obtained by consumers. One part of the hotel that has the role of managing and being responsible for the needs of food and beverage services is known as the Food and Beverage Department which is responsible for preparing and also serving food and drinks professionally with the aim of making a profit.

Food and Beverage Department is one part of the hotel that has the potential to cause considerable environmental damage if it is not managed properly. Therefore, the management must always strive to improve the quality of Green Practice implementation in order to provide satisfaction to guests. The Food and Beverage Department is divided into two divisions, namely food and beverage service and food and beverage product. Ancak Restaurant which is located within the Mercure Bali Legian Hotel has implemented green practice, while what Ancak Restaurant has done in the food and beverage service section is the use of food covers so that food is more hygienic and free from insects. the use of barcode scans on the menu to make it easier for guests to see the menu and the use of takeaway boxes made of paper made from banana leaves so that they do not use plastic and styrofoam which contain harmful chemicals. What is done in the food and beverage product section is to use local and organic ingredients, make changes to the menu according to the use of local seasonal ingredients, provide special information on the menu, such as low fat, vegetarian, vegan and others. the efforts made have not been maximally implemented based on 3 green practice indicators consisting of green food, green action and green donation such as there are obstacles when guests scan the menu barcode, guests cannot scan the menu because of the signal and there are some cellphones that do not support scanning so that guests feel dissatisfied and complain at the restaurant. The next problem is when ordering food or drinks that still use the captain order with the manual method where there are three papers with different colors in one order which makes it ineffective and efficient and increases the use of paper, this should have been replaced by using a more effective system.

Green practice grouped by Tzschentke (in Irawan & Vianney, 2017:87-88) can be explained as follows:
  a. Green Action means activities to protect and preserve nature such as reducing the use of plastic and recycling waste.
  b. Green Food are local and organic food ingredients that support the environment for the long term. In order to fulfill a healthy lifestyle, restaurants must serve food with balanced nutrition, healthy food, low-fat food.
  c. Green Donation is a restaurant's effort to donate funds, participate in community projects, and educate the public about the impact of environmental damage by restaurants and how to overcome them.

Green practice leads to actions to protect the environment and the resulting product is minimal to environmental damage according to Tzschentke (in Irawan & Vianney, 2017:87-88). Based on the above problems, it is important for a hotel to further maximize the implementation of green practices in preventing environmental damage to increase guest satisfaction. As the background of the problem above, the author would like to conduct research on Implementation of Green Practice in the Food And Beverage Department in an

Effort to Improve Guest Satisfaction at Mercure Bali Legian Hotel.

Methodology

This research was conducted for six months at Mercure Bali Legian by taking the object of research on the implementation of green practice in the food and beverage department and the level of satisfaction of guests visiting Mercure Bali Legian Hotel. The types and sources of data used are qualitative and quantitative data with primary and secondary data. Data collection methods in this study were through observation, documentation, questionnaires, interviews and literature study. The questionnaire process was carried out to guests who stayed and visited the restaurant, interviews were conducted with interested parties, such as the Food and Beverage Manager, Supervisor of Food and Beverage Department and Staff of Food and Beverage Department at Mercure Bali Legian Hotel.

The sampling method used in this study is accidental sampling, which is a sampling technique based on chance, that is, anyone who coincidentally/incidentally meets a researcher can be used as a sample, if it is deemed that the person who happened to be met is suitable as a data source and in accordance with the research objectives. so that it is expected to be able to answer the questions of the research problem. The number of respondents in this study were 48 people. According to Indrawan (2016:103) the sample size can be determined by multiplying the number of variables by multiplying by 4. Thus, in this study the number of variables used in analyzing the implementation of green practice in food and beverage service is 12, so the sample used is 4 x 12 = 48 samples. Data analysis techniques used in this study include validity and reliability tests to test the validity of the questionnaire reliability, multiple correlation test, classical assumption test (normality test, linearity test, multicollinearity test, and heteroscedasticity test), multiple linear regression analysis, hypothesis testing (T test and F test).), and the coefficient of determination R^2.

Likert scale is a tool to measure attitudes, opinions and perceptions of a person or group about social phenomena. The Likert scale is used as an assessment of each question indicator in a variable with 5 scales (strongly disagree to strongly agree).

Results and Discussions
Results
Characteristics of respondents

Based on Table 2, it is known that there are 21 male respondents or 44%, while female respondents are 27 people or 56%. This shows that visitors to the Mercure Bali Legian Hotel who are respondents in this study are more dominantly female than male.

Table 1. Characteristics of Respondents by Gender

No.	Gender	Frequency (Person)	Percentage (%)
1.	Male	21	44%
2.	Female	27	56%
Amount		**48**	**100%**

(Source: Processed Data, 2022)

Based on Table 3, based on age it can be seen that as many as 8 people (17%) are people who have an age range starting from under 20 years old, as many as 16 people (33%) are people who have an age range from 21 to 30 years, 12 people (25%) are people who have an age range from 31 to 40, and 12 people (25%) are people who are over 41 years old. So it can be seen that most of the guests who filled out the questionnaire were people who ranged in age from 21 to 30.

Table 2. Characteristics of Respondents Based on Age

No.	Age	Frequency (Person)	Percentage (%)
1.	< 20 Years	8	17%
2.	21 - 30 Years	16	33%
3.	31 - 40 Years	12	25%
4.	> 41 Years	12	25%
Amount		**48**	**100%**

(Source: Processed Data, 2022)

Validity test

Based on Table 4, the total item correlation value for all questionnaire items is greater than 0.2403 so that all items on the perception and expectation questionnaire regarding the implementation of green practice are declared valid to be used in this study.

Table 3. Validity Test Results

Statement	Pearson Correlation	r table	Description
Green Action (X1)			
X1.1	0.374	0.2403	Valid
X1.2	0.591	0.2403	Valid
X1.3	0.739	0.2403	Valid
Green Food (X2)			
X2.1	0.795	0.2403	Valid
X2.2	0.642	0.2403	Valid
X2.3	0.649	0.2403	Valid
Green Donation (X3)			
X3.1	0.710	0.2403	Valid
X3.2	0.669	0.2403	Valid
Guest Satisfaction (Y)			
Y1	0.726	0.2403	Valid
Y2	0.705	0.2403	Valid
Y3	0.680	0.2403	Valid
Y4	0.749	0.2403	Valid

(Source: Processed data, 2022)

Reliability test

Based on Table 5 which has been presented, it shows that Cronbach's Alpha on the Green Action variable (X1) is 0.650, Green Food (X2) is 0.779, Green Donation (X3) is 0.668, Guest Satisfaction (Y) is 0.871. An instrument is said to be reliable if it has a reliability coefficient or Cronbach's Alpha of 0.6 or greater than 0.6. So, it can be said that all the variables in table 5 can be declared reliable so that they can be used in this study.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Description
Green Action (X1)	0.650	0.60	Reliable
Green Food (X2)	0.779	0.60	Reliable
Green Donation (X3)	0.668	0.60	Reliable
Guest Satisfaction (Y)	0.871	0.60	Reliable

(Source: Processed data, 2022)

Multiple Correlation Test

Based on Table 6, the probability value of sig F change is 0.000, because the value of sig F change is 0.05, then the decision is Ho is rejected and Ha is accepted. This means that Green Action (X1), Green Food (X2), Green Donation (X3) are simultaneously and significantly related to Guest Satisfaction (Y). By looking at the Model Summary table, it is

known that the magnitude of the relationship between Green Action (X1), Green Food (X2), Green Donation (X3) on Guest Satisfaction (Y) is calculated by the correlation coefficient (R) is 0.631 or 63.1%. There is no strong influence between the variables X1, X2, X3 on Y because the R value is 0.631 or 63.1% far from 1.

Table 5. Multiple Correlation Test

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.631a	.398	.357	1.95631	.398	9,713	3	44	.000

a. Predictors: (Constant), Green Donation, Green Action, Green Food

(Source: Processed data, 2022)

Normality Test

Based on Table 7, it is known that the significance value is 0.200 > 0.05, so it can be concluded that the data in the regression model is normally distributed. Normality test is to see whether a data is well distributed or not. The normality test is declared normal if the significance value is greater than 0.05 then the residual value is normally distributed, whereas if the significance value is less than 0.05 then the residual value is not normally distributed.

Table 6. Normality Test Result

N	Test Statistics	asymp. Sig. (2-tailed)
48	0.97	0.200

(Source: Processed data, 2022)

Linearity Test

Based on Table 8, it is known that deviation from linearity has a significance value of 0.058. This means that there is a linear relationship between the independent variables, namely green action, green food, and green donation with the dependent variable, namely guest satisfaction.

Table 7. Linearity Test Result

Significance of Deviation from Linearity
0.058

(Source: Processed data, 2022)

Multicollinearity Test

Based on Table 9, the tolerance value for X1 is 0.725, X2 is 0.471, and X3 is 0.515. The VIF value of the X1 variable is 1.378, X2 is 2.123, and X3 is 1.944. The tolerance value for all independent variables is more than 0.10 and the VIF value is less than 10, so it can be concluded that the regression model made does not have symptoms of multicollinearity.

Table 8. Multicollinearity Test Result

Variable	Tolerance	VIF
X1	.725	1.378
X2	.471	2,123
X3	.515	1,944

(Source: Processed data, 2022)

Heteroscedasticity Test

Based on Table 10, it can be seen that there is no effect of the independent variable on the absolute residual which is indicated by the significance value of each variable being tested more than 0.05, namely X1 of 0.554, X2 of 0.090, and X3 of 0.076. Thus, the model made does not contain symptoms of heteroscedasticity, so it is feasible to use.

Table 9. Heteroscedasticity Test Results

Variable	Significance
X1	.554
X2	.090
X3	.076

(Source: Processed data, 2022)

Multiple Linear Regression Analysis

Based on Table 11, the constant coefficient value is 4.346, the green action coefficient (X1) is 0.380, the green food coefficient (X2) is 0.201 and the green donation coefficient (X3) is 0.701. So, from this value the regression equation can be formulated, we can gain the guest satisfaction (Y) as follows:

Y = 4.346 + 0.380X1 + 0.201X2 + 0.701X3

According to the regression equation above, the results can be interpreted as follows:
1. Constant

The value of a (coefficient of constant) was obtained at 4.346 which means that the constant or the current state of the guest satisfaction variable (Y) has not been influenced by other variables, namely green action (X1), green food (X2), and green donation (X3).
2. Green Action

The value of b1 (regression coefficient value X1) is 0.380, indicating that the green action variable (X1) has a positive influence on the guest satisfaction variable (Y) which means that every 1 unit increase in the green action variable (X1) will affect customer satisfaction by 0.380. , assuming that other variables are not examined in this study.
3. Green Food

The value of b2 (regression coefficient value X2) is 0.201, indicating that the green food variable (X2) has a positive influence on the guest satisfaction variable (Y) which means that every 1 unit increase in the green food variable (X2) will affect customer satisfaction by 0.201 , assuming that other variables are not examined in this study.
4. Green Donation

The value of b3 (regression coefficient value X3) is 0.701, indicating that the green donation variable (X3) has a positive influence on the guest satisfaction variable (Y) which means that every 1 unit increase in the green donation variable (X3) will affect customer satisfaction by 0.701. , assuming that other variables are not examined in this study.

Table 10. Multiple Linear Regression Analysis Results

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.346	2.505		1,735	.090
	X1	.380	.099	.412	3,841	.000
	X2	.201	.093	.218	2.156	.035
	X3	.701	.323	.353	2.168	.036

(Source: Processed data, 2022)

T Test

This study used a sample of 48 respondents with 3 independent variables with a significance level or critical value of 0.05. Thus the calculation of the value of t table in this study is as follows:

T table = {a/2 :(n – k - 1)}
  = 0.05/2 : (48-3-1)
  = 0.025 : 44
  = 2.015

Thus, the estimated value in the t table is 2.015, based on the t test in Table 11, the following conclusions can be drawn:

1. Green Action

Based on Table 11, the value of t-count > t-table is 3.841 > 2.015, so Ho is rejected and Ha is accepted. This means that partially the green action variable has a significant positive effect on guest satisfaction.

2. Green Food

Based on Table 11, the value of t-count > t-table is 2.156 > 2.015, so Ho is rejected and Ha is accepted. This means that partially the green food variable has a significant positive effect on guest satisfaction.

3. Green Donation

Based on Table 11, the value of t-count > t-table is 2.168 > 2.015, so Ho is rejected and Ha is accepted. This means that partially the green donation variable has a significant positive effect on guest satisfaction.

F Test

Based on Table 12, the F-count value is 9.713 with a significance of 0.000; where the value is smaller than 0.05 which indicates that green action (X1), green food (X2), and green donation (X3) simultaneously affect guest satisfaction (Y), and the model is suitable for further testing (model fit with data).

Table 11. F Test Result

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.522	3	37,174	9,713	.000b
	Residual	168,394	44	3,827		
	Total	279.917	47			

(Source: Processed data, 2022)

Coefficient of Determination (R2)

Based on Table 13, the adjusted R square (R2) value is 0.357 or 35.7%. This shows that guest satisfaction has been able to be explained by green action, green food, and green donation by 35.7%; while the remaining 64.3% is explained by other factors outside the research model.

Table 12. Coefficient of Determination (R2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935a	.875	.869	1.433

(Source: Processed data, 2022)

Discussions

Implementation of Green Practice in the Food and Beverage Department at Mercure Bali Legian Hotel

The implementation of Green Practice in the Food & Beverage Department at Mercure Bali Legian Hotel based on the results of the interview in Appendix 3 to: Manager of Food and Beverage Department, Supervisor of Food and Beverage Department and Staff of Food and Beverage Department at Mercure Bali Legian Hotel are as follows:

Based on the results of the first interview conducted by the researcher with the Manager of Food & Beverage at Mercure Bali Legian Hotel, which aims to determine the implementation of Green Practice in the Food & Beverage Department at Mercure Bali Legian Hotel, in this case the researcher gives questions to the Manager of Food & Beverage who related to the Application of Green Practice in Food & Beverage. He explained that, Mercure Bali Legian Hotel has implemented green practice since the establishment of the hotel, namely in 2014, the hotel is required to implement this green practice because it is a must for all hotels under the Accor Hotels brand. Where in accordance with Accor Hotels policy which requires that all activities related to operations must not cause environmental damage, and requires reducing the use of plastic in all departments in the hotel. In the Food and Beverage Department, the things the hotel does are takeaway boxes, barcode scan menus, straws and takeaway coffee cups, all made of paper and environmentally friendly. We also get food and beverage ingredients from local suppliers, in addition to aiming to promote local MSMEs, we can also reduce costs because the prices are cheaper when compared to imported materials. With the implementation of green practice, there were several comments from guests who were very happy with the implementation of green practice, they really appreciated green practice. To maintain the quality of green practice implementation, standard audits are held in all hotels, it will be seen which departments are not implementing green practice optimally.

The second interview was conducted by the researcher with the Supervisor of Food & Beverage regarding the Implementation of Green Practice in the Food & Beverage Department at Mercure Bali Legian Hotel. He stated that the Food & Beverage Department at Mercure Bali Legian Hotel has implemented the concept of green practice well. Based on the implementation of green practices that have been carried out, the implementation of green practices has a positive impact on the Food & Beverage Department because it can minimize food waste and other costs. So far, the implementation of green practice has been effective as a whole, but the obstacles in implementing green practice in the Food & Beverage Department such as the obstacles are in raw materials that are not durable, and the cost is also there are some that are spent more, such as straws and takeaway boxes made of paper which are more expensive than styrofoam. The application of Green Practice in the Food & Beverage Department at Mercure Bali Legian has an impact on increasing guest satisfaction, especially for guests who already have knowledge of the influence of industrial waste on the surrounding environment.

The third interview conducted by the researcher with one of the staff from the food & beverage service section was related to the implementation of green practice. stated that the management felt that the implementation of green practice was important in the Food & Beverage Department. Employees in the Food & Beverage Department are given regular training on the implementation of green practice. The positive impact felt by guests is that guests will indirectly be educated about the concept of green practice and guests will get more benefits from this application.

Green Practice Variables That Have the Most Influence on the Food & Beverage Department to Improve Guest Satisfaction at Mercure Bali Legian Hotel

a. The Effect of Green Action on Guest Satisfaction

The results of this study indicate that there is an effect of Green action on guest

satisfaction at Mercure Bali Legian Hotel. This is evidenced by statistical results, namely the sig value of 0.000 <0.05 and t-count 3.841 > 2.015. This result means that Green Action (X1) has a positive and significant effect on guest satisfaction (Y) in other words H1 is accepted. This shows that the application of green practice has a positive and significant influence on the achievement of guest satisfaction at Mercure Bali Legian Hotel.

b. The Effect of Green Food on Guest Satisfaction

The results of this study indicate that there is an effect of Green Food on guest satisfaction at Mercure Bali Legian Hotel. This is evidenced by statistical results, namely the sig value of 0.035 <0.05 and t-count 2.156 > 2.015. This result means that Green food (X2) has a positive and significant effect on guest satisfaction (Y) in other words H2 is accepted. This shows that the application of green practice has a positive and significant influence on the achievement of guest satisfaction at Mercure Bali Legian Hotel.

c. The Effect of Green Donation on Guest Satisfaction

The results of this study indicate that there is an effect of Green Donation on guest satisfaction at Mercure Bali Legian Hotel. This is evidenced by statistical results, namely the sig value of 0.036 <0.05 and t-count 2.168> 2.015. This result means that Green donation (X3) has a positive and significant effect on guest satisfaction (Y) in other words H3 is accepted. This shows that the application of green practice has a positive and significant influence on the achievement of guest satisfaction at Mercure Bali Legian Hotel.

d. The Most Influential Variables on Guest Satisfaction

Based on the results of data processing from SPSS 25.0 for windows, it can be seen that the green action variable (X1) on guest satisfaction (Y) is 3.841. Meanwhile, the green food variable (X2) on guest satisfaction (Y) is 2,156, and the green donation variable (X3) on guest satisfaction (Y) is 2,168. Thus it can be concluded that the green action variable (X1) has the most influential influence on the Guest Satisfaction variable (Y) than the other X variables. The total coefficient of determination (R Square) is 35.7%.

Conclusions

Based on the research conducted, it can be concluded that the implementation of Green Practice (green action, green food, green donation) at the Food & Beverage Department at Mercure Bali Legian Hotel has been very good, the method used is in accordance with the concept raised, namely Green Practice, for example straw, takeaway boxes all made of paper and environmentally friendly, then there is also a menu made from organic ingredients that are free from pesticides so that the quality of the food served is guaranteed, where the food ingredients are purchased from local residents around. The application of Green Practice is said to have an impact on guest satisfaction, because guests appreciate Mercure Bali Legian's actions verbally. The implementation of this Green Practice has several positive impacts, for example, environmental friendliness and guaranteed food quality. Also, based on the results of the t-test that has been carried out, it is concluded that the three independent variables partially have a positive influence on guest satisfaction at Mercure Bali Legian Hotel. This is evidenced by the results of t-count > t-table, namely the green action variable of 3.841 > 2.015, the green food variable of 2.156 > 2.015, and the green donation variable of 2.168 > 2.015. Based on the results of the F test, the three independent variables simultaneously have a positive influence on guest satisfaction at Mercure Bali Legian Hotel. This is evidenced by the significance value of F of 0.000 <0.05. Answering the problem formulation related to which green practice variable has the most influence on the Food & Beverage Department to increase guest satisfaction, which can be seen from the regression coefficient value of each variable, where the regression coefficient of X1 is 3.841, X2 is 2.156, and X3 is 2.168. So, the first variable is green action X1 which

has the most effect on increasing guest satisfaction with a regression coefficient of 3.841.

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Service Quality Analysis of Food and Beverage Service for In-House Guest at Renaissance Bali Uluwatu Resort & Spa

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Abstract: The purposes of this research are to analyze whether or not there is a gap between the perceived with expectations of In-house guest who gets food and beverage service at Renaissance Bali Uluwatu Resort & Spa and to observe which indicators are the main indicators that need to be improved in food and beverage service quality. In this research, there were 60 visitors as respondents and the sample was taken using incidental random sampling. The data analysis technique use ServQual and Importance Performance Analysis (IPA). The results of this research show that there is a gap of negative and positive value between the perceived and expectations with the average value of the gap sequentially in accordance with the attribute number from attribute number 1 until number 12, are: 0.02; -0,05; 0,58; 0,23; 0,15; -0,15; -0,03; -0,02; 0,03; 0,07; 0,32; 0,28. While in the analysis of indicators that are the main indicators in food and beverage service, attribute 6 is food and beverage staff serving guest orders quickly and precisely in quadrant A. The overall food and beverage service provided to In-house Guest is considered good and guests are satisfied, but the level of service must be maintained continuously to improve the quality which is still considered lacking that serves guest orders quickly and precisely this by Renaissance Bali Uluwatu Resort & Spa.

Keywords Food and Beverage Service, Importance Performance Analysis, Service Quality

Introduction

One of the hotels located in the south is Renaissance Bali Uluwatu Resort & Spa. Renaissance Bali Uluwatu Resort & Spa is a 5-star hotel that is famous for its location on a hill and has a beach club near the hotel. Renaissance is one of the resorts that prioritizes privacy for In-house guest. In addition to serving accommodation needs for tourists, Renaissance hotel also serves food and beverage needs. Guests staying at the hotel not only need a room but also need food and beverage that will be served by the food and beverage service. One of the hotel departments that has a role in food and beverage service is known as Food And Beverage Service (FBS). Food & Beverage is responsible for serving food and beverages professionally to guests with the aim of earning income and profit (Mertayasa, 2012). Renaissance Hotel Renaissance is one of the hotels visited by many tourist, this causes Hotel Renaissance to have many competitors. Renaissance hotels must pay attention to the quality of service provided to guests who visit the restaurant. The service quality is something related to the fulfillment of consumer expectations, where the service is said to be qualified if the service provider can provide products and services according to the needs and expectations of consumers (Hardiansyah, 2011:36). With the good quality of service from a hotel, will create satisfaction for guests who visit and later guests want to come back again to stay at the hotel or as a repeat guest. Satisfaction of a service will arise if there is conformity or accuracy between expectations with the perception of guests to the quality of food and beverage services felt by in-house guests.

Food and beverage service at Renaissance Bali Uluwatu Resort & Spa has strived to provide quality service for In-house guest. However, there are still some complaints about food and beverage services so that guests feel uncomfortable about the services provided such as service during breakfast, delays in serving food, and also lack of coordination between staff so that the food served is not to order and very long to be served to guests.

The previous research used as a reference in this study is, 1). (Afrizawati, 2012) with

the title Analysis of The Effect of Service Quality on Customer Satisfaction At Arista Hotel Palembang. The analysis technique used is multiple linear regression. The result of this study is the dimension of service quality significantly affects the customer satisfaction of Arista Palembang hotel. The dimension of service quality that has the most significant effect on the customer satisfaction of Arista Palembang hotel is the physical /tangible evidence dimension. 2). (Mahendraswara, 2011) with the title Study on The Quality of Service At Grand Candi Hotel Semarang. The analysis technique used is Importance Perfomance Analysis (IPA). The result of this study is the perception of foreign tourists to the quality of service provided satisfactory. 3). (Adinegara et al., 2015) with the title Analysis of Guest Satisfaction Level To Waitress Service At Sunset Restaurant At Puri Raja Hotel In Legian, Kuta-Bali. The analysis technique used is quantitative analysis. The result of this study is the level of satisfaction of guests who visit Sunset Restaurant feel the service obtained while visiting is very satisfied with the service that has been provided by the waiter. Thus it can be said that the level of guest satisfaction towards the waiter's service at Sunset Restaurant is very satisfied with the criteria of 4.48. 4). (Shahin & Dabestani, 2010) under the title Correlation Analysis of Service Quality Gaps in a Fout-Star Hotel in Iran. The result of this study is that all service quality gaps are positive and "price" as the dimension of service quality has the highest positive value. "Communication" also has the highest correlation with other dimensions of service quality. 5). (Boon-itt & Rompho, 2012) under the title Measuring Service Quality Dimensions: An Empirical Analysis of Thai Hotel Industry. The result of this study is that the quality of hotel service in Thailand is quite low. The hotel cannot provide the service as expected. Also, customer expectations for boutique hotel services are higher compared to business hotels.

Methodology

This research was conducted in the period of November 2020 to June 2021 at the Renaissance Bali Uluwatu Resort & Spa, especially in the Food and Beverage Department. This hotel is a 5-star hotel which is located at Pantai Balangan I street no 1, Ungasan, Kuta Selatan, Bali, Indonesia. The object of this research was service quality analysis of food and beverage service for in-house guest at Renaissance Bali Uluwatu Resort & Spa. The types of data used in this research is qualitative and quantitative data (Sugiyono, 2013:15). The data sourced in this research was primary data and secondary data (Saifudin, 2018:28). The primary data that directly from the research is data from the distribution of questionnaires about service quality to customers in this case guest who are staying (in-house guest) who received food and beverage service at the Renaissance Bali Uluwatu Resort & Spa. For the secondary data in this research is general description of the hotel and organizational structure at Renaissance Bali Uluwatu Resort & Spa. The population in this research was 60 visitors as respondents. The sampling technique applied in this research is incidental random sampling. (Sugiyono, 2017) incidental random sampling is sampling technique carried out on people who happened to be present or found by researchers to be used as samples if the person who happens to be found suitable as a source of data. The data collection method in this research are observation, questionnaire, interview, and literature study. After the data is collected, the data is tested using validity test to know the validity level of the items presented in the questionnaire which is about guest satisfaction and reliability test to know the reliability of the items presented so that it can be proven to be true. The data analysis techniques used in this research is the ServQual test (Service Quality) and IPA (Importance Performance Analysis). The ServQual test is used to analyze the gap between two main variables, namely expected service (E) and perceived service (P) can be derived function service quality and customer satisfaction (Tjiptono, 2012), as follows:

VS = VP - VE
Information:
VS = Value Satisfaction, VP = Value Perceived Service, VE = Value Expected Service

IPA is used to know service indicators that according to guests affect satisfaction and indicators that need to be improved because the current conditions are not satisfactory. In the guest satisfaction mapping method, the data will be grouped into a matrix of importance performance analysis can be described into cartesian diagrams divided into 4 quadrants. Quadrant A (Focus Here) is an attribute that is considered important, but management has not carried out as the guest wishes so it is not satisfied. Quadrant B (Keep Up The Good Work) is an attribute that has been successfully implemented and satisfactory and must be maintained. Quadrant C (Low Priority) is a less important attribute of influence for guests, the company should be ordinary in its implementation. Quadrant D (Possible Overkill) is a less important attribute of influence for guests, but the implementation is excessive (Rangkuti, 2003; Fatmala et al., 2018).

Results and Discussions

Results

From the questionnaire that has been distributed to guests, data was obtained about the profile of respondents, namely In-House Guest who received food and beverage service at Renaissance Bali Uluwatu Resort & Spa with a total of 60 respondents. For the data results can be seen in the following images:
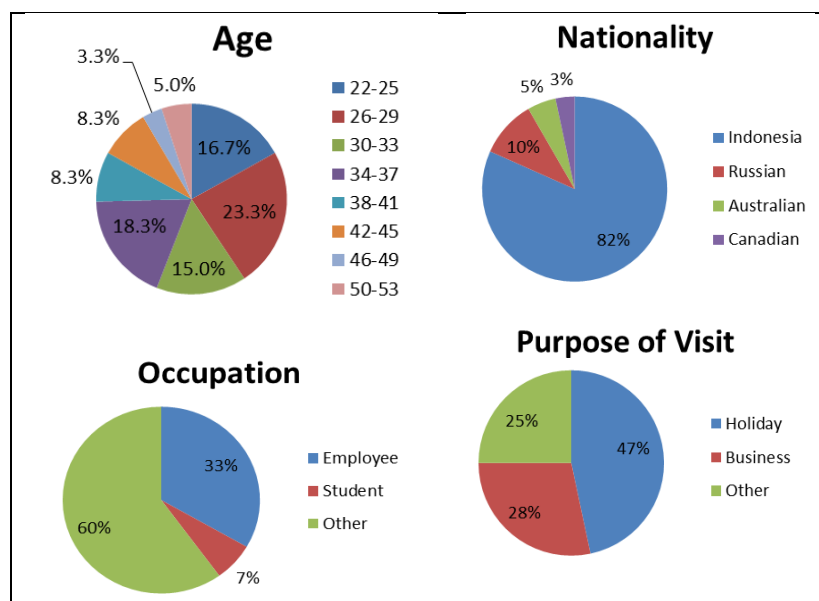
(Source: Data Process, 2021)
Figure 1. Profile Respondents by Age

Based on the Figure 1, data obtained about the age of respondents that guests who visit Renaissance Bali Uluwatu Resort & Spa at most 26 to 29 years old with a percentage of 23.3% or as many as 14 people. Data obtained about the nationality of respondents that guests who visit Renaissance Bali Uluwatu Resort & Spa at most from Indonesia with a percentage of 82% or as many as 49 people. Data obtained about the occupation of respondents that guests who visit Renaissance Bali Uluwatu Resort & Spa at most people answered the job in the choice of "Others" with a percentage of 60% or as many as 36 people. Data obtained about the purpose of visiting respondents to Bali that guests who visit Renaissance Bali Uluwatu Resort & Spa at most people answered the purpose of visiting in the choice of "Holiday" with a percentage of 47% or as many as 28 people.

Validity and reliability test is done in the same way as testing the perceived or perception that is the result of r count on the variable expectations compared to r table

where df= n-2 (degree of freedom) with a significant level of 5% and is said to be valid if r calculates > r table. N is the number of samples and in this study n=60 and the magnitude of df can be calculated 60-2 = 58 and alpha = 5% obtained r table = 0.254. The following are the results of validity and reliability tests using SPSS version 24 software.

Table 1. The Results of The Validity and Reliability test of Perception

Indicator	Statement	Correlation coefficient	r-tabel	Validity
X1	Neat and clean rooms at the restaurant	0,789	0,254	Valid
X2	Clean equipment and supplies to support the operational activities at the restaurant.	0,744	0,254	Valid
X3	The appearance or grooming Food and Beverage staff are neat and clean when serving guest	0,585	0,254	Valid
X4	Variety of menu, good taste, and appropriate prices	0,655	0,254	Valid
X5	Food and Beverage staff solved the problem and provided solutions to the guests	0,655	0,254	Valid
X6	Food and Beverage staff quickly and precisely in serving orders from guest	0,611	0,254	Valid
X7	Food and Beverage staff are responsive to what guest needs at the restaurant	0,652	0,254	Valid
X8	Food and Beverage staff are responsive to guest complaints at restaurant	0,669	0,254	Valid
X9	Food and Beverage staff ensures professional services are performed to guest	0,476	0,254	Valid
X10	Food and Beverage staff could communicate in a polite language that can be understood by the guest	0,606	0,254	Valid
X11	Food and Beverage staff pay attention to the guests and understand what the guests needs	0,706	0,254	Valid
X12	Food and Beverage staff are polite and friendly when serving the guest	0,635	0,254	Valid
	Cronbach's Alpha= 0,863 Reliable			

Based on Table 1, the value of r count > table r means that all statements are declared valid. Furthermore, the perception reliability test and cronbach's alpha score > 0.60 indicate that all statements are declared reliable.

Table 2. The Result of The Validity and Reliability Test of Expectation

Indicator	Statement	Correlation coefficient	r-tabel	Validity
X1	Neat and clean rooms at the restaurant	0,500	0,254	Valid
X2	Clean equipment and supplies to support the operational activities at the restaurant.	0,512	0,254	Valid
X3	The appearance or grooming Food and Beverage staff are neat and clean when serving guest	0,669	0,254	Valid
X4	Variety of menu, good taste, and appropriate prices	0,634	0,254	Valid
X5	Food and Beverage staff solved the problem and provided solutions to the guests	0,416	0,254	Valid
X6	Food and Beverage staff quickly and precisely in serving orders from guest	0,455	0,254	Valid

X7	Food and Beverage staff are responsive to what guest needs at the restaurant	0,573	0,254	Valid
X8	Food and Beverage staff are responsive to guest complaints at restaurant	0,516	0,254	Valid
X9	Food and Beverage staff ensures professional services are performed to guest	0,459	0,254	Valid
X10	Food and Beverage staff could communicate in a polite language that can be understood by the guest	0,451	0,254	Valid
X11	Food and Beverage staff pay attention to the guests and understand what the guests needs	0,480	0,254	Valid
X12	Food and Beverage staff are polite and friendly when serving the guest	0,426	0,254	Valid

Cronbach's Alpha= 0,732 Reliable

Based on Table 2, the score of r count > r table means that all statements are declared valid. Furthermore, the expected reliability test and cronbach's alpha score of 0.73 indicates that all statements are declared reliable.

In this research, ServQual score calculation was used to measure the level of quality of food and beverage service for In-house Guest at Renaissance Bali Uluwatu Resort & Spa. The results of the calculation of the average level of assessment of perceptions and expectations and gaps in Table 3. below.

Table 3. The Result Of The ServQual Analysis

Indicator	Mean		GAP	Information
	Perception	Expectation		
Neat and clean rooms at the restaurant	4.38	4.37	0.02	Positive
Clean equipment and supplies to support the operational activities at the restaurant.	4.38	4.43	-0.05	Negative
The appearance or grooming Food and Beverage staff are neat and clean when serving guest	4.63	4.05	0.58	Positive
Variety of menu, good taste, and appropriate prices	4.55	4.32	0.23	Positive
Food and Beverage staff solved the problem and provided solutions to the guests	4.48	4.33	0.15	Positive
Food and Beverage staff quickly and precisely in serving orders from guest	4.15	4.30	-0.15	Negative
Food and Beverage staff are responsive to what guest needs at the restaurant	3.90	3.93	-0.03	Negative
Food and Beverage staff are responsive to guest complaints at restaurant	4.22	4.23	-0.02	Negative
Food and Beverage staff ensures professional services are performed to guest	4.67	4.63	0.03	Positive
Food and Beverage staff could communicate in a polite language	4.58	4.52	0.07	Positive

that can be understood by the guest				
Food and Beverage staff pay attention to the guests and understand what the guests needs	4.07	3.75	0.32	Positive
Food and Beverage staff are polite and friendly when serving the guest	4.45	4.17	0.28	Positive

Based on table 3, from the results of the calculation of service quality score, obtained the results of perceived service scores or perceptions and expectations experienced negative and positive gaps. The negative value gap is found in the X2, X6, X7, and X8. The positive score gap is found in X1, X3, X4, X5, X9, X10, X11, X12.
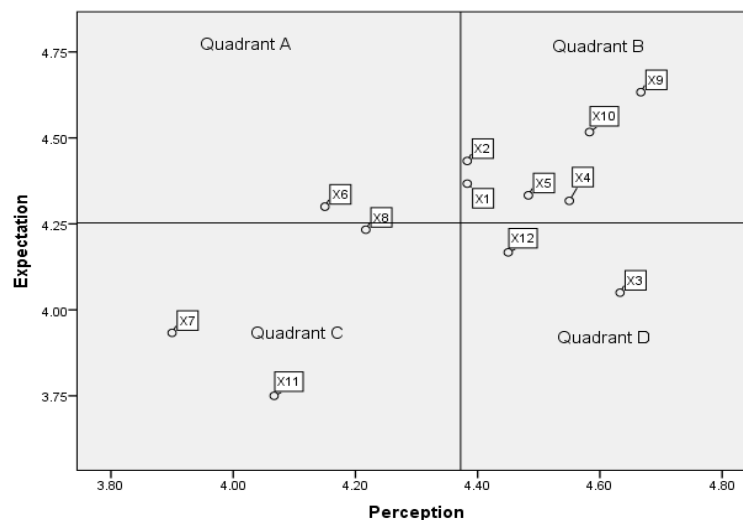
(Source: Data Process, 2021)
Figure 5. Result Cartesius Diagram Importance Performance Analysis

Figure 5 shows the position of each attribute that affects the satisfaction of in-house guests at Renaissance Bali Uluwatu Resort &S pa in their respective quadrants. The explanation of each quadrant can be shown as follow:
1. Quadrant A (Focus Here)
   Indicators in quadrant A are the top priorities that need to be improved so that performance can improve and get better. Indicators in quadrant A is considered important by in-house guest who get food and beverage service in restaurants at Renaissance Bali Uluwatu Resort & Spa, which in fact food and beverage service staff can not carry out to the maximum in accordance with the expectations of in-house guest. The indicators in this quadrant are:
   a. Indicator number 6 is Food and Beverage staff quickly and precisely in serving orders from guest
2. Quadrant B (Keep Up The Good Work)
   Quadrant B is an area that contains attributes that are considered important by in-house guest who got food and beverage services at Renaissance Bali Uluwatu Resort & Spa and has been successfully implemented so that in-house guest is satisfied. Attributes belonging to quadrant B must be retained. The indicators in this quadrant are:
   a. Indicator number 1 is the neatness and cleanliness of the room in the restaurant
   b. Indicator number 2 is Clean equipment and supplies to support the operational activities at the restaurant.
   c. Indicator number 4 is Variety of menu, good taste, and appropriate prices

    d. Indicator number 5 is Food and Beverage staff solved the problem and provided solutions to the guests

    e. Indicator number 9 is Food and Beverage staff ensures professional services are performed to guest

    f. Indicator number 10 is Food and Beverage staff could communicate in a polite language that can be understood by the guest

3. Quadrant C (Low Priority)

Quadrant C is attributes with low priority that are considered less important by in-house guest who get food and beverage service at Renaissance Bali Uluwatu Resort & Spa and in the implementation of services provided mediocre. The indicators in this quadrant are:

    a. Indicator number 7 is Food and Beverage staff are responsive to what guest needs at the restaurant

    b. Indicator number 8 is Food and Beverage staff are responsive to guest complaints at restaurant

    c. Indicator number 11 is Food and Beverage staff pay attention to the guests and understand what the guests needs

4. Quadrant D (Possible Overkill)

Quadrant D is attributes that are considered less important by in-house guest who get food and beverage service at Renaissance Bali Uluwatu Resort & Spa but in reality the performance of services provided by the staff is felt to exceed what is expected by in-house guest. The indicators in this quadrant are:

    a. Indicator number 3 is The appearance or grooming Food and Beverage staff are neat and clean when serving guest

    b. Indicator number 12 is Food and Beverage staff are polite and friendly when serving the guest

Discussions

The result of ServQual score calculation was used to measure the level of quality of food and beverage service for In-house Guest at Renaissance Bali Uluwatu Resort & Spa. The highest negative ServQual score occurs in the X6 indicator, namely Food & Beverage staff serving guest orders quickly and precisely with a score of -0.15, which means that guests are dissatisfied with the service of the staff serving the guest order. This happens because at a time when guests are crowded and staff on duty were not enough because when this research was conducted there was a Covid-19 pandemic that resulted in a reduction in employees. When in Clay Craft Restaurant, especially during breakfast and guests are full or crowded then the service will be less than maximum because of the lack of staff on duty. Similarly to the staff at Clay Craft Restaurant, the staff at Roosterfish Beach Club are divided into several sections namely restaurant, poolbar, and sun lounge. If the guests are crowded and the staff on duty is insufficient, then the service provided will be less than the maximum.

The next negative ServQual score occurs in the X2 indicator which is that clean equipment and equipment support restaurant operations with a score of -0.05, which means guests are dissatisfied with the cleanliness of equipment and equipment that supports restaurant operations. This may happen when guests are crowded and the food and beverage service staff has not cleaned the finished equipment and equipment such as tables that have not been cleaned when the guest is crowded and there are guests who want to sit at the table but the table is still in a dirty state and has not had time to clean.

The next negative ServQual score occurs in the X7 indicator, namely Food and Beverage staff quickly handle the needs of guests in the restaurant with a score of -0.03, which means that guests are dissatisfied with the handling of guest needs in the restaurant. This happened one of them because when there were guest who asked for additional sauce for the omelette. At that time the staff was delivering another order and to take the sauce,

the staff needed to pick it up at the stage kitchen and it took quite a long time so the guest had to meet waiting. This is cause of dissatisfied guest because the staff is not quick to handle the needs of the guest so that long waiting guests. This is hard to avoid because lack of the staff when compared to the number of guest who come.

The last negative SerQual score in the X8 indicator is that Food and Beverage staff responds to guest complaints at the restaurant with a score of -0.02, which means that guests are dissatisfied with the response of staff handling guest complaints at the restaurant. This happens because at times when guests are crowded and the staff on duty is insufficient. One of them when the guests are crowded and the order served is long so as to cause complaints and can not be followed up swiftly because of the crowded restaurant conditions and not worth the number of staff on duty at that time.

In addition to the negative ServQual score between the perception and expectations, there are 8 indicators of positive score contained in the attributes X1 statement is about Neatness and cleanliness of the room in the restaurant, X3 statement is about The appearance of food & beverage staff neat and clean when serving guests, X4 statement is about Variety menu, good taste, and appropriate prices, X5 statement is about Food & beverage staff can solve problems and provide solutions to guests , X9 statement is about Food & beverage staff always ensure that the service to guests is done professionally, X10 statement is about Food &beverage staff communicates in polite language and can be understood by guests, X11 statement is about Food &beverage staff gives individual attention and understands the needs of guests, and X12 statement is about Food &beverage staff serves guests politely and friendlyly. These indicators are of positive score meaning that the service is considered good and in-house guest is satisfied with the service provided at the restaurant at Renaissance Bali Uluwatu Resort & Spa.

This can happen because the expectations from the point of view of Renaissance Bali Uluwatu Resort & Spa as an accomodation service provider, are not always the same or in accordance with the expectations of guests. But renaissance has provided good service to in-house guest. With this discussion, Renaissance Bali Uluwatu Resort & Spa must improve and maintain the service for in-house guest for the satisfaction and quality of restaurant services in the future.

Moreover, from the results of Importance Performance Analysis in the discussion above, the indicators that become the top priority that need to be improved in food and beverage service at Renaissance Bali Uluwatu Resort & Spa attribute 6 (food and beverage staff serve guest orders quickly and appropriately). Food and beverage service at Renaissance Bali Uluwatu Resort & Spa can be said to be good but the thing that guests often complain about is the length of service guest orders and not according to the order served to guests. This happens when the guests are crowded and the staff on duty is insufficient and the service will be less than optimal due to the lack of staff on duty. This attribute has the highest score of importance and is an attribute that has a low performance score. It shows a considerable gap between the perceived and the expectations of in-house guests who get food and beverage services. But other indicators must also be maintained and improved in order to remain a unity in providing the best food and beverage service for in-house guests that can increase guest satisfaction that will affect income at Renaissance Bali Uluwatu Resort & Spa.

Conclusions

Based on the analysis and discussion that has been described, it can be concluded that there is a gap between the perception and expectations of in-house guest who get food and beverage service at Renaissance Bali Uluwatu Resort & Spa with negative and positive gap results. Attributes with negative score are attributes that are considered to be still not good and In-house guest is dissatisfied with the food and beverage service provided at the restaurant at Renaissance Bali Uluwatu Resort & Spa. Attributes with negative score are

attributes numbered 2, 6, 7, and 8. Attributes with positive score are attributes that are considered good and In-house guest is satisfied with the food and beverage service provided at the restaurant at Renaissance Bali Uluwatu Resort & Spa. Attributes with positive score are statement attributes number 1, 3, 4, 5, 9, 10, 11, and 12.

Based on the IPA results on cartesian diagrams, indicators that become the main priority that needs to be improved in food and beverage service at Renaissance Bali Uluwatu Resort & Spa is an attribute that is in quadrant A with attribute number 6 with the statement of food and beverage service staff quickly and precisely in serving orders from guest, because those attributes are still judged less by in-house guest in food and beverage service at Renaissance Bali Uluwatu Resort & Spa. But overall food and beverage service in Renaissance has been able to provide quality service and can provide satisfaction for in-house guest who get food and beverage service.

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Implementation of Sustainable Tourism Model on Ketapang Beach Lampung

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Abstract: This article aims to analyze the implementation of sustainable tourism in the operation of the Ketapang Beach (Pantai Ketapang) in Lampung. It is a descriptive, qualitative research. The method of data collection was carried out by direct observation to the location, documentation in the form of photographs, and literature studies from related journals. The research results are then presented in the form of a description. The results indicate that Ketapang Beach requires development that involves every tourism stakeholder. Ketapang Beach actually has a lot of potential to be developed but has not been planned and realized properly. This study explains the potential possessed by Ketapang Beach through a SWOT analysis and provides a sustainable tourism model design for the tourist attraction of Ketapang Beach.

Keywords Ketapang Beach, sustainable tourism model, SWOT analysis

Introduction

The role of the tourism sector in Indonesia is considered important where the tourism sector is considered a source of foreign exchange as well as a job creator as evidenced by the position of tourism as the third largest source of foreign exchange earnings for the country after oil and gas and palm oil. The tourism sector is considered more sustainable because it can bring in large amounts of foreign exchange without exploiting existing natural resources (Irfan & Bumigora, 2009).

The tourism industry plays an important role for the economy of a country because it provides additional foreign exchange so that state revenues increase, besides that it can add jobs for the community around tourist attractions (Yoeti in Fitriana, 2018). Indonesia, which is an archipelagic country, has uniqueness and natural beauty that has the potential to become a tourist attraction so that tourism activities can be formed and developed. Development and empowerment in the tourism sector can open up great opportunities and opportunities for the community to take an active role in its implementation.

Tourism itself consists of four important elements, namely attractions, amenities, accessibility, and human resources. Attractions are the main component of tourism that will motivate tourists in choosing a tourist location, for example what attraction a tourist location has, whether it is the beauty of the beach or playgrounds; amenity is a service of facilities supporting tourism activities at tourist sites, such as toilets, places of worship, and other public facilities; accessibility is the carrying capacity of the transportation system to reach tourist sites, for example, ease of access to tourist sites whether it can only be done on foot or can be by using a vehicle; human resources are assets owned by tourist sites to shape the tourist experience during tourist visits, this includes tourist site managers (Listiowati et al., 2020). These four elements, if they can synergize well, will create good tourism activities as well. The impact of tourism development can be felt directly by the community, for example increasing income, especially for local communities in each tourist destination. Socio-politically, the development of marine tourism for domestic tourism can grow and strengthen a sense of love for the homeland, as well as national unity and integrity (Abdillah, 2016). Good management and development of tourist destinations can be done by developing supporting facilities and facilities by taking into account the impact that will be felt by the surroundings.

National Tourism Development must continue to uphold the characteristics of the Indonesian people, especially the natural, cultural, and local wisdom of the local community. Support from the manager in the management of a tourist destination is an added value that can be the background for tourism development (Nurbaiti et al., 2020). Every development and development of tourist destinations should follow the principles of development that do not have the potential to damage the environment and be proven by feasibility studies conducted by professional personnel. This will reduce the negative impacts that may be experienced by the surrounding community and prevent damage to the surrounding nature (Kartika, 2021). Therefore, a development strategy is needed so that the implementation of the development itself does not deviate from the principles of sustainable tourism. Development strategy can be said as a process of determining values, planning, and making decisions or ways to make something advanced, good, perfect and useful (Pratiwi, 2017).

Based on Undang-undang Nomor 10 Tahun 2009 tentang Kepariwisataan (Law No. 10 of 2009 concerning Tourism), Tourism is a travel activity carried out by a person or group of people by visiting certain places for recreational purposes, personal development, or studying the uniqueness of tourist attractions visited for a temporary period. Marine tourism is a form of tourism that uses or exploits the potential of the coastal and marine environment as its main attraction. The concept of marine tourism is based on the scenery, the uniqueness of nature, the characteristics of the ecosystem, the peculiarities of art and culture and the characteristics of the community as its basic strength (Djou, 2013). Tourism activities that utilize nature certainly do not require much development or change because nature in Indonesia is so beautiful and unique that this tourism activity can be said to be sustainable tourism.

According to Hadiwijoyo (2012), sustainable tourism is tourism development that is in accordance with the needs of tourists while still paying attention to sustainability, providing opportunities for the younger generation to utilize and develop it based on the existing social order. In other words, current needs will not hinder the fulfillment of future needs. In the development of a tourist destination there are seven phases, which include exploration, engagement, development, consolidation, stagnation, decline, and improvement (Ira & Muhammad, 2020). Tourism development should involve local wisdom so that unique tours can be carried out, resource management where these resources are protected and maintained, and the development of attractions that involve humans and culture. Sustainable tourism is no longer profit-oriented but rather on a balance of ecological, economic, and socio-cultural sustainability. This is in line with the concept of sustainable tourism proposed by Dodds & Joppe (2001), which states that the main keys to tourism sustainability are environmental sustainability, local economy vitality, cultural diversity, and experiential richness. The combination of each of these elements will prevent environmental damage and negative impacts that may arise from the presence of tourism itself.
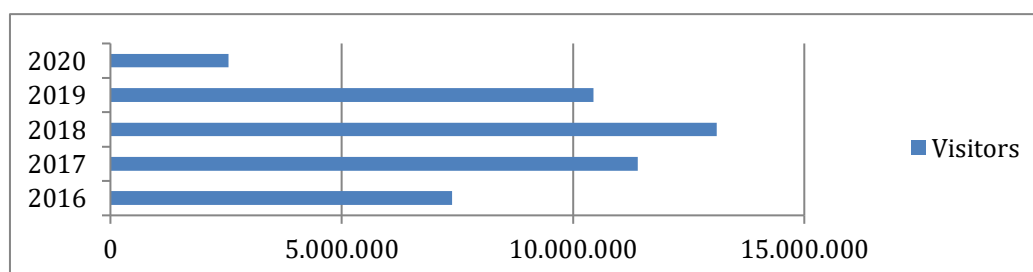

Figure 1. Graph of Tourist Visits to Lampung 2016-2020
(Source: Central Bureau of Statistics of Lampung Province, 2021).

Lampung is one of the provinces in Indonesia and is located in the southernmost part of Sumatra Island. Lampung as one of the p rovinces in Indonesia also has natural and cultural potential that can be developed as a tourist attraction (Rostiyati, 2013). Lampung

has a promising marine tourism potential to be developed. The number of islands owned is the main attraction for Lampung, the potential for marine tourism like this is able to bring many tourists to Lampung. With the ease of access from the government to come to Lampung, tourists who come not only come from the people of Lampung but also from Palembang, Jakarta, and other cities. Currently, Lampung Province is developing many tourist destinations so that it is interesting to visit. The development is supported by the local government as a form of government effort to increase the number of tourist visits to Lampung. Based on the graph presented above, it can be concluded that the number of tourist visits in Lampung Province has decreased since 2019. This can certainly be an impetus to be able to make changes and developments in existing tourist destinations. Lampung has natural and cultural wealth that is equivalent to other provinces in Indonesia.

One of the tourist destinations that have the potential as a sustainable tourism destination is Ketapang Beach (Pantai Ketapang). Ketapang Beach is located in Pesawaran Regency, Lampung Province. Pesawaran Regency is a buffer destination for Bandar Lampung City, almost all tourist attractions visited by tourists in Bandar Lampung make tourism objects in Pesawaran Regency a tourist destination (Kagungan, 2019). Pesawaran Regency is one of the areas in Lampung Province that is currently focusing on developing its tourism potential. Therefore, the Tourism and Creative Economy Office of Pesawaran Regency is seriously managing the potential of Pesawaran's marine nature by carrying out promotions to invite tourists through festivals. Pesawaran is one of the ideal tourist destinations with the characteristics of white, clean sand beaches and the cultural wisdom of the people. The development of the Ketapang Beach tourist attraction is considered to have quite a positive impact. In addition to being able to increase regional income, the development of marine tourism areas on the Ketapang Beach object is a form of tourism area management that seeks to provide benefits, especially for efforts to protect and preserve and utilize the potential and environmental services of marine resources (Rahman et al., 2021).

Methodology

This research is a descriptive, qualitative research. According to Sugiyono (2013), qualitative data, namely data in the form of words, sentences, schemes, and pictures. The data used are primary data and secondary data. Primary data is data that is taken or obtained directly from the source (Sugiyono, 2013), which in this case is in the form of photos, and other information obtained through direct observation and interviews. While secondary data is data obtained indirectly (Sugiyono, 2013), which in this case is a literature review obtained from journals or previous research. The research results are then presented in the form of a description.

Results and Discussions
Results

Based on observations done, Ketapang Beach requires development that involves every tourism stakeholder because currently, in the development of comprehensive and sustainable tourism, cross-sectoral coordination is needed, strategic area arrangements, empowerment of micro, small and medium enterprises in and around tourism destinations (Yanuarita, 2019). Ketapang Beach has not been managed properly. The supporting facilities at Ketapang Beach look not optimal, ranging from narrow road access to selling places that are no longer operating. In addition, from the results of field observations, it was found that the implementation of health protocols at Ketapang Beach was not optimal. With the entrance ticket price which is quite expensive, namely Rp. 50,000, - visitors are not served with maximum service. Visitors can only swim on the beach and relax in the lodge with an additional fee of Rp. 50,000/cottage. Even though visitors have to pay quite a lot of money, the service they receive is only modest, for example, the mats to sit in the lodge must be

brought by themselves. Besides that, there is no empowerment of the surrounding community by developing a creative economy such as selling various foods and souvenirs typical of Lampung. Sustainable tourism should be able to provide positive economic and socio-cultural benefits, this can be achieved with the active role of the surrounding community.
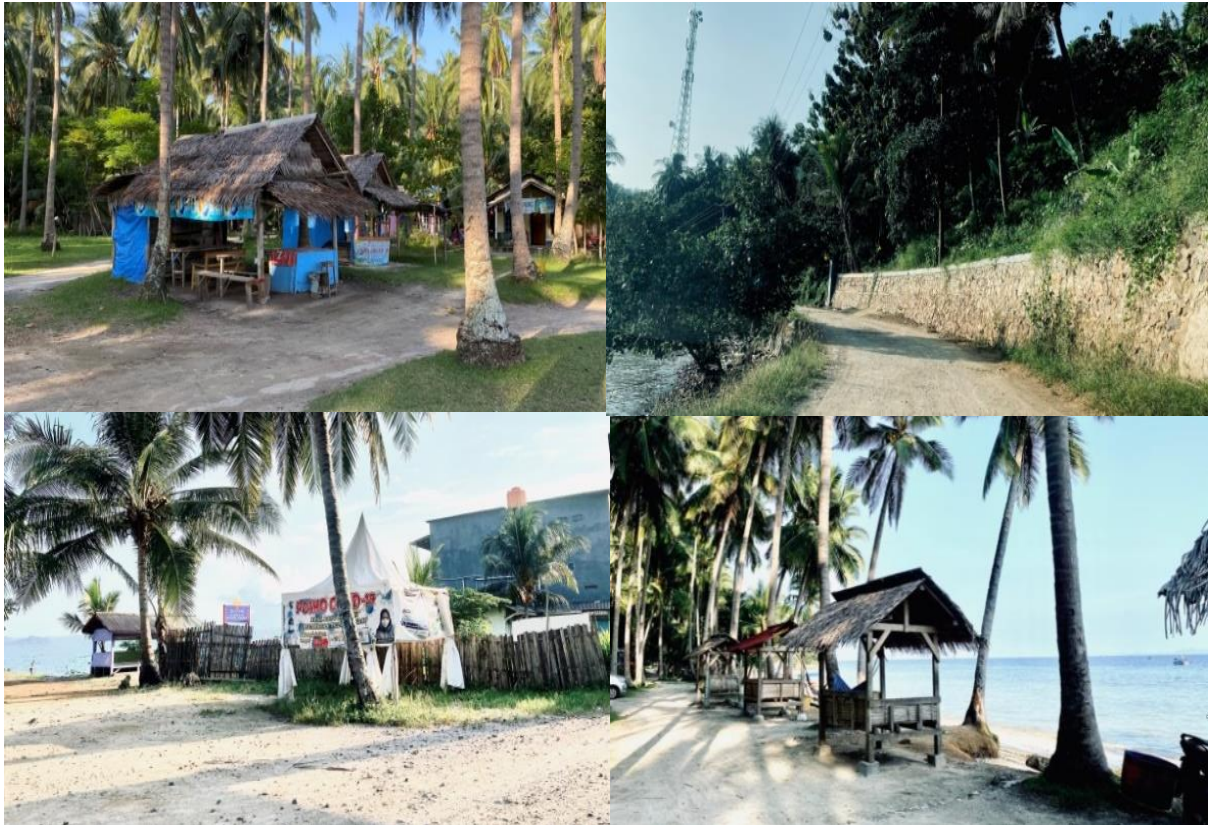

Figure 2. Description of the Situation at Ketapang Beach
(Source: Primary Data, 2021)

Ketapang Beach actually has a lot of potential to be developed but has not been planned and realized properly; this situation causes fewer visitors to Ketapang Beach than other marine tourism destinations in Lampung Province. This condition is exacerbated by the Covid-19 pandemic which has not only reduced the number of regional tourist visits but also globally. Even so, Ketapang Beach is a sustainable tourist attraction because in its implementation, the majority of Ketapang Beach operational activities utilize nature without destroying it. To support the implementation of the sustainable tourism model in Ketapang Beach, a SWOT analysis matrix will be presented as follows.

Table 1. SWOT Analysis Matrix

IFAS / EFAS	Strength: 1. The development of tourism objects in Pesawaran Regency has full support from the local government 2. Waste management is quite good 3. Comfortable, cool and clean environment	Weakness: 1. Activities that are done a little 2. The entrance ticket price is quite expensive 3. Lack of community participation 4. Narrow road access 5. Improper application of health protocols
Opportunity:	SO Strategy:	WO Strategy:

1. Ketapang Beach has a beautiful natural panorama and has the potential to be developed 2. Better tourism management	1. Creating supporting facilities such as toilets and places of worship 2. Creating tour packages	1. Tourism activities on the Ketapang beach are developed. Ex: Designed for water sports activities 2. Better pricing policy 3. Empowerment of local communities (creative economy)
Threat: 1. Tourist destinations that have similar characteristics but are well managed 2. Natural disasters	ST Strategy: 1. Utilization of information technology related to promotion 2. Designing disaster mitigation and evacuation in case of natural disaster	WT Strategy: 1. Establishment of supporting facilities for the implementation of health protocols (ex: hand washing facilities) and affirmation of the application of health protocols 2. Opening wider access roads for easy evacuation in the event of a natural disaster

The implementation of a sustainable tourism model requires good synergy between the government, managers or investors, and local communities (tourism stakeholders). Based on the SWOT analysis matrix above, the implementation of the sustainable tourism model in the tourist attraction of Ketapang Beach is as follows.
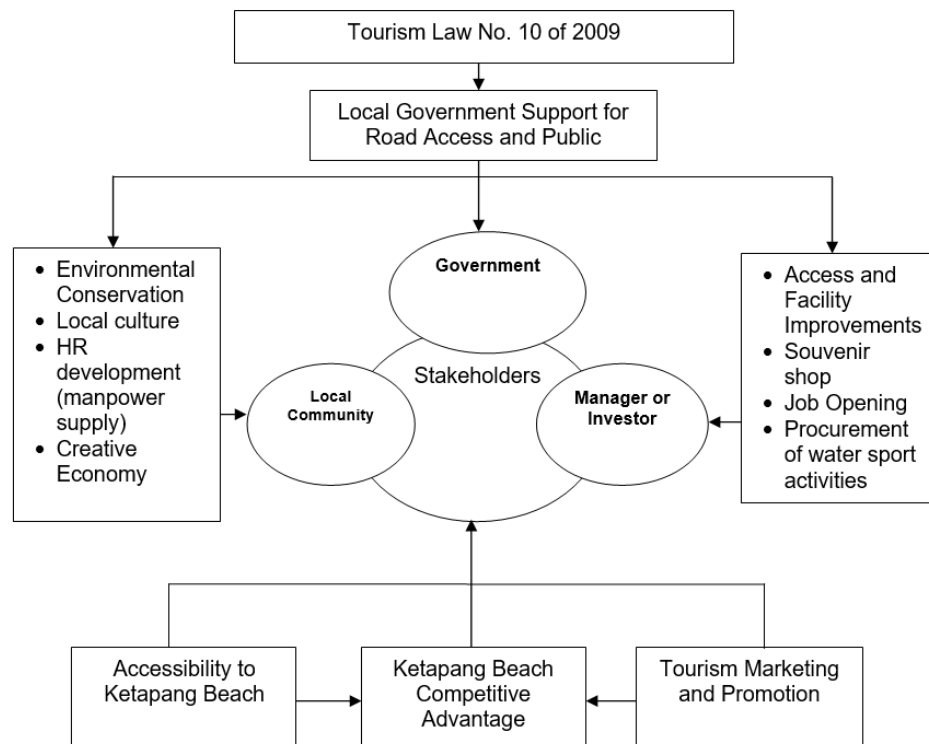

Figure 3. Implementation of the sustainable tourism model on Ketapang Beach

The above model is formed based on the SWOT matrix and analyzed based on the actual conditions in the field. The model was created with the aim that Ketapang Beach as a potential tourist attraction can be developed as well as possible so that a sustainable tourism activity can be created that can provide benefits for all parties involved.

Discussions

Sustainable tourism according to Hadiwijoyo (2012) is tourism development that is in accordance with the needs of tourists while still paying attention to sustainability, providing opportunities for the younger generation to utilize and develop it based on the existing social order. Sustainable tourism is more based on empowerment efforts, both within social, economic, and cultural boundaries, meaning that sustainable tourism makes the community the main actors in the tourism business. Development and development of tourism can contribute to Regional Original Income (PAD), open up business opportunities and employment opportunities and can function to maintain and preserve natural and biological wealth if carried out with good planning and management in accordance with the potential possessed by the area (Yatmaja, 2019).

Marine tourism is a form of tourism that uses or exploits the potential of the coastal and marine environment as the main attraction. The concept of marine tourism is based on the view, the uniqueness of nature, the characteristics of the ecosystem, the uniqueness of art and culture as well as the characteristics of the community as its basic strength (Sero in Djou, 2013). In relation to coastal and marine natural tourism activities, in general, tourism activities in natural tourism objects can be classified into 2 (two) groups, namely 1) marine tourism or marine tourism; and 2) mainland tourism. Seascape activities, namely swimming, fishing, canoeing which includes rowing or sailing, diving which includes diving and snorkeling, surfing which includes water surfing and windsurfing and parasailing. Landscape activities, namely recreation in the form of beach walks, cycling, rock climbing on steep coastal walls and exploring coastal caves. Water tourism or marine tourism (including beach tourism) are tourism activities such as swimming, fishing, diving and snorkeling, sailing, surfing, sea skiing (Djou, 2013).

Stakeholders according to Hetifah in Amalyah et al. (2016), is defined as an individual, group or organization that has an interest in, is involved in, or is influenced (positively or negatively) by a development activity or program. Tourism development essentially involves three interrelated stakeholders, namely the government, the private sector, and the community. The government's role in tourism development is in charge of making systematic policies and planning. For example, the government provides and builds infrastructure to support tourism activities, improves the quality of human resources who work as workers in the tourism sector, and others. The private sector as a business actor has a role in providing tourism supporting facilities (Amalyah et al., 2016). Based on this model, the roles of stakeholders could be described.

The government's role refers to accessibility and licensing as the basis for the operation of tourism objects. For Ketapang Beach tourism objects, what the government can do is improve road access, add operational support facilities such as street lamp lighting, road markings, and traffic signs that show the terrain to be taken by tourists. The role of the tourism manager or investor refers to the facilities and operational activities of a tourist attraction. The proposed development is to innovate by adding activities for visitors at Ketapang Beach, which initially only swims on the beach to have water sports activities such as fishing, Local Community Government Managers or stakeholder canoeing, snorkeling, parasailing, and banana boats. These activities are considered interesting enough to be carried out by visitors. In addition, it is necessary to build other facilities such as toilets, restaurants, and places of worship. The role of the local community at the Ketapang Beach tourist attraction is as a tourism business, therefore it is necessary to provide training to become qualified human resources or workforce. In addition, the development of a creative economy for the surrounding community also needs to be carried out as a form of improving their economic quality. As a tourist area, people around Ketapang Beach should be directed to sell typical Lampung souvenirs such as products made from Tapis cloth and Lampung specialties such as banana chips, otak-otak, and tempoyak.

When the three stakeholders (government, managers or investors, and local

communities) have cooperated or synergized well, the development of Ketapang Beach tourism will run well too. Cooperation between the government and managers in improving road facilities will provide easy access (accessibility) for tourists who will visit Ketapang Beach. In addition, cooperation between the two stakeholders is needed in the construction of supporting facilities such as toilets, places of worship, accommodation such as restaurants and inns, as well as supporting facilities for health protocols such as hand washing facilities that should be easily accessible. In addition, firmness from these two stakeholders is needed in the application of health protocols, for example, by not allowing tourists who don't wear masks to enter and admonishing tourists who congregate to prevent the transmission of the Covid-19 virus. The government and managers also play a role in educating the surrounding community to develop the creative economy. It would be better if the surrounding community wanted to open a business selling typical Lampung souvenirs such as products made from Tapis cloth, Lampung special foods such as banana chips and otak-otak which can be souvenirs for tourists who come from outside the area so that it attracts them to visit Ketapang Beach again. This good synergy will make Ketapang Beach have a competitive advantage.

Conclusions

Ketapang Beach has a beautiful natural panorama and is able to compete with similar tourist objects in the vicinity. Tourism activities on Ketapang Beach take advantage of natural conditions so that it needs to be preserved so that it can become a sustainable tourism activity. Tourists who come should always be educated and reminded of the importance of preserving nature so that tourists can not only enjoy its beauty but also take part in its preservation. The model generated in this project is formed based on the development strategy that has been created and analyzed based on the conditions in the field. The model is expected to be applied to tourism activities on Ketapang Beach which do require development in order to become a tourist attraction that is visited by many tourists. The model was created with the aim that Ketapang Beach as a potential tourist attraction can be developed as well as possible so that a sustainable tourism activity can be created that can provide benefits for all parties involved.

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Management of Economic Sustainability at Amarta Retreat & Recreation as a Part of Sustainable Tourism Development

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Abstract: The number of domestic and foreign tourist visits to Bali has decreased significantly during the Covid-19 period. Amarta Retreat & Recreation is one of the tourist destinations in the form of a resort located in Tabanan, Bali which has a tendency to decrease the number of tourists and the occupancy rate of bamboo villas in 2020 and 2021. Based on this problem, business management needs to be analyzed according to sustainable tourism indicators, especially the economic aspect because of the impact Covid-19. This study uses a qualitative approach, with data collection techniques of interviews, observations, document studies, and focus group discussions (FGD). Based on interactive model data analysis activities with the NVivo 12 Plus analysis tool, the results of research that focus on five indicators of the economic aspects of sustainable tourism, namely maintaining tourist satisfaction, walking routes in resorts, providing various experiences, marketing for sustainable tourism, and protecting destination image have been able to well implemented by the manager of Amarta. There are several aspects of the indicators that must be improved, namely the development of a system for managing comments and feedback from tourists, developing travel routes within the resort by developing tour package products, improving website performance as a marketing tool, optimizing strategies for the rebranding process, and considering brand protection as an intellectual property.

Keywords: economic sustainability, management, sustainable tourism development

Introduction

The issue of sustainability in all aspects is a problem for many business companies spread across various countries that have high levels of productivity in various industrial sectors, including the tourism industry. Sustainability is closely related to the triple bottom line, which means a general concept as meeting current needs, without compromising future needs. This approach balances economic activity with environmental responsibility and social progress (Nurany et al., 2021). This is in line with Widana & Sutama (2020) with that the concept of sustainable tourism is expected to meet environmental or ecological protection. By referring to the triple bottom line concept, the company will pay attention to the areas or responsibilities of the company's performance, especially on environmental and social impacts, not only the economy as a company goal (Wirananta & Sarja, 2020). The rapid development of the tourism business has become a dynamic social and economic phenomenon and has an impact on society (Johari et al., 2021). Before the Covid-19 pandemic situation had a negative impact on the tourism sector, the implementation of business in the tourism sector itself in principle could also have a negative influence on several aspects of human life. The results of research conducted by Zhao & Li (2018) regarding the negative impact of tourism in China, especially the development of tourist objects affect the geological landscape and the land where tourist attractions are developed. When tourists travel to tourist spots, it affects the air, animals and plants. The number of tourists in tourist attractions that exceed capacity, artificial tourist attractions, urbanization, and commercialization in natural scenic areas are some of the problems that are quite serious. Not only happening in various parts of other countries but also in Bali. The local community's perception of the development of accommodation in Seminyak has had a significant negative impact on the Seminyak area on environmental aspects, one of which is the issue of conversion and land ownership. The issue of land

conversion can affect local people's livelihoods, physical changes (structure and portions), pollution in rice fields and rivers, and affect the availability of clean water (Arcana, 2016). Meanwhile, similar findings were put forward by (Sutawa, 2012), in general the development of Bali as a tourist destination, has an impact on land conversion very quickly along with the development of tourism and rapid population migration growth as well.

Various ideas and ideas were put forward as solutions for massive tourism prevention, one of which was about the concept of sustainable tourism. The definition of sustainability can lead to the idea of increasing well-being or quality of life. The concept of sustainability will explain the importance of various capitals in the tourism business, not only financial capital but natural resource capital is also very important (Moscardo & Murphy, 2014). Based on the World Commission on Environmental and Development, quoted in Benevene & Buonomo (2020), the concept of sustainability can simply be interpreted as a development to meet current needs, without destroying resources that can affect the ability to meet future needs. The United Nations World Tourism Organization (UNWTO) in Durovic & Lovrentjev,(2014) defines sustainable tourism as tourism that fully takes into account current and future economic, social and environmental impacts. In the application of the concept of sustainable tourism, there are various indicators that can be used as a measuring tool for whether a tourism business has been said to meet the concept of sustainability or not. One of them is an indicator that is regulated internationally by UNWTO (Guidebook, 2004), adopted by Sulistyadi et al. (2019) and adapted to the tourism situation in Indonesia in a book entitled "Indicators of Sustainable Tourism Development Planning" 2019. Inside, the book also describes various indicators that can be used as guidelines in designing sustainable tourism development in terms of economic, social, and environmental aspects. This applied research, which focuses on managing the sustainability of the economic aspect, uses the indicators contained in the book as a guide.

Amarta Retreat & Recreation, hereinafter referred to as Amarta, is one of the tourist destinations in Bali that has a resort concept. Amarta is categorized as an attraction because it has facilities to stay for tourists and a series of interesting tourist attractions supported by beautiful views of rice fields and mountains (Prideaux, 2009). The phenomenon that occurs in the tourism business process in Amarta is that the number of tourist arrivals tends to decrease from 2020 to 2021. Apart from the result of the pandemic situation and government regulations regarding restrictions on community activities, according to the results of interviews with the owner and one of the consultants who helped develop the Amarta Retreat & Destination. This recreation, that other factors that cause the level of tourist visits to decline, such as the absence of a strong and targeted marketing strategy. This is contrary to the results of research from Natashia (2021) regarding marketing strategies at the Bali Paragon Hotel to increase income during the Covid-19 pandemic. Natashia's research found that marketing strategy is an important thing that tourism business owners must be able to modify. Various marketing strategies can be applied to increase hotel revenue, one of which is found at Hotel Bali Paragon is the stay-cation package. In addition to the aspect of managing marketing strategies, there are rebranding activities carried out by Amarta owners that have not been maximized and planned properly. The rebranding process is a risky action that is decided by the business owner. If the rebranding process is not carried out optimally, it can pose a risk to business continuity. Consumers who have trusted and know the old product will not easily believe in the new brand, if the rebranding process is not optimal. this is supported by the results of research from Susilo et al. (2021) about the importance of branding in supporting marketing activities in Mina Giri's business. The results of research by Susilo et al. (2021) show that the role of the marketing department is needed to stimulate the marketing process, so as to increase brand awareness of the products owned by the company.

If the problems and obstacles faced by the Amarta Retreat & Recreation managers can be handled properly, then it is not impossible that the Amarta Retreat & Recreation business management can be stable and increase tourist visits and have an impact on economic

sustainability. This is evidenced by several references from the success of tourism management. One of the positive impacts of tourism development is explained by Widari (2020). The study on sustainable tourism development policies shows that tourist arrivals to Jatiluwih Village bring economic benefits, namely being able to increase income profits for tourism business owners. The success of tourism management is also felt by tourism business people in Nusa Lembongan. The results of research from Mahaggangaa (2018) regarding the development of tourism on the condition of the people of Nusa Lembongan Island, that the biggest impact felt by tourism business owners is the economic aspect or increasing business income. On the other hand, tourism activities in Keboireng Village, which are well managed thanks to the cooperation of various parties, are able to have a positive impact on the development of the tourism business in the form of increasing the income of business actors from the aspect of increasing profits up to Rp. 1.000.000/month (Dananjaya, 2019).

Based on the background described, this study aims to develop a sustainable tourism model, especially in the economic aspect to achieve the concept of sustainable tourism. The sustainable tourism economic sustainability model is the result of various phenomena obtained in the field which are abstracted with various theories, so that it is expected to provide the latest concept on the management of sustainable tourism economic sustainability in Amarta.

Methodology

This research was conducted at Amarta Retreat & Recreation located in Munduk Juwet Village, Pesagi, Penebel District, Tabanan Regency, Bali Province. Amarta Retreat & Recreation can be accessed with a travel time of approximately 1 hour 45 minutes from Denpasar as the capital city of Bali Province. The time of the research is carried out from September 17, 2021 to February 6, 2022, but on an ongoing basis if there is important information that can support the results of the research and is in accordance with the topic of this research, then changes or additions to important information will continue, so that it will produce research with the latest information and actual. The data collection methods used were interviews, observation, document studies, and focus group discussions (FGD). Qualitative descriptive analysis was used in this study as a data analysis technique, using an interactive model. The qualitative descriptive analysis technique was assisted by the NVivo 12 Plus data analysis tool using analysis content.
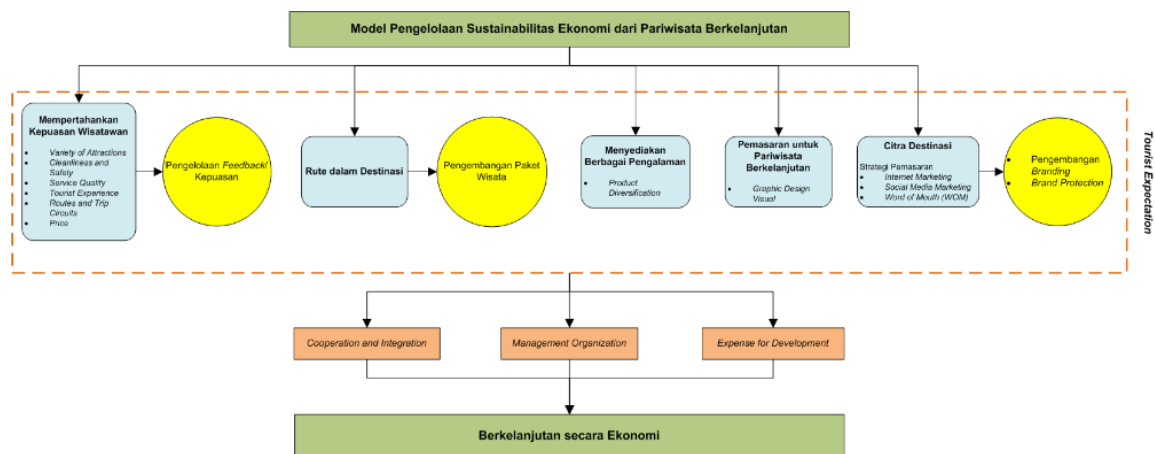
Results and Discussions
Results

In Figure 1, which is the output of this applied research on the management model to improve aspects of economic sustainability according to sustainable tourism indicators with reference to the previous model and added to the entity document Guide Book Indicators of Sustainable Development for Tourism Destinations by UNWTO. In Figure 2, the research model that has been generated from data visualization on data analysis tools using NVivio 12 Plus is then discussed again in FGD data collection techniques to produce research outputs that are appropriate to be applied to tourist destinations. The FGD process was carried out online with related parties on April 19, 2022 through Google Meet. So from the results of the FGD, to facilitate visualization, the following management model is presented to improve aspects of economic sustainability that can be applied by tourism businesses, especially for tourism business managers with the resort concept, as a form of output from this applied research.
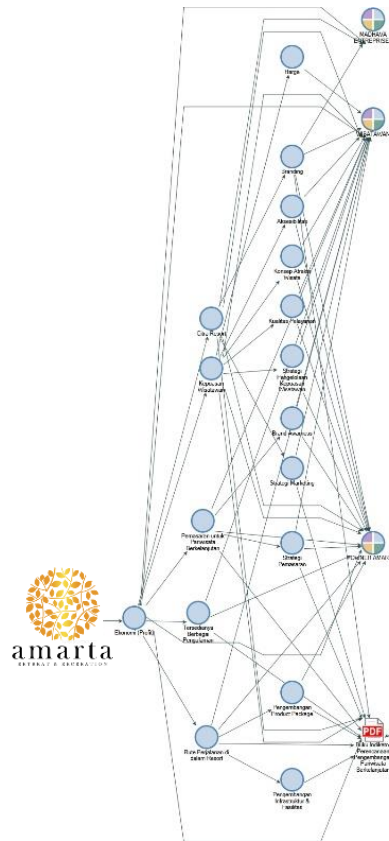
(Source: Palguna, 2022)

Figure 1. Output of NVivo 12 Plus for Economic Sustainability Management Model in Tourism Sustainable of Amarta Retreat & Recreation

(Source: Palguna, 2022)

Figure 2. Economic Sustainability Management Model in Sustainable Tourism due to Focus Group Results

Discussions

Tourist satisfaction is the main factor that will determine whether the tourist will come back again or not. If tourists are satisfied, it will increase the chances of tourists returning, and vice versa. There are several aspects that can affect tourist satisfaction, namely variety of attractions, cleanliness and safety, service quality, tourist experiences, routes and trip circuits, and price (Guidebook, 2004). Based on the results of research by Devi (2021) that improving service quality, for example by providing training to employees is one of the WT (weakness-threat) strategies for companies to overcome company weaknesses. Devi's research is also

supported by the results of Kalebos (2016), the quality of service has a significant and positive effect on tourist satisfaction. Some of these aspects are also the main indicators which at the same time support as indicators of sustainable tourism in the economic aspect. Variety of attractions that are in line with the third indicator, namely providing a variety of experiences, will affect tourist experiences. Another aspect that relates to other core indicators, namely routes and trip circuits, is aligned with the second indicator, namely routes within destinations.

(Source: Palguna, 2022)
Figure 3. Eco-Friendly Equipment at Amarta Soy Sauce Bowl (top left), Hand Sanitizer (top right), Ashtray (bottom left), and Trash Can (bottom right) to Support Tourist Satisfaction

The second sustainable tourism indicator that can affect economic sustainability is the route within the destination. Route planning for each tourist attraction in a destination needs to be done to provide a better experience for tourists. Routes within a destination can be translated as a tour package within a destination. The route will integrate one tourist attraction with other relevant and suitable tourist attractions to be enjoyed by tourists. To optimize route indicators within destinations, it can be done by developing tour packages. Utilizing tour packages that are quite diverse and attractive can increase tourist interest (Sari, 2016).

(Source: Palguna, 2022)

Figure 4. Tourist Attractions Tracking (top left) to Pematang Sawah, Cycling (top right), and Cooking Class (bottom)

The third indicator is providing various experiences or variety of attractions. Tourism business managers are expected to provide various experiences to improve economic sustainability. Variety of attractions can be realized through product diversification. The more varied a product, the more choices for tourists, so it will increase the chances of buying a tourism product. Not only in terms of products, diversification strategies can also be carried out through service diversification, so it is very important for tourism business managers to determine which part of the diversification they want to do to achieve effectiveness (Vumbunu et al., 2021). The results of Pramono et al. (2020) research on product diversification for the development of tourist villages in Addrejo show the diversification of local food products produced by the community from the red guava yields into various products that have a high selling value, in demand by tourists so that they can increase the income of the local community.

The next indicator is marketing for sustainable tourism. More broadly described in the Guidebook (2004) marketing for sustainable tourism is not only how tourism business managers are able to implement strategies to communicate to a wide audience, that their tourist destinations have adopted the concept of sustainable tourism. Deeper than this, this indicator also emphasizes products and experiences that emphasize sustainability, market penetration, measuring tourist responses, and measuring the effectiveness of marketing strategies. If the tourism business manager already has a plan for these things, then one of the most important things in a marketing strategy for sustainable tourism is graphic design as a visual communication tool, so as to be able to communicate messages optimally to a wide audience.

The fifth indicator that can affect the aspect of economic sustainability is the image of the destination. In the initial concept that economic sustainability is determined by tourist satisfaction, based on the results of research by Sitepu & Rismawati (2021) it was found that destination image can significantly affect tourist satisfaction. In a broader explanation that the image of a destination can be determined by several factors, namely branding, vision, and marketing strategy. Marketing efforts towards tourist destinations will coincide with the formation of the image of the destination, so that tourism business managers must be able to conceptualize appropriate marketing strategies (internet marketing, social media marketing,

or words of mouth) to be able to build a good destination image (Guidebook, 2004).

If all indicators of sustainable tourism can be implemented properly, it is expected to be able to achieve overall tourist satisfaction. An appropriate measurement of the impact of tourist satisfaction is the percentage of return visitors to a tourist destination (Guidebook, 2004). The more tourists who visit again and again, the more likely it means that the visitor is satisfied with the tourist destinations that have been visited. This will affect the income of tourist destinations and increase profitability for tourism business managers.

Conclusions

In the tourist satisfaction management indicator there are aspects that must be improved, namely the mechanism for managing tourist comments/feedback, the accessibility aspect requires the government's role in improving road access, while the service quality aspect gets a positive response from tourists. In the circuit indicators and travel routes, it is necessary to develop and align several tourist attractions so that they can form a tour package within the resort. In terms of providing various experiences, the management of Amarta is very attractive with a variety of tourist attractions that are owned with a consistent concept of blending activities with nature.

The marketing indicators for sustainable tourism have been implemented well by Amarta managers, one of which is the use of environmentally friendly supporting equipment, thus showing that Amarta is indeed focused on sustainability. The content displayed on social media as a marketing tool has also been conceptualized to give a suitable visual impression to a wide audience. But on the aspect of the effectiveness of the marketing strategy with the website, it is necessary to improve the performance of the website so that the marketing process is more optimal. The last indicator for the management of Amarta in the criteria of sustainable tourism economic sustainability is the protection of the image of the destination. Creating a good destination image is carried out in line with marketing activities. The applied marketing strategy has shown a good image of the destination, especially on social media marketing. The aspect that needs to be improved is brand protection for long-term sustainability when the tourism business is getting bigger.

The development of the tourism business to achieve economic sustainability requires the cooperation and integration of various parties. The role of internal parties in the organization requires good management and management. One of them is by implementing POAC management functions (planning, organizing, actuating, and controlling). Evaluation and development of various aspects of organizational management is necessary to ensure that every management function is carried out efficiently and effectively. In addition to the company's internal parties, the role of external parties such as the government and the media is also needed for the development of the tourism business. In every tourism business development effort, of course costs are needed to maximize the desired development effort, the role of the manager in financial planning is needed at this phase. When tourist expectations can be met, tourists can become satisfied and increase the chances of returning tourists. This condition is expected to increase profitability and ensure economic sustainability.

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