

PROCEEDING

4th INTERNATIONAL CONFERENCE ON HOSPITALITY, TOURISM AND ENTREPRENEURSHIP

2024

SUSTAINABLE FUTURE: CULTIVATING
REGENERATIVE TOURISM AND
HOSPITALITY INDUSTRY



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**MAGISTER
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THE 4TH INSPIRE 2024

Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

PROCEEDING OF THE 4th INSPIRE 2024

SUSTAINABLE FUTURE : CULTIVATING REGENERATIVE
TOURISM AND HOSPITALITY INDUSTRY

Bali, October 16th 2024

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PREFACE

Om Swastiastu,

It is with great pride and enthusiasm that I welcome you to the 4th International Conference on Hospitality, Tourism, and Entrepreneurship (INSPIRE) 2024. As the Coordinator of the Master of Applied Tourism Study Programme, I am honored to be part of this significant event, which serves as a platform for sharing innovative ideas, fostering collaboration, and advancing the field of tourism studies.

Tourism, as a dynamic and ever-evolving industry, plays a pivotal role in shaping economies, cultures, and societies across the globe. INSPIRE 2024 reflects our commitment to addressing current challenges and exploring sustainable strategies that ensure the longevity and growth of this vital sector. This seminar brings together leading academics, practitioners, and students to engage in thought-provoking discussions and present cutting-edge research.

This year's theme, Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry, highlights our dedication to exploring new dimensions of tourism development and education. By bridging the gap between academia and industry, we aim to contribute to the global discourse on sustainable and innovative tourism practices.

I extend my deepest gratitude to the organizing committee, our distinguished speakers, participants, and all stakeholders whose efforts have made this event possible. I trust that INSPIRE 2024 will be an enriching experience for all attendees, inspiring future endeavors in the realm of tourism research and education.

Thank you for joining us, and I look forward to the valuable insights and collaborations that this seminar will undoubtedly generate.

Om Shanti Shanti Shanti Om

Sincerely,

Dr. I Ketut Surata, M.Sc.

Coordinator of Master Applied Tourism Study Programme (S2)



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Welcome Remark

Dr. H. Sandiaga Salahuddin Uno

Minister of Tourism and Creative Economy

*International Conference on Hospitality, Tourism, and Entrepreneurship
(INSPIRE) 2024*

*“Sustainable Future: Cultivating Regenerative Tourism and Hospitality
Industry” Poltekpar Bali, October 16th 2024*

It is my great pleasure to extend warm greetings to all participants, speakers, and organizers of the 4th *International Conference on Hospitality, Tourism, and Entrepreneurship* (INSPIRE) 2024. The theme for this year’s event, **“Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry,”** reflects our shared vision for a tourism sector that thrives in harmony with our planet and communities.

Tourism is not merely an economic driver; it is a cultural bridge, a source of livelihood, and a powerful tool for development. As we face global challenges such as climate change, environmental degradation, and social inequality, it is imperative that we reimagine tourism through the lens of sustainability and regeneration. This seminar provides a vital platform to explore innovative strategies, share knowledge, and foster collaborations that will shape a more resilient and inclusive future for the tourism and hospitality industries.

Our Ministry is deeply committed to supporting initiatives that prioritize sustainability, empower local communities, and enhance the creative economy. By cultivating regenerative practices, we can ensure that tourism not only minimizes its environmental impact but actively contributes to restoring ecosystems, preserving cultural heritage, and improving the quality of life for all stakeholders.

I commend the efforts of the Master of Applied Tourism Study Programme and the entire INSPIRE 2024 team for organizing this important event. To the esteemed participants and contributors, I encourage you to embrace this opportunity to exchange ideas, inspire innovation, and lead the charge in building a sustainable future.

May INSPIRE 2024 serve as a catalyst for meaningful change and lasting impact in our collective pursuit of a better world through tourism.

Wishing you all a successful and fruitful seminar.

Let's make 3G a reality: Gercep (Move Fast), Geber (Move Fast), Gaspol (Work on All Potentials)

Together We Have 4 Aces: Hard Work, Smart Work, Complete Work, Sincere Work.



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Welcome Remark

Drs. Ida Bagus Putu Puja, M.Kes.

Director of Bali Tourism Polytechnic

Inspire Conference, September 30th 2022

Distinguished Guests, Esteemed Speakers, Participants, and Colleagues,

On behalf of Bali Tourism Polytechnic, it is my honor and privilege to welcome you to the 4th *International Conference on Hospitality, Tourism, and Entrepreneurship* (INSPIRE) 2024. We are delighted to host this prestigious event under the theme “**Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry.**”

Bali, as a global tourism destination, has always been at the forefront of innovation in hospitality and tourism. However, we are also acutely aware of the challenges that come with our position. The theme of this year’s seminar reflects the urgency of these challenges and the need to rethink how we approach tourism to ensure it remains a force for good in both economic and environmental terms.

INSPIRE 2024 brings together a remarkable gathering of experts, practitioners, researchers, and students from across the globe. This seminar is a platform for sharing ideas, fostering collaborations, and seeking solutions to build a sustainable and regenerative future for our industry. I am confident that the insights and discussions generated here will inspire new ways of thinking and contribute significantly to the global tourism landscape.

I would like to extend my deepest gratitude to our esteemed speakers, the organizing committee, and all participants who have contributed to making this seminar possible. I hope that this event will be both enriching and enlightening for all of you, while also providing an opportunity to experience the unique charm and culture of Bali.

Once again, welcome to the 4th INSPIRE. Let us work together to pave the way for a tourism industry that is sustainable, inclusive, and regenerative.

Thank you, and I wish you a successful and memorable seminar.



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CULTURE



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Regenerative Cultural Tourism: Rebuilding Cultural Heritage Through Tourist Participation

Bella Charrollina

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Abstract

This research explores the concept of regenerative cultural tourism as a response to the challenges faced by traditional cultural tourism. While cultural tourism provides economic benefits, it also faces criticism regarding its negative impacts on cultural heritage and local communities. The regenerative approach aims not only to preserve but also to revive cultural heritage through the active participation of tourists and local communities. This study seeks to answer three main questions: the implementation of regenerative cultural tourism in rebuilding cultural heritage, the role of tourist participation in the regeneration process, and the impact of this approach on local communities. Using a qualitative approach and case studies, this research provides insights into the potential of regenerative tourism in cultural preservation and revitalization and proposes a community-based tourism model as an effective strategy for integrating cultural preservation with tourism development.

Keywords: *Regenerative Cultural Tourism, Cultural Heritage Preservation, Community-Based Tourism*

Introduction

Traditional cultural tourism has long been a vital pillar in the global tourism industry. This concept involves travel with the aim of experiencing places and activities that authentically represent the stories and communities of the past and present (Richards, 2018). Cultural tourism encompasses various aspects such as art, architecture, historical traditions, and the lifestyles of local communities (Timothy & Boyd, 2006). However, over time, this concept has

faced criticism due to its potential negative impacts on local communities and cultural heritage itself (Chhabra et al., 2003).

Although cultural tourism can provide economic benefits, it also presents significant challenges in preserving cultural heritage. Some of the main challenges include excessive commercialization that can diminish cultural authenticity (Shepherd, 2002), physical damage to historical sites due to over-tourism (Garrod & Fyall, 2000), rapid socio-cultural changes in local communities (Dogan, 1989), unequal distribution of economic benefits (Tosun, 2002), and the loss of local community control over their cultural heritage (Adeyinka-Ojo et al., 2014).

In response to these challenges, the concept of regenerative tourism has emerged as a new approach in the tourism industry. Regenerative tourism goes beyond the idea of sustainability by focusing on restoring and enhancing the social, cultural, and environmental conditions of tourist destinations (Ateljevic & Tomljenovic, 2016). In the context of cultural tourism, the regenerative approach aims not only to preserve but also to revive and strengthen cultural heritage through the active participation of tourists and local communities (Pollock, 2019).

Based on this background, the study aims to address several key questions. First, how can the concept of regenerative cultural tourism be applied to rebuild cultural heritage? Second, what is the role of tourist participation in the process of cultural regeneration? Third, how does the regenerative approach impact local communities and cultural heritage preservation? Through exploring these questions, this research seeks to provide new insights into the potential of regenerative tourism in the preservation and revitalization of cultural heritage.

Literature Review

A. Cultural Tourism

1. Definition and Development

Cultural tourism can be defined as the movement of people toward cultural attractions outside their usual place of residence, with the goal of gaining new information and experiences to satisfy their cultural needs (Richards, 2018). This concept has evolved significantly since its first introduction. Initially, cultural tourism primarily focused on historical sites and museums. However, over time, its definition has expanded to include aspects such as gastronomy, festivals, and contemporary lifestyles (Smith, 2015).

The development of cultural tourism has also been influenced by changes in tourist motivations. Recent trends show an increasing interest in more authentic and immersive experiences, allowing tourists to actively engage with local cultures (Urry & Larsen, 2011). This has led to the emergence of various forms of cultural tourism, including creative tourism, where tourists participate in cultural activities such as traditional cooking classes or handicraft workshops (Richards & Raymond, 2000).

2. Positive and Negative Impacts on Cultural Heritage

Cultural tourism brings both positive and negative impacts on cultural heritage. On the positive side, tourism can serve as a catalyst for cultural heritage preservation by providing revenue for the maintenance of historical sites and encouraging the revitalization of cultural traditions (Timothy & Boyd, 2006). Additionally, cultural tourism can raise awareness and appreciation of cultural diversity among both tourists and local communities (UNESCO, 2006).

However, cultural tourism can also have negative effects. Excessive commercialization can lead to the degradation of cultural values and the loss of authenticity (Shepherd, 2002). Furthermore, large numbers of tourists can cause physical damage to heritage sites and disrupt the daily lives of local communities (Garrod & Fyall, 2000). In some cases, cultural tourism can also result in the commodification of culture, where cultural aspects are altered or simplified to meet tourist expectations (Cohen, 1988).

B. Regenerative Tourism

1. Concept and Core Principles

Regenerative tourism is an approach that aims not only to minimize the negative impacts of tourism but also to actively improve the social, cultural, and environmental conditions in tourist destinations (Pollock, 2019). This concept is based on the understanding that humans and nature are interconnected, and human activities should positively contribute to the health of natural and social systems (Hutchins & Storm, 2019).

The core principles of regenerative tourism include:

1. **Holistic and systems thinking:** Understanding tourist destinations as complex and interconnected systems (Lew & Cheer, 2017).
2. **Local community participation and empowerment:** Involving local communities in decision-making and tourism management (Scheyvens & Biddulph, 2018).
3. **Environmental improvement:** Striving to enhance environmental quality through tourism practices (Ateljjevic, 2020)..
4. **Social and economic justice:** Ensuring fair distribution of benefits and supporting the local economy (Cave & Dredge, 2020).
5. **Culture as a living asset:** Viewing culture as a dynamic and evolving entity, not merely an artifact to be preserved (Duxbury et al., 2021).

2. Differences from Sustainable Tourism

Meskipun Although regenerative tourism and sustainable tourism share similar goals, they differ in several key aspects. Sustainable tourism generally focuses on minimizing negative impacts and maintaining the current conditions (UNWTO, 2005). In contrast, regenerative tourism aims to actively enhance and restore socio-ecological systems (Dwyer, 2018).

Regenerative tourism also emphasizes a more holistic, place-

centered approach, recognizing the uniqueness of each destination and the need for tailored solutions (Sheldon, 2020). Additionally, regenerative tourism encourages a paradigm shift in how we view the relationship between tourism, local communities, and the environment, moving toward a more symbiotic and mutually beneficial model (Becken & Kaur, 2021).

C. Tourist Participation in Cultural Preservation.

1. Forms of Tourist Participation in Cultural Preservation

Tourists can play a crucial role in cultural preservation efforts through various forms of participation. One of the most basic forms of participation is visiting cultural attractions, such as monuments, heritage sites, festivals, and traditional cultural performances (Boley & Gard McGehee, 2014). By visiting these attractions, tourists gain a deeper understanding of local culture and provide financial support for conservation efforts.

In addition, tourists can actively participate in cultural activities, such as attending workshops on handicrafts, cooking traditional dishes, or learning local dances and music. This type of participation not only allows tourists to gain more authentic experiences but also helps preserve these cultural practices (Timothy & Boyd, 2003). Furthermore, tourists can support the local economy by purchasing locally produced handicrafts, food, and souvenirs. This creates economic incentives for local communities to preserve their cultural heritage.

Active participation of tourists in various cultural activities can foster a deeper appreciation and understanding of local cultures. This, in turn, can raise awareness and increase tourist support for cultural preservation efforts.

2. Previous Case Studies

Several case studies have demonstrated the positive impact of tourist participation in cultural preservation efforts across different

destinations. For example, in Bali, Indonesia, tourists actively engage in cultural activities such as participating in religious rituals, watching traditional dance performances, and learning how to make Balinese handicrafts (Wijaya et al., 2020). This involvement not only provides meaningful experiences for the tourists but also helps preserve local traditions and encourages the Balinese community to maintain their cultural heritage.

Another study in Costa Rica showed that tourists involved in ecotourism and agrotourism activities not only enjoy cultural experiences but also help preserve traditional farming practices and protect the cultural identity of local communities (Wearing & McDonald, 2002). These examples demonstrate that active tourist participation can have a significant positive impact on cultural preservation efforts in various destinations.

D. Social Change Theory and Cultural Preservation

Understanding the dynamics of socio-cultural change resulting from tourism and its implications for cultural preservation can be aided by using a social change theory framework. Two relevant theories in this context are modernization theory and structuration theory.

Modernization theory, developed by Rostow (1990), emphasizes that socio-cultural change is a linear process from traditional society toward a modern one. In the context of tourism, this theory can help explain how interactions between local communities and tourists can drive modernization, potentially leading to shifts in cultural values. On the other hand, Giddens' (1984) structuration theory highlights the importance of understanding the interaction between social structures, agents, and processes of change. In this regard, structuration theory provides insights into how local communities, as agents, can respond to and manage the impact of tourism on their culture.

Both theories offer useful analytical frameworks for understanding the socio-cultural changes caused by tourism and their implications for cultural preservation efforts. By comprehending these change processes and

the roles of various actors, stakeholders can develop more effective strategies to manage the impacts of tourism and preserve the cultural heritage of communities.

E. Community-Based Tourism Development Model.

One effective approach to integrating cultural preservation and tourism development is through the community-based tourism model (Scheyvens, 2002). In this model, local communities are positioned as key stakeholders, involved in the planning, development, and management of tourism in their destinations.

Through this approach, local communities play an active role in determining the direction of tourism development in alignment with their priorities and cultural values. This can foster community empowerment and ensure that cultural heritage is preserved and respected. Additionally, the community-based tourism model can create economic incentives for locals to preserve their culture, for instance, through the sale of handicrafts, traditional foods, or offering cultural experiences to tourists.

Several case studies show that the community-based tourism model has successfully integrated cultural preservation and tourism development, such as in Bali, Indonesia, and other destinations in Southeast Asia (Scheyvens, 2002; Wijaya et al., 2020). This approach is considered effective because it actively involves local communities and gives them control over cultural and tourism resources in their destinations.

Research Methodology

This research adopts a qualitative approach using a case study to deeply understand tourist participation in cultural preservation efforts in Bali Province, Indonesia. Data collection was conducted through in-depth interviews with various stakeholders, including tourists, local communities, and destination managers. Additionally, the researcher conducted participant observation to observe the interactions between tourists and local

communities, as well as cultural activities involving tourist participation. A tourist survey was also carried out to gather quantitative data on tourist characteristics, motivations, and participation patterns in cultural activities.

The qualitative data obtained will be analyzed using a thematic analysis approach to identify, analyze, and report emerging patterns (themes). Meanwhile, the quantitative data from the tourist survey will be analyzed using comparative analysis to compare the characteristics, motivations, and participation patterns of domestic and international tourists. The data analysis process will use Atlas.ti and SPSS software. Bali was chosen as the research location due to its reputation as one of the world's leading cultural tourism destinations, allowing for an in-depth exploration of tourist participation in cultural preservation.

Results and Discussions

A. Case Study Location Profile

This research was conducted in Bali Province, Indonesia, which is known as one of the world's leading cultural tourism destinations. Bali boasts a rich cultural heritage, including arts, architecture, religious rituals, and traditional community life. The province receives millions of tourists annually, most of whom are attracted to experience and participate in local cultural activities.

B. Forms of Tourist Participation in Cultural Regeneration.

1. Direct participation in cultural activities

The study results show that tourists actively engage in various cultural activities, such as participating in religious rituals, learning to make traditional crafts, and watching cultural performances. Table 1 shows the percentage of tourists participating in different cultural activities during their visit to Bali.

Tabel 1. Tourist Participation in Cultural Activities in Bali



Type of Cultural Activity	Percentage of Tourists Participating
Religious rituals	68%
Craft making	52%
Cultural performances	73%
Cultural festivals	41%

Financial Contributions to Preservation Projects In addition to direct participation, tourists also provide financial contributions to support cultural preservation projects in Bali. Figure 1 illustrates the average contribution amount from tourists per visit for cultural preservation projects.

Financial Contribution of Tourists to Cultural Preservation Projects

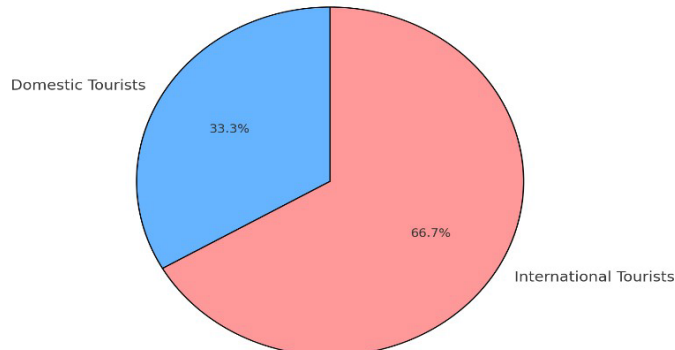


Figure 1. Financial Contributions from Tourists for Cultural Preservation Projects

3. Collaboration in Documenting and Promoting Cultural Heritage

The research findings also revealed that tourists are involved in collaboration with local communities to document and promote Bali's cultural heritage. Many tourists share their photos and videos on social media and provide positive feedback and reviews about their cultural experiences.

C. Impact of Tourist Participation on Local Communities



1. Economic active participation from tourists in cultural activities has positively impacted the local economy in Bali. Tourists provide additional income for artists, craftsmen, and cultural event organizers
2. Social interactions between tourists and local communities during cultural activities have helped strengthen social relationships and enhance cross-cultural understanding. This can be seen in the increased appreciation and tolerance between the two groups.
3. Cultural tourist participation has encouraged efforts to preserve and revitalize local culture in Bali. Local communities are more motivated to maintain and promote their cultural heritage.

D. Challenges in Implementing Regenerative Cultural Tourism

Although tourist participation has positive impacts, this study also identified several challenges in applying regenerative cultural tourism in Bali, such as:

- Cultural Authenticity and Commodification
- Increasing tourist numbers that may exceed local capacity
- Understanding gaps between tourists and local communities

E. Effective Regenerative Cultural Tourism Model

Based on the research findings, an effective model for regenerative cultural tourism in Bali should consider the following:

- The active role of local communities in tourism planning and management
- Involving tourists in authentic and meaningful cultural activities
- Strategies to maintain a balance between cultural conservation and tourism development
- Collaboration among stakeholders (government, industry, communities) in implementing regenerative cultural tourism.

Conclusions

This study demonstrates that the concept of regenerative cultural tourism can be effectively applied to rebuild and preserve cultural heritage. This approach involves the active participation of tourists, who play not only the role of consumers but also as agents in the cultural regeneration process. Tourist participation significantly contributes to preservation efforts through their involvement in activities that support the revitalization of local culture

The impacts of this regenerative approach are positively reflected in local communities, both economically through increased community income and socially by strengthening cultural identity and raising awareness of the importance of preserving cultural heritage. Furthermore, this approach helps ensure the sustainability of cultural heritage for future generations while providing significant benefits to overall community development. This research indicates that regenerative cultural tourism has great potential in sustainable efforts for the preservation and revitalization of local culture.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

**The Influence of Tourism Destination Development on the Environment and Socio-Culture
(Case Study at Melasti Beach)**

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Abstract

This study aims to see the influence of the development of Melasti Beach on the environment and socio-culture. This study uses a quantitative method with simple Linear Regression. The statistical method used to form a model of the relationship between the bound variables (dependent; response; Y) with one or more independent variables (independent, predictor, X) x ; Melasti Beach Development, y_1 ; environment and Y_2 ; socio-cultural. Data collection techniques through questionnaires. The research sample amounted to 50 respondents, filled by tourists who had visited Melasti Beach and local managers or residents. The development of Melasti Beach tourist destinations has an influence on the quality of the environment, especially in terms of the coastal landscape and the surrounding environment. However, the development of Melasti Beach tourist destinations has a positive impact on the improvement of the local community's economy, but it causes socio-cultural changes that lead to shifts in local customary values and traditions.

Keywords: *melasti beach, beach development, tourist destinations*



Introduction

Melasti Beach located in Badung Regency is a beach that is the destination of tourists. The beauty of the beach with high cliffs is a factor driving tourists to visit Melasti Beach. The name Melasti Beach was taken because this beach is a place for people to perform the "Melasti" ceremony every year. The existence of Melasti Beach began to be known by the wider community through social media, Mr. Karnawa as the Business Chairman of the Melasti Beach area has collaborated with his colleague who is a Celebgram to promote in the Melasti Beach Area through social media both Youtube, Instagram, Facebook and others. Without realizing it, the activity of uploading images on social media carried out by visitors is also an influence in increasing the interest in tourist visits so that information can be easily accessed by tourists (The Influence of Celebrity Endorsers On Social Media On Tourists' Visiting Interest In Melasti Beach Bali. Oleh Ni Nyoman Elsa Cahyani Ariani Putri, Dewa Ayu Made Lily Dianasari, I Made Subrata).

The number of visitors to the Melasti Beach Tourist Attraction (DTW) in 2019 reached 506,372 people, an increase from 2018, which had only 174,313 visitors. Although in 2020 the number of visits decreased due to the temporary closure of the DTW following government regulations related to the pandemic, according to the management, by the end of 2021, visits began to rise again, accompanied by the reopening of the Melasti Beach DTW. The increasing tourism activities at Melasti Beach require landscape planning and the development of supporting facilities while still considering the biophysical and socio-religious aspects. Referring to initial interviews with the management of the Melasti Beach DTW, long-term planning, structuring, utilization, and the functions of the landscape and its supporting facilities are directed to be sustainable and not overlap. The use of the Melasti Beach area as a DTW is gradually shifting the religious zone traditionally used by the community for religious activities, especially for Hinduism. As a consequence of the space being utilized for tourism activities, visitors with religious interests, mostly local people, have to share public spaces with other tourists. This phenomenon is also occurring at Melasti Beach, where during Hindu religious activities, the local Ungasan Traditional Village community typically shares the space with tourists sunbathing, swimming, or engaging in other leisure activities. These situations sometimes lead to incompatibility or discomfort in the use of public spaces for religious (sacred) and tourism (profane) purposes (Perencanaan Lanskap Daya Tarik Wisata Pantai Melasti, Desa Ungasan, Kecamatan Kuta Selatan, Badung Oleh ; Luh Putu Yulia Pradnya Pawitra¹, Lury Sevita Yusiana, Ni Luh Made Pradnyawathi).



Literature Review

The information obtained from this research is derived from several articles, one of which is Putri, N. N. E. C. A., Dianasari, D. A. M. L., & Subrata, I. M. (2023). The Influence of Celebrity Endorsers On Social Media On Tourists' Visiting Interest In Melasti Beach Bali. *Journal of Applied Sciences in Tourism Destination*, 1(1), 53-61.

Research Methodology

This study uses a quantitative method with Linear Regression. According to Heizer & Render Quantitative Method is a scientific approach that aims to make managerial and economic decisions. According to Solimun, Armanu, & Fernandes Quantitative method is a science and art related to the procedures (methods) of data collection, data analysis, and interpretation of the results of the analysis to obtain information for drawing conclusions and making decisions (Metodologi Penelitian Kuantitatif, Imam Santosa & Harries Madiistriyatno, 2021). Linear regression is a statistical method used to form a model of the relationship between dependent variables (response; Y) and one or more independent variables (independent, predictor, X). If there is only one independent variable, it is called simple linear regression, while if there is more than 1 independent variable, it is called multiple linear regression (REGRESI LINIER, Deny Kurniawan, 2008). Statistical methods used to form a model of the relationship between dependent variables (response; Y) with one or more independent variables (predictor, X) x; Melasti Beach Development, y1; environment and y2; socio-culture. Data collection techniques through questionnaires. The research sample amounted to 50 respondents, filled by tourists who had visited Melasti Beach and managers or local residents.

Melasti Beach Development

Melasti Beach also has cultural potential that can be used as a tourist attraction. There is the Segara Temple which is a holy place for the people of Ungasan Village. The Segara Temple used to be used as a place of worship for Hindus in Ungasan Village, religious ceremonies are often held at the Segara Temple such as the Melasti ceremony, the Pakelem ceremony, the Nganyud Ka Pasih ceremony and the Piodalan ceremony. Melasti Beach is a sacred area for the people of Ungasan Village, because in the past Melasti Beach was only used

for Melasti ceremonies (*Strategi Pengembangan Pantai Melasti sebagai Daya Tarik Wisata di Desa Ungasan, Kecamatan Kuta Selatan, Kabupaten Badung Oleh; I Putu Widhi Eka Julyantara, I Nyoman Sunarta, 2019*).

The Kecak Dance or Kecak Dance performance is one of the attractions provided by the management of Melasti Beach, South Kuta. Even so that tourists have a deep impression, an opening dance or fire dance will be prepared. Kecak Dance still takes the theme of the Titi Situ Banda story. However, in the near future we will add an opening dance or fire dance so that tourists get an unforgettable experience when visiting Melasti Beach. This new concept is planned to be launched in October. The new concept was developed because it welcomes the increase in tourist visits to Melasti Beach (*Mangupura, Ris, NusaBali.com, 2023*). Palmilla Beach Club Bali is one of the newest beach clubs in South Bali located on Melasti Beach, Ungasan. This place was opened in June 2021 and immediately became a favorite of many tourists, both local and foreign. Palmilla Beach Club Bali has a modern and elegant concept, with an interior design that is predominantly white and cream (*Salsawisata.com*)

Results and Discussions

Tourist Analyze

		Statistics											
		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y2.1	Y2.2	Y2.3	Y2.4	Y2.5	Y2.6
Valid		40	40	40	40	40	40	40	40	40	40	40	40
Missing		0	0	0	0	0	0	0	0	0	0	0	0

Based on the table, it displays statistics for 12 variables (Y1.1 to Y2.6) with valid data counts and no missing data. Each variable contains 40 valid data points and 0 missing data, indicating that there are no empty or missing cases in the dataset.

Summary of Research Findings

Number of Variables : The research involves 12 variables (Y1.1 to Y2.6).

Sample Size : Each variable has 40 valid data points.

Missing Data : There is no missing data across all variables (0 missing data points).

Data Quality : The data is complete, without any deficiencies or missing data.

Based on the data obtained from the questionnaire, visitors believe that the development of Melasti Beach has had an impact on the environment and socio-cultural aspects in the Melasti Beach, Ungasan area. As many as 85% agree that the facilities at Melasti Beach are complete. 65% agree that the development at Melasti Beach affects the environmental conditions. 52% of respondents agree that nature conservation has been fairly maintained after the development of Melasti Beach.

Furthermore, 63% of respondents agree that the development at Melasti Beach influences the socio-cultural conditions, and 42% of tourists feel that the development at Melasti Beach has impacted the lifestyle of the local community.

Local Residents and Stakeholders Analyze

		Statistics										
		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y2.1	Y2.2	Y2.3	Y2.4	Y2.5	Y2.6
N	Valid	10	10	10	10	10	10	10	10	10	10	10
	Missing	1	1	1	1	1	1	1	1	1	1	1

Based on the table above, this study involved 11 variables (Y1.1 to Y2.6) with 10 valid data and 1 missing data in each variable. The total valid data is 120, while the total missing data reaches 12.

Summary of Research Findings

Number of Variables : 11 (Y1.1 to Y2.6). Valid

Data : 10 samples per variable.

Missing Data : 1 sample per variable (total 11 missing data).

Data Quality : Most of the data can be used, but missing data handling is needed.

As many as 50% considered that the changes in the Melasti Beach landscape after development were quite good. As many as 37% answered that they agreed that the development of Melasti Beach had an impact on the environment and socio-culture. As many as 50% thought that there were significant changes in local traditions due to the development of tourist destinations at Melasti Beach and as many as 37% thought that tourism activities at Melasti Beach affected community participation in local customs and traditions.



Conclusions

The results of the tourist analysis data show that most people think that the development of Melasti Beach has an impact on the environment and socio-culture. Tourists and managers agree that the complete facilities at Melasti Beach have a positive impact on the environment. Tourists feel that the development of Melasti Beach has an impact on changing the lifestyle of the local community

Respondents considered that the changes in the landscape of Melasti Beach after development were quite good. Respondents believed that tourism activities at Melasti Beach influenced community participation in local customs and traditions.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

Harnessing Balinese Local Wisdom for Regenerative Tourism

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Abstrak

The concept of regenerative tourism, which goes beyond sustainability to actively restore and rejuvenate environments and communities, has gained global traction as a new model for responsible travel. This paper explores how Balinese local wisdom, rooted in cultural philosophies such as *Tri Hita Karana* (the harmony between humans, nature, and the spiritual), can serve as a foundational framework for regenerative tourism. By examining traditional Balinese practices in land management, community living, and cultural heritage preservation, the study highlights how these values can be integrated into modern tourism development to create a more regenerative and symbiotic relationship between visitors and host communities.

Through qualitative research and case studies from Bali's tourism sector, the paper identifies key areas where local wisdom can contribute to a more balanced and restorative tourism model. These include sustainable land use practices, cultural heritage preservation, water management, and community-based tourism. The study also addresses the potential challenges in maintaining authenticity and resisting over-commercialization while scaling regenerative tourism initiatives.

The findings demonstrate that by harnessing Balinese local wisdom, tourism can evolve into a vehicle for environmental restoration, cultural preservation, and community empowerment. This approach offers a blueprint for other destinations seeking to implement regenerative tourism strategies in alignment with local traditions and values. Ultimately, this research contributes to the growing body of knowledge on regenerative tourism and its role in achieving broader sustainability goals.

Key words: Regenerative Tourism, Sustainability, Balinese Local Wisdom, Tri Hita Karana

Introduction

Tourism, a vital global industry, has significantly boosted economic growth in numerous destinations, including Bali, Indonesia. Known for its natural beauty, rich cultural heritage, and historical traditions, Bali is one of the world's premier tourist destinations. However, the rapid expansion of tourism on the island has led to significant challenges, such as environmental degradation, the erosion of cultural authenticity, and immense pressure on local resources (Cole, 2012; Picard, 1996). These adverse effects have sparked increasing scrutiny of traditional mass tourism models, highlighting the urgent need for more sustainable approaches that preserve Bali's unique cultural and environmental assets while ensuring the well-being of its local communities.

In response to these challenges, the concept of 'regenerative tourism' has emerged as a transformative alternative. While traditional sustainable tourism focuses on minimizing harm, regenerative tourism seeks to restore and enhance the ecological, social, and cultural landscapes affected by tourism activities. It emphasizes not only environmental restoration but also cultural preservation, community participation, and long-term economic viability (McKinsey & Company, 2020). This approach presents a more holistic model for managing tourism, aligning it with the broader well-being of local ecosystems and communities.

Balinese local wisdom, particularly the Hindu philosophy of 'Tri Hita Karana', offers a culturally embedded framework for implementing regenerative tourism. 'Tri Hita Karana' promotes harmony among humans (*Pawongan*), nature (*Palemahan*), and the spiritual realm (*Parahyangan*) (Windia & Dewi, 2007). This principle has long guided how the Balinese people manage their land, resources, and social structures. It provides a strong foundation for embedding sustainability into tourism practices that respect both the cultural identity of the island and its environmental integrity. One of the key manifestations of this local wisdom is the '*subak*' system, a community-based water management practice that exemplifies ecological sustainability and collective cooperation. The '*subak*' system, recognized as a UNESCO World Heritage Site, balances the agricultural needs of farmers with the preservation of water resources and spiritual values (Lansing, 2006). Incorporating these principles into tourism development offers a path for Bali to transition from a profit-driven tourism model to one that fosters cultural preservation and environmental regeneration.

By applying the principles of '*Tri Hita Karana*' to tourism strategies, Bali can shift towards a regenerative tourism model. Such an approach not only protects the cultural and environmental assets that draw visitors to Bali but also helps regenerate those assets for future generations. This transition would ensure that tourism benefits are more equitably distributed, supporting local communities while restoring the island's natural ecosystems (Stronza, 2001).

This research seeks to investigate how Balinese local wisdom can be leveraged to promote regenerative tourism practices. It will explore the roles of local communities, governments, and businesses in fostering tourism models that are environmentally restorative, culturally respectful, and socially equitable. Additionally, the study will examine how local wisdom can be integrated into tourism strategies to create more ethical and sustainable tourism models in Bali and beyond.

By focusing on Bali, this research aims to contribute to the broader understanding of how indigenous knowledge and cultural principles can inform tourism models that go beyond sustainability to regeneration. The insights gained from this study can serve as a blueprint for other destinations grappling with overtourism, offering practical guidelines for developing tourism that is rooted in cultural preservation, environmental stewardship, and social equity.

Literature Review

The concept of regenerative tourism is gaining attention as destinations seek to balance economic growth with environmental sustainability and cultural preservation. Bali, a globally recognized tourism hub, offers a rich context for regenerative tourism through its local wisdom and cultural practices. This literature review synthesizes relevant research on Bali's local wisdom, its application in tourism, and the intersection of regenerative tourism with community-based ecotourism and cultural preservation.

One of the central elements of Balinese local wisdom is the concept of *Tri Hita Karana* (Windia & Dewi, 2007), a traditional philosophy that underscores the importance of maintaining harmony between humans and God, humans and other people, and humans and nature. This framework provides a holistic approach to development, including tourism, by emphasizing balance and respect for the environment and culture. Cole (2012) explores how the growing demands of tourism have led to water inequity, with large resorts often monopolizing resources at the expense of local communities. The application of Balinese water management traditions, such as the *subak* irrigation system, rooted in community cooperation and sustainable practices, offers a model for addressing these challenges within regenerative tourism (Cole, 2012).

Ecotourism is another approach that aligns well with the principles of regenerative tourism, particularly in preserving Bali's biodiversity. Kiss (2004) questions whether community-based ecotourism (CBE) is an effective use of biodiversity conservation funds, pointing out that while CBE aims to empower local communities and protect natural resources, it often struggles with the trade-offs between economic benefits and environmental preservation. Picard (1996) examines Bali's long history of cultural tourism, where the island's cultural practices, temples, and festivals have become central attractions. While this has brought economic prosperity, it has also led to concerns about the commodification of Balinese culture. Regenerative tourism offers an opportunity to address these concerns by promoting tourism that not only conserves but enhances



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cultural practices. This aligns with the Balinese philosophy of maintaining harmony and respect for cultural heritage while benefiting from tourism. The COVID-19 pandemic has forced many destinations, including Bali, to rethink their tourism strategies. According to McKinsey & Company (2020), the post-pandemic world presents an opportunity to shift away from mass tourism towards more sustainable and regenerative models. Bali's local wisdom, particularly the emphasis on balance and community well-being, positions the island to embrace regenerative tourism as a means of rebuilding its economy while safeguarding its natural and cultural assets. While the existing literature provides a robust foundation for understanding the potential of Balinese local wisdom in promoting sustainable and regenerative tourism, there are several key research gaps that need further exploration to fully harness these principles for the benefit of both the local community and the environment.

Although *Tri Hita Karana* has been acknowledged as a valuable philosophical framework for sustainability in Bali, much of the research focuses on its theoretical application (Windia & Dewi, 2007). There is limited empirical evidence of how this philosophy is being actively integrated into the current tourism business models, particularly with respect to large-scale resorts and mass tourism. While studies like those of Kiss (2004) and Stronza (2001) provide valuable insights into the role of community-based ecotourism (CBE), questions remain about the long-term sustainability of these initiatives. There is a need for research to evaluate how ecotourism ventures can be made more resilient to economic and environmental pressures, especially in a post-pandemic world. Picard (1996) discusses the commodification of Balinese culture as a result of tourism. While cultural tourism brings economic benefits, the potential erosion of cultural authenticity is a critical issue. The gap here lies in identifying specific strategies for regenerative tourism to protect cultural practices from commodification while allowing them to evolve in response to global tourism trends.

Lansing (2006) examines the complexity of Balinese social systems, such as the *subak* irrigation system, but there is little research on how such complex, self-organizing systems can be effectively applied to regenerative tourism. The gap here is in developing practical frameworks that take these social complexities into account when designing tourism policies and infrastructure. McKinsey & Company (2020) suggests a shift toward more sustainable tourism models in the wake of the COVID-19 pandemic. However, there is limited research on how regenerative tourism can specifically be tailored to the post-pandemic context in Bali. This includes understanding the behavioral shifts in tourists and locals, the economic impact of tourism reduction during the pandemic, and how regenerative practices can contribute to a more resilient and equitable tourism economy in Bali. Research is needed to create detailed case studies and strategic frameworks for post-pandemic regenerative tourism that are grounded in Balinese wisdom.

While there is a growing body of work on regenerative tourism, there is a notable gap in the development of tools and metrics to measure its success, particularly in cultural and ecological terms. Most existing frameworks for assessing tourism are focused on economic outcomes, but regenerative tourism requires a broader scope of measurement, including ecological restoration,

cultural preservation, and community well-being. Research should focus on creating and testing indicators that reflect the regenerative outcomes, aligned with local Balinese values and practices.

Research Methodology

The research methodology for exploring the role of Balinese local wisdom in fostering regenerative tourism involved a qualitative research. This would enable a comprehensive understanding of how local wisdom can be effectively integrated into tourism practices. The study employed a case study research design, focusing on specific tourism destinations in Bali that have integrated or could integrate local wisdom into regenerative tourism practices. The study used purposive sampling to select participants from various stakeholder groups, including Local communities and cultural leaders (who maintain traditional practices), Government officials involved in tourism planning and environmental management, Representatives from tourism businesses (especially those practicing sustainable or regenerative tourism), and Tourists (domestic and international) who visit Bali for cultural or ecotourism. The data were collected through (a) Interviews with key informants, such as village elders, cultural practitioners, local business owners, and government officials, to gather insights on how Balinese local wisdoms are practiced and perceived in the context of tourism, and (b) Participant Observation, observing tourism practices in select case study locations, focusing on how local wisdom principles are applied in tourism operations. The data were analysed using Qualitative Data Analysis through Content Analysis. To ensure the validity of the findings, data from different sources (interviews, and observations) were triangulated. This will allow the researcher to cross-check information and provide a more robust understanding of how Balinese local wisdom can be harnessed for regenerative tourism.

Results and Discussions

1. The Importance of Regenerative Tourism

Bali, the "Island of the Gods," is a popular tourist destination renowned for its stunning landscapes, rich culture, and warm hospitality. However, the island's rapid tourism growth has also led to environmental challenges such as pollution, deforestation, and waste management issues. To address these concerns and ensure Bali's long-term sustainability, the concept of regenerative tourism is gaining traction.

Regenerative tourism is a sustainable approach that aims to restore and enhance ecosystems, communities, and economies. It goes beyond traditional eco-tourism by actively contributing to the well-being of the planet and its inhabitants. Key principles of regenerative tourism include:



- a. **Environmental Restoration:** This involves initiatives to protect and restore natural habitats, such as reforestation, coral reef conservation, and sustainable agriculture.
- b. **Community Empowerment:** Regenerative tourism seeks to empower local communities by involving them in decision-making processes, providing economic opportunities, and preserving cultural heritage.
- c. **Economic Resilience:** It promotes sustainable economic practices that benefit both tourists and local residents, such as fair trade, local sourcing, and responsible consumption.
- d. **Social Well-being:** Regenerative tourism aims to improve the quality of life for both visitors and locals by promoting cultural exchange, education, and wellness activities.

Regenerative tourism offers numerous benefits for Bali, including: (a) environmental Sustainability which helps to protect and restore Bali's natural ecosystems, ensuring the island's long-term viability, (b) Economic Prosperity, by supporting local communities and sustainable businesses, regenerative tourism can contribute to a more equitable and resilient economy, (c) Cultural Preservation to preserve Bali's rich cultural heritage and traditions, ensuring that they are passed on to future generations, dan (d) Enhanced Visitor Experience, in which Regenerative tourism offers visitors a more meaningful and authentic experience, allowing them to connect with nature, culture, and local communities.

2. Balinese Local Wisdoms that Contribute to Regenerative tourism

Balinese local wisdom which deeply rooted in Hindu philosophy and tradition plays a crucial role in shaping the island's regenerative tourism initiatives. This wisdom, passed down through generations, offers valuable insights into sustainable living, community engagement, and environmental stewardship. Some of the wisdoms are *Tri Hita Karana*, Hindu Philosophy, *Gotong Royong*, *Subak System*, and respect for ancestors.

- a. ***Tri Hita Karana:* A Holistic Approach to Tourism**
This concept, which means "three causes of happiness," emphasizes the interconnectedness of humans, gods, and nature. It promotes harmony and balance in all aspects of life, including tourism. At the heart of Balinese culture, *Tri Hita Karana* promotes harmony between humans and the divine (*Parahyangan*), humans and nature (*Palemahan*), and humans with each other (*Pawongan*). This balance aligns seamlessly with the goals of regenerative tourism. By ensuring that tourism projects respect both the spiritual and physical environment, *Tri Hita Karana* can guide the development of eco-friendly tourism infrastructures, where environmental protection, community engagement, and spiritual respect coexist. For instance, hotels and resorts can be encouraged to adopt green technologies, reduce water consumption, and support local rituals, ensuring a harmonious relationship between tourism and the community. This approach benefits not only the environment but also reinforces cultural connections and provides a more meaningful experience for visitors.
- b. ***Nyepi:* A Unique Spiritual Contribution to Regenerative Tourism.**
The Bali's "Day of Silence," (*Nyepi*) offers a distinctive opportunity for regenerative tourism. By promoting *Nyepi* as a time for environmental and spiritual reflection, tourism operators can encourage visitors to participate in or respect this tradition, contributing to a day of rest for the entire island. The temporary closure of tourism operations aligns with regenerative principles by allowing the environment and local culture to recover from the pressures of tourism. This day serves as a reminder that tourism should not disrupt local



customs but instead integrate respectfully, offering visitors a meaningful cultural experience that reinforces Bali's spiritual heritage.

c. **Gotong Royong: Community-Driven Tourism Development**

This concept of communal cooperation is central to Balinese culture. It encourages community involvement in various projects, including environmental conservation, waste management, and tourism development. *Gotong Royong*, the principle of mutual cooperation, plays a crucial role in ensuring community participation in tourism development. In the context of regenerative tourism, this value can be applied by fostering community-led initiatives, such as homestays, handicraft production, and cultural tours. These initiatives ensure that local communities actively contribute to and benefit from tourism, creating a more equitable tourism model. By emphasizing community-based tourism, where locals have decision-making power and reap economic benefits, *Gotong Royong* helps mitigate the economic imbalances caused by mass tourism, where large corporations often dominate. This cooperative approach strengthens social cohesion, preserves cultural practices, and empowers local populations, making regenerative tourism a truly inclusive practice.

d. **Subak System:** The traditional irrigation system, known as Subak, is a testament to Balinese ingenuity and environmental stewardship. It promotes sustainable water management and fosters community cohesion. The *Subak* system, recognized by UNESCO, is a centuries-old cooperative irrigation practice that demonstrates sustainable water management in agriculture. In tourism, *Subak* serves as an ideal model for promoting agritourism, where visitors can engage with traditional rice farming, learn about water conservation, and support local farmers. Such tourism experiences not only preserve the heritage of Bali's agricultural practices but also promote ecological sustainability by fostering a deeper understanding of natural resource management. Through the inclusion of *Subak* in tourism activities, regenerative tourism can contribute to the preservation of this cultural landscape, ensuring that water resources are managed responsibly and that the agricultural heritage remains intact.

e. **Hindu Philosophy:** Balinese Hinduism emphasizes the importance of respecting all living beings and the natural environment. This philosophy guides many regenerative tourism practices, such as protecting sacred forests and promoting sustainable agriculture.

f. **Respect for Ancestors:** Balinese culture places great importance on honoring ancestors. This respect often translates into a deep connection to the land and a desire to protect it for future generations.

3. How Balinese local wisdom is applied in regenerative tourism?

Balinese local wisdom is deeply embedded in the concept of regenerative tourism, which goes beyond sustainable tourism by focusing on restoring and revitalizing ecosystems, communities, and cultural practices. The local wisdom is applied in regenerative tourism in the following ways:



- a. **Tri Hita Karana: A Guiding Principle**
The core of Balinese local wisdom, Tri Hita Karana, guides regenerative tourism by promoting balance between three elements: (a) Harmony with nature, Regenerative tourism emphasizes environmental conservation, aligning with Balinese traditions of respect for the natural world, (b) Harmony with the divine: Spiritual practices are integrated into tourism, with visitors encouraged to participate in temple ceremonies, meditation, and offerings, which align with Bali's spiritual heritage, and Harmony with people: Regenerative tourism ensures that local communities benefit economically, socially, and culturally from tourism, creating mutual respect and cooperation between visitors and residents.
- b. **Cultural Preservation and Revival**
Balinese local wisdom places a high value on the preservation of culture and traditions. In regenerative tourism, (a) Visitors are encouraged to engage in cultural activities such as learning traditional crafts, attending ceremonies, or witnessing local art performances, and (b) local artisans and craftspeople are supported through initiatives that connect tourists directly to traditional craftsmanship, helping preserve Balinese heritage while regenerating the local economy.
- c. ***Subak System* and Agro-tourism**
The Subak system, Bali's traditional rice irrigation and community-based agricultural management system, embodies local wisdom related to sustainability and cooperation. This system is applied in regenerative tourism by: (1) Promoting agro-tourism experiences where visitors can participate in traditional farming activities, learning about sustainable agriculture and water management based on Balinese customs, and (2) Preserving the landscape through responsible tourism, which protects rice terraces and forests while providing economic benefits to farming communities.
- d. **Environmental Sustainability**
Regenerative tourism in Bali incorporates practices rooted in local wisdom that promote ecological stewardship, which include:
 - (1) Encouraging eco-friendly accommodations that align with Bali's architectural and natural landscape, such as using sustainable materials (like bamboo) and adopting zero-waste policies.
 - (2) Supporting community-led environmental projects, such as reforestation efforts, plastic waste reduction programs, and clean-up campaigns, often inspired by traditional beliefs in the sacredness of the land.
- e. **Spiritual and Wellness Tourism**
Balinese wisdom, which promotes spiritual well-being, plays a significant role in regenerative tourism through:
 - (1) Offering wellness tourism experiences that incorporate traditional Balinese healing practices (e.g., herbal treatments, energy healing, and yoga), helping tourists connect with Bali's spiritual traditions while fostering personal rejuvenation.

- (2) Engaging visitors in spiritual activities such as temple visits, meditation, and sacred rituals, contributing to the preservation of Bali's spiritual heritage and the regeneration of the island's cultural and spiritual vitality.
- f. Community-based Tourism and *Gotong Royong* (Cooperation)
 Bali's local concept of *gotong royong* (mutual cooperation) is essential in regenerative tourism as it fosters community-based tourism initiatives that:
- (1) Empower local communities to lead and manage tourism activities, ensuring that the economic and social benefits stay within the community.
 - (2) Encourage visitors to participate in community projects, such as village development, conservation efforts, and cultural education, fostering deeper connections between tourists and locals.

Conclusions

In conclusion, Balinese local wisdom is a cornerstone of regenerative tourism on the island. By understanding and applying these traditional values, we can create a more sustainable, equitable, and culturally rich tourism experience for both visitors and locals. Balinese local wisdom is fundamental to regenerative tourism as it promotes a holistic approach that goes beyond sustainability, focusing on the revitalization of ecosystems, cultures, and communities. This application of ancient wisdom ensures that tourism not only minimizes harm but actively contributes to the well-being of Bali's people, environment, and spiritual life. Balinese local wisdom, from *Tri Hita Karana* to *Subak* and *Gotong Royong*, offers a powerful framework for the of regenerative tourism. This approach not only sustains but enhances the social, cultural, and ecological systems of Bali, creating a more balanced, inclusive, and restorative tourism model. To ensure success, efforts must be made to integrate these values into tourism policies, engage local communities, and educate tourists on the importance of cultural and environmental preservation.

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Analysis of Tourism Development Strategy for the Tanah Barak Beach Area

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Abstract

This study analyzes the development strategy of the Tanah Barak Beach tourist area in Bali through a SWOT analysis approach and uses secondary data obtained from interviews with local residents from 2018 to 2022. Tanah Barak Beach, which was originally a quiet beach area and only used by locals, has developed into one of the popular tourist destinations in Bali since the 1990s. The rapid development of tourism in the 2010s has had a positive impact on the increase in the number of tourists and the development of infrastructure, but it has also caused problems such as over-tourism, environmental degradation, and economic imbalances that are detrimental to local communities.

Through a SWOT analysis, this study identifies the main strengths of Tanah Barak Beach which lie in the natural beauty, increased accessibility, and diversity of accommodation. However, weaknesses in environmental management and limitations of public facilities were also found

Keywords: tanah barak beach, tourism development, strategy

Introduction

Bali, as one of the leading tourist destinations in Indonesia and the world, has a unique and diverse appeal. Known as the "Island of the Gods," Bali offers a perfect combination of natural beauty, cultural richness, and the warmth of its local people. The variety of attractions, including exotic beaches, majestic volcanoes, and ancient temples, makes Bali an attractive destination for tourists from various parts of the world. Bali's tourism industry has experienced rapid growth since the 1970s and has become one of the main pillars of the province's economy. With the increase in tourist visits, both domestic and international, Bali faces various challenges and opportunities, including those related to environmental preservation, sustainable tourism management, and the socio-cultural impacts brought about by the surge in visitor numbers.

A sustainable tourism-based approach is becoming increasingly important in maintaining a balance between economic growth and the preservation of the environment and local culture. Therefore, a deeper understanding of tourism trends, their impact on local communities, and the policies implemented is essential to ensure that Bali remains a sustainable destination and can continue to compete globally in the future. The main attraction of Bali lies in the combination of natural beauty, cultural diversity, and the variety of tourist attractions spread across the island. One of the most prominent elements in Bali's tourism landscape is its



beautiful beaches. Among the many famous beaches in Bali, Tanah Barak Beach, located in the Canggu area, has emerged as a destination increasingly favored by tourists, especially surfers and nature lovers.

Tanah Barak Beach, although not as popular as Kuta Beach or Sanur Beach, offers a more tranquil and natural experience. The name "Tanah Barak" is derived from the color of the soil around the beach, which is reddish (barak in Balinese). This uniqueness sets the beach apart from others in Bali. Additionally, the beach has waves ideal for surfers, contributing to the increasing number of visitors, especially from younger generations interested in surfing. However, like many tourist locations in Bali, the rising popularity of Tanah Barak Beach also brings its own challenges. Environmental issues, such as beach erosion and sea pollution, as well as socio-cultural pressures on the local community, have become increasingly significant concerns. In this context, research on sustainable tourism management at Tanah Barak Beach is crucial to ensure that tourism development does not damage the uniqueness and natural beauty of this beach.

This article will discuss the development of tourism at Tanah Barak Beach, the challenges faced due to this growth, and strategies that can be implemented to maintain a balance between tourism growth and the preservation of the environment and local culture. Tanah Barak Beach is located in Kutuh Village, South Kuta, Badung Regency, Bali, and can be easily accessed from Denpasar City center, with a travel time of about 40 minutes by vehicle. Its proximity to Pandawa Beach and Green Bowl Beach makes it easily accessible to tourists exploring the southern Bali region. Through this research, we analyze the tourism development strategy of Tanah Barak Beach using a SWOT (Strengths, Weaknesses, Opportunities, Threats) approach with a qualitative method based on secondary data analysis.

Literature Review

In this section, the writer must discuss the research problem and also describe the literature review or theoretical construct of the research which related to the previous researcher's work. The literature review should cover at least 10 – 15 good works and recent works must be presented. The writer should include in-text citations using APA (American Psychological Association) referencing style for each paper cited and avoid using the author's name as the subject of the sentence.

Research Methodology

This study uses a qualitative approach with secondary data analysis. The qualitative approach was chosen because it aims to gain an in-depth understanding of the development process of the Tanah Barak Beach tourist area based on the direct experience of local residents. By utilizing secondary data, especially interviews conducted several years earlier, the study not only records the history of development but also identifies strategic challenges and opportunities in the present.

This study also uses SWOT analysis as a tool to evaluate the strengths, weaknesses, opportunities, and threats faced by the tourist area. Through the SWOT analysis, we will gain a more comprehensive insight into how the potential and problems in the Tanah Barak Beach area can be optimized and managed.



Results and Discussions

A. General Description

Tanah Barak Beach is located in the Jembrana area, about 2.5 hours' drive from Denpasar. This beach is situated in the southwest of Bali, specifically in Pengeragoan Village. Although it is somewhat far from the city center, Tanah Barak Beach offers spectacular natural beauty. The beach boasts a stunning panorama, surrounded by green hills and limestone cliffs that tower along the coastline. The white sand and clear blue sea are the main attractions of Tanah Barak Beach. Along the shoreline, large rocks are scattered throughout (Tanah Barak cliffs). These rocks add to the beauty of the beach. Visitors can sit and enjoy the natural beauty while soaking in the peaceful and serene atmosphere. Additionally, Tanah Barak Beach is surrounded by vast coconut plantations. Tourists can walk through the coconut groves and enjoy fresh coconuts sold by local residents. Although not yet as famous as the beaches in southern Bali, Tanah Barak Beach has great potential to be developed into a leading tourist destination capable of attracting both local and international tourists. However, the development of tourism at Tanah Barak Beach requires a well-thought-out strategy to reach its full potential without harming the ecosystem and local wisdom. This article will analyze sustainable tourism development strategies at Tanah Barak Beach, considering social, economic, environmental, and cultural aspects.

B. Tourist Attractions

The Tanah Barak area is a tourist destination rich in attractions that appeal to visitors from various backgrounds. One of the main attractions is its natural beauty. The towering mountain views, adorned with dense forests and green meadows, create a stunning and captivating panorama. Clear rivers flow through this area, providing ideal spots for recreational activities such as swimming, fishing, or simply enjoying the serene natural surroundings. Hidden waterfalls in the middle of the forest are popular spots for photography and relaxation, offering a deep experience for nature enthusiasts. In addition to its natural beauty, Tanah Barak is also known for its rich cultural heritage. The local community has a rich and diverse tradition, reflected in art performances, dances, and rituals conducted regularly. The annual cultural festival, showcasing various art attractions and local cuisine, offers visitors the opportunity to experience and appreciate the local culture directly. Interacting with the local community is also a valuable experience, where tourists can learn about daily life and the values upheld by the community. In terms of cuisine, Tanah Barak offers a variety of unique local dishes. Foods that use local ingredients and traditional cooking methods create a distinctive flavor. Visitors can find various culinary options at local markets, where street food and fresh produce are offered, providing an authentic and engaging culinary experience.

For millennials and Gen Z, Tanah Barak also offers many Instagram-worthy spots. Places with beautiful scenery and attractive decor are designed to capture attention on social media, making it a magnet for visitors who want to share their experiences online. Ecotourism programs in this area are becoming increasingly important, focusing on environmental preservation and biodiversity. Activities that educate visitors about the importance of caring for nature and environmental conservation are gaining more attention,



turning tourists not only into visitors but also into environmental stewards. Accommodations are varied, with unique options like homestays that offer the experience of staying with local residents. This provides an opportunity for tourists to experience the daily life of the local community and deepen their connection with the local culture.

Finally, access to historical sites adds a learning dimension for visitors. If historical sites are present, visitors can explore and understand the history and cultural heritage in the area. With the various attractions it offers, Tanah Barak has the potential to become a tourist destination that is not only appealing but also sustainable, providing economic benefits to the local community while preserving the existing natural beauty and culture.

C. Development of the Tanah Barak Tourist Area from the 1970s to the 2020s

Based on secondary data from interviews with local residents living in the Tanah Barak Beach area, the following is a summary of the developments that have taken place in the area.

1. Early Days (1970s to 1980s)

According to **Ida Ayu Made Kerti** (*June, 15; 2019*) in the 1970s and 1980s, Tanah Barak Beach was still a quiet and remote area. There were no tourism facilities, and the beach was mainly used by local residents for daily activities such as fishing and swimming. This period marked a pre-tourism era, during which external intervention in the form of tourism development had not yet occurred. The environment remained natural, and the use of beach resources was more focused on the needs of the local community rather than commercial purposes.

2. Early Tourism Development (1990s to 2000s)

In the early 1990s, local government began to recognize the potential of the Tanah Barak Beach area as a tourist destination. According to **Wayan Suweca**, (*Feb, 20: 2020*) the first tourism facility built was a small hotel established in 1995. This hotel was followed by the construction of additional facilities such as restaurants and shops in the early 2000s. During this period, Tanah Barak Beach started to attract tourists from surrounding areas, especially from Java. This period marked the beginning of tourism infrastructure development in the area, where development remained relatively controlled and balanced with the needs of the environment and local community. However, the area's potential as a tourism destination began to be more widely recognized, prompting increased investment in the tourism sector.

3. Rapid Growth (2010s)

This period was characterized by rapid growth in the tourism sector. According to **Ketut Sri Widowati**, (*Oct, 10: 2018*) in the 2010s, the number of tourists visiting Tanah Barak Beach increased significantly, largely due to better transportation infrastructure development, such as a new highway connecting the area to other parts of Bali. The tourism growth during this period led to the construction of many new hotels, resorts, and villas to meet the increasing demand from tourists. As a popular destination for surfing and water sports, Tanah Barak Beach also began to attract international tourists.



4. Current Situation (2020s)

According to **Ida Bagus Sutirta**, (*March, 25:2022*) Tanah Barak Beach has now become one of the most popular tourist destinations in Bali. The area has transformed from a quiet place into a tourism hub with various accommodation options, ranging from budget-friendly guesthouses to luxury resorts. Tourists come to enjoy the beach, surf, and engage in various other water sports activities. However, the rapid growth of tourism has also brought new challenges. According to **Wayan Suweca**, one of the main issues that has arisen is over-tourism, leading to environmental degradation and pressure on the local community. These issues include increased waste, changes to the coastal ecosystem, and disruptions to the daily lives of local residents. Additionally, the emergence of outside investors taking over much of the tourism sector has created economic imbalances for the local community.

5. Development in 2022-2023

Wayan Duarta (*Dec;2022*) explained that Tanah Barak is a new tourist attraction in Kutuh Village, which is part of the development of the Pandawa Beach tourist area on the right side. According to him, this attraction is set to be developed as an exotic tourism zone equipped with various supporting facilities. These facilities include plans for the construction of several glamping (glamorous camping) sites, which are expected to be realized in the near future. The emphasis on glamping facility development is an effort to provide a different travel experience for tourists while supporting the trend of sustainable tourism. Additionally, Wayan Duarta revealed that the development of Tanah Barak aims to complement the appeal of the more well-known Pandawa Beach area. Thus, this development is expected to attract more tourists to the area and enhance the local tourism potential.

I Wayan Mudana, (*Jan:2023*) as the Head of Kutuh Village, stated that Tanah Barak Beach has gone viral online due to its stunning natural beauty. According to him, Tanah Barak has a unique exotic charm that attracts tourists, with high cliffs flanking the beach, offering a different experience compared to other beaches in Bali. **I Wayan Mudana** also added that the presence of this new tourist spot is expected to attract more visitors. The development of this new attraction is a strategic step in efforts to boost the village's economy and create job opportunities for local residents. He is optimistic that Tanah Barak can become a leading destination that further strengthens Kutuh Village's position as a prime tourist destination in Bali.

B. SWOT Analysis of Tanah Barak Beach Tourism Development

1. Strengths

- **Natural Beauty:** Tanah Barak Beach offers exotic natural scenery with volcanic black sand contrasting with the blue ocean. This creates a unique appeal compared to other beaches in Bali.
- **Relatively Quiet Beach:** The beach is not yet widely visited by tourists, allowing for a peaceful and natural atmosphere. This can be a selling point for tourists seeking a more exclusive and private destination.



- **Presence of Traditional Village and Local Wisdom:** Tanah Barak Beach is located near a traditional village that preserves its traditions and culture. This can be utilized as a cultural attraction, inviting tourists to participate in or witness local traditional ceremonies.

2. Weaknesses

- **Accessibility:** The road leading to Tanah Barak Beach is still inadequate. Underdeveloped infrastructure is one of the main challenges in attracting a large number of tourists.
- **Lack of Supporting Facilities:** Currently, tourism facilities such as restaurants, accommodations, and information centers are limited. The lack of these facilities makes it difficult for tourists to stay longer.
- **Suboptimal Promotion:** Tanah Barak Beach is not yet widely known to tourists. The lack of effective promotion efforts prevents this destination from emerging as a primary tourist destination in Bali.

3. Opportunities

- **Growth of Sustainable Tourism:** There is an increasing trend of tourists' interest in sustainable and environmentally friendly destinations. With its relatively pristine natural conditions, Tanah Barak Beach has a great opportunity to be developed as an ecotourism destination focused on environmental preservation.
- **Development of Culture-Based Tourism:** The proximity of Tanah Barak Beach to traditional villages provides an opportunity to develop culture-based tourism. Tourists can be invited to participate in local cultural activities, such as traditional ceremonies, dance performances, and handicraft making, enhancing the appeal of the beach as a destination that offers unique experiences.

4. Threats

- **Environmental Degradation:** One of the most significant threats is the potential for environmental degradation due to uncontrolled tourism development. If Tanah Barak Beach becomes crowded without careful planning, the risk of environmental damage such as sea pollution, beach erosion, and loss of biodiversity will increase.
- **Competition with Other Destinations:** Bali has many well-known beach destinations, such as Kuta, Sanur, and Seminyak. Competition with these more popular destinations poses a challenge for Tanah Barak Beach to stand out among the many tourist spots in Bali.
- **Dependence on Market Trends:** Dependence on tourism market trends, such as changes in tourists' preferences for types of destinations, can be a threat to the sustainable development of Tanah Barak Beach. If trends shift from nature tourism to urban or technological tourism, the beach's appeal could decline.



C. Development Strategies Based on SWOT Analysis

Based on the SWOT analysis above, the following are tourism development strategies that can be applied to Tanah Barak Beach:

1. Addressing Weaknesses by Leveraging Strengths

- **Gradual Infrastructure Development:** Improving accessibility by building better roads to the beach without harming the natural environment. The government and local investors can collaborate to develop basic facilities such as public restrooms and eco-friendly rest areas.
- **Integrated Digital and Community-Based Promotion:** Optimizing social media and digital tourism platforms to promote Tanah Barak Beach. Partnerships with local communities to offer cultural tourism experiences can also enhance the destination's appeal.

2. Seizing Opportunities while Minimizing Threats

- **Implementing the Ecotourism Concept:** Ensuring that tourism development goes hand in hand with environmental conservation through ecotourism programs. Strict enforcement of regulations regarding development zoning and waste management should be applied to maintain ecological balance
- **Diversifying Tourism Products:** Developing various tourist activities that are not solely focused on the beach, but also include cultural activities, environmental education, and adventure tourism like hiking or snorkeling.

3. Utilizing Opportunities to Overcome Weaknesses

- **Collaboration with Local Communities:** Empowering local residents in the development of tourism facilities, such as providing community-based accommodations (homestays) and other small businesses. This will increase community involvement and reduce dependency on external investors.
- **Strengthening Sustainable Tourism Branding:** Marketing Tanah Barak Beach as a unique sustainable tourism destination, both in terms of nature and culture, to attract specific market segments such as eco-tourists and cultural tourists.

Conclusion

Based on the research results and the SWOT analysis conducted, here are some key conclusions related to the development of the Tanah Barak Beach tourism area:

1. Significant Tourism Development

Tanah Barak Beach has experienced significant development since the 1970s. Initially a quiet beach area frequented by locals, it has now become one of the most popular tourist destinations in Bali, featuring complete tourist facilities and an increasing number of both



local and international visitors.

2. Impact of Rapid Growth

The period of rapid growth during the 2010s brought economic benefits but also introduced new challenges. Unplanned tourism growth led to over-tourism, impacting the environment and the quality of life of the local community. Issues such as environmental degradation, waste, and traffic congestion have emerged due to the increasing number of tourists.

3. Need for Sustainable Management

The SWOT analysis shows that although Tanah Barak Beach has natural beauty as its main tourist attraction, there are weaknesses in environmental management and economic distribution. A sustainable development strategy is needed to preserve nature, improve infrastructure management, and empower the local community in the development of this tourism area.

4. Opportunities for Ecotourism Development

There is great potential to develop ecotourism in this area, focusing on sustainable and environmentally friendly tourism. By leveraging the natural and cultural potential, this area can attract a segment of tourists who are more environmentally conscious, while minimizing the negative impact of mass tourism.

Recommendations

Based on the conclusions above, here are some recommendations for the development of the Tanah Barak Beach tourism area:

1. Implement the Concept of Sustainable Tourism

Local governments and tourism industry players should collaborate to implement the concept of sustainable tourism, including strict regulations on the number of tourists and the use of natural resources. Measures such as effective waste management, environmental conservation, and educating tourists about the importance of preserving nature need to be implemented.

2. Enhance Local Community Involvement

The involvement of the local community in the development of the tourism area is crucial. Empowering the local economy through training and support for small businesses such as homestays, local restaurants, and tour guides will help create a more inclusive economy and reduce the dominance of external investors.

3. Development of Ecotourism and Cultural Tourism

Integrating ecotourism with existing tourism activities can help maintain the balance between tourism and environmental preservation. Additionally, developing cultural tourism that highlights the local wisdom of the Tanah Barak Beach community will enrich



the tourist experience and help preserve the local cultural heritage.

4. Improving Infrastructure and Public Facilities

The government needs to invest in improving public infrastructure such as roads, sanitation, and waste management, as well as enhancing public facilities for tourists. This step will improve the quality of the tourist experience and help reduce the negative impact of increased tourist numbers.

5. Regulations to Address Over-tourism

To address the issue of over-tourism, local governments should consider implementing limits on the number of tourists per day in the Tanah Barak Beach area, especially during peak seasons. This will help preserve the environment and improve the quality of tourists' visits. By implementing these recommendations, it is hoped that the development of Tanah Barak Beach can be carried out more sustainably, maintaining a balance between tourism growth and environmental preservation, and ensuring that the economic benefits are felt by all community members.

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PLANNING OF SPECIAL INTEREST TOURISM PACKAGES BASED ON CULTURE IN TANA TOA KAJANG TOURISM VILLAGE

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Abstract

This study aims to provide a culture-based special interest tour package planning in Tana Toa Village, Kajang District, Bulukumba Regency. This study applies a qualitative method with a descriptive approach. Data collection from this study was taken using observation, interview, and documentation techniques which were carried out in the village of Tana Toa. The results of this study are in the form of a Full Day Tour tour package design with the theme Culture Off Kajang. Made or designed in accordance with the standards for making tour packages which include tour itineraries or travel plans while visiting the Kajang Tribe. Such as visiting traditional houses, visiting the house of the chief of the Ammatoa tribe, visiting the fighting garden, visiting old wells, visiting the weaving place for typical Kajang sarongs, witnessing the unique rituals typical of the Kajang tribe, distribution of time, namely the estimated time for traveling in the Kajang tribe, for example, the estimated time from the entrance to Kajang. in arriving at the customary house how much time is used.

Keywords: *planning tour packages, Special Interests, Culture, Kajang Tribe*

Introduction

The tourism sector has a strategic role in the national and regional economies, contributing foreign exchange and encouraging economic growth. Tourism provides a favorable multiplier effect on the regional economy and the welfare of the local population. One of them is a cultural tourism village such as in Tana Toa Kajang village, which reflects the diversity and identity of the nation. Cultural tourism utilizes the tourism potential of ideas, activities, and cultural artifacts with distinctive historical value. Travelers with various motivations come to a tourist village to experience the life of local people, interact in village activities, and learn about local culture. Tourism villages offer authenticity in terms of socio-culture, customs, daily life, traditional architecture, and village layout. The potential that can be developed is a culture that is inherent from generation to generation in the form of daily activities, culinary, livelihoods, and crafts. Tourism is currently experiencing changes towards special interest tourism, where tourists value the environment, nature, culture, and special attractions. South Sulawesi has abundant tourism potential with natural beauty, natural resources, and cultural diversity.



Bulukumba Regency in South Sulawesi is an area that has tourism potential that includes natural and cultural tourism. One of the popular cultural attractions there is the Ammatoa Custom in Kajang District. The people of Kajang uphold their local customs and wisdom with a life guideline called “Pasangang Ri Kajang”.

They communicate with politeness, respect for others, and do not use harsh language. The Kajang tribe has a special rule in giving names that should not include the names of angels, prophets, or the great name of Allah. The villages in South Sulawesi offer a unique cultural tourism experience for tourists and have the economic potential to boost the area through increased tourist arrivals. The Kajang people believe that technology can have a negative impact on their lives and damage their relationship with nature. Therefore, they have not accepted outside civilization.

The Kajang tribe is characterized by wearing all-black clothing barefoot to show simplicity, unity, strength, and rank. Their traditional attire includes *Tope Le'leng*, *Passapu*, *Baju Pokko* for women, and *Baju Tutu* with *Pacaka* for men, all of which are black in color. They also have traditional stilt houses built from wood, bamboo and thatch, with uniform architecture facing west. The erection of stone houses is considered a violation of tradition and brings misfortune. In addition, the people of Kajang honor the Ammatoa, the village leader, who according to history came from the first human being created by *Tu Rie A'ra'na*. In addition, the word *Anrong* is used for mother and *Amma* for father, while the concept of the first man in Kajang Dalam is called *Tomanurung*.

The introduction of the unique culture and traditional heritage of the Kajang tribe needs to be maintained and respected by all parties to maintain their distinctive identity and values. Ammatoa is the main human being and role model in the world because he is the representative of God on earth and must lead the Kajang Dalam community.

Ammatoa are considered sacred and their leadership is for life. They protect the forest because destroying the forest is a taboo. If anyone breaks the taboo, sanctions are imposed through customary deliberations. There are cultural arts attractions such as the “*Pa'bitte Passapu*” dance which developed from a previous interest in cockfighting. Over time, this dance has become part of welcoming traditional guests or weddings. Currently, tour packages to the Kajang Tribe are still rarely available due to strict customary rules. Travelers are required to follow rules such as not using modern vehicles, riding horses, and wearing black traditional clothing. The potential of the Kajang Tribe lies in the uniqueness of its culture and the simplicity of traditional life. The attraction of the *Tana Toa* traditional village lies in their persistence in maintaining traditional cultural customs. Travelers can enjoy the beauty of the preserved forest and learn more about the Kajang Tribe and their traditional life.



Literature Review

Tourism Package Planning with Skydiving as Main Attraction in Cilung District, Pangadaran Regency, Utami, Dwiesty (2018), The results of this study indicate that tourists who visit mostly from Bandung, Jakarta, India, Australia. This research recommends a tour package that can be useful for nusawiru managers, travel agents and local governments.

Planning of Cultural Tourism Package in Kesiman Village, East Denpasar District. Sutra, Pradnya (2016), The results of this study are the cultural potential in Kesiman village arranged in three cultural tourism packages History and spirit of Kesiman cultural tour, beautiful art of Kesiman cultural tour, and art and local activities of Kasiman cultural tour

Design of Adventure Special Interest Tourism Package at Orchid Forest Lembang Meilani, Leni (2019) The results of this study are the design of adventure special interest tourism packages designed due to the lack of interest in adventure tourism and to maximize the profit of adventure vendor groups who are local residents. This design process begins with interviews to collect data. And the results of the package design in the form of itinerary, distribution of time, and quotation.

Research Methodology

The research method used in this research is descriptive research with a qualitative approach method, which aims to create a culture-based special interest tour package in Disata Tana Toa Village. According to Moleong (2018: 6) qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions, motivations, actions and others holistically and in a descriptive way in the form of words and language, in a special natural context by utilizing various natural methods. Object of research In this study, the setting or setting of the researcher is focused on the village of Tana Toa Kec. Kajang Kab. Bulukumba. This research time will begin in May to June until the implementation of the action. Research data using qualitative data in the form of words or verbal, usually obtained through interviews. Qualitative data helps translate raw data into information that is easier to understand. The process goes through the stages of data reduction, organization, and interpretation. This research uses techniques such as observation, interviews, and documentation. The results will be processed and interpreted to produce clear conclusions. In research, data sources can be primary data or secondary data. Primary data is obtained directly from the first source through observation or interviews. For example, researchers conducted observations and interviews with the Bulukumba Regency Tourism Office regarding tour package planning in Tana Toa. Meanwhile, secondary data is obtained from intermediary media and can be in the form of historical evidence or pre-existing reports. By using these two types of data, researchers can answer research questions comprehensivel



Data collection techniques include observation, interviews, and documentation. Observation is done to collect field information without manipulation. Interviews are important in qualitative research to get accurate information. Documentation records activities and can be used for justification. Photography and video can also be used for documentation. These activities help the researcher in obtaining the necessary data and can be the basis of theory. These activities are important in the data collection process to properly support the research conclusions. This research is a descriptive study that uses data analysis techniques with three stages: data reduction, data presentation, and conclusion drawing. Data reduction involves selecting, grouping, and organizing data. Data presentation involves analyzing field data according to the theory that has been presented previously. Conclusion drawing involves verifying the conclusions obtained during the research process. Data collection techniques used observation, interviews, and documentation, with sampling based on the results of interviews and observations. The results of observations, interviews, and documentation will be analyzed to find solutions to the problems discussed in the study.

Results and Discussions

Local wisdom is a cultural wealth that includes life policies, worldviews, and life wisdom. In Indonesia, it is not limited to one culture or ethnicity, but is a national cultural heritage. For example, in every culture in the archipelago there are values of mutual cooperation, tolerance and work ethic. The Ammatoa traditional village in Bulukumba District, South Sulawesi, practices customary rules as the basis of daily life. Tana Toa village in Kajang sub-district is where the Ammatoa indigenous people have lived for generations. The Ammatoa community practices Adat religion with Patuntung, meaning “seeking the source of truth”.

Patuntung teaches respect for Tu Rie' A'ra'na and the ancestors. This belief is fundamental to the Kajang, believing Tu Rie' A'ra'na is the creator of all things. Tu Rie' A'ra'na's commands are conveyed in Pasang. Ammatoa acts as a mediator and was first brought down to earth. The belief that To Manurung came down to earth riding the Kajang bird, is considered Ammatoa. They established Tana Toa village as the first place To Manurung landed. Their guideline for life is Pasang ri Kajang, which is to remember God, unite unity, act firmly but patiently, obey the rules together, and implement the rules consequently. Patuntung is the foundation of the Kajang people's beliefs, derived from keeping Tu Rie' A'ra'na's message. Through these teachings, they spread and preserve the heritage of their ancestors and respect the creatures created by Tu Rie' A'ra'na. The Five Tides are a guideline for the people of Tana Toa Village, guiding the values of simple living and mutual love.



These values are reflected in the life principle of simplicity such as eating moderately, dressing moderately, and polite behavior in interaction. The Kajang tribe has a customary government system with Ammatoa as the oldest leader and 25 customary leaders. The Ammatoa has the responsibility to nurture and create the welfare of his people, and must comply with the rules of the Pasang To become an Ammatoa, one must be an expert in Pasang, never commit misconduct, be consistent with his words, have magic, authority, and be respected by the community. The Ammatoa is also responsible for preserving Pasang ri Kajang and leading the Kajang community in a traditional way. Simplicity, friendliness, and adherence to customary rules are the main values upheld by the people of Tana Toa Village and the Kajang tribe. Ammatoa is accompanied in his duties and ceremonies by two Anrong, called Anrongta Baku' Toaya and Anrongta Baku' Loloa. Ammatoa is assisted by 25 traditional leaders such as Galla Pantama, Galla Lombo', Galla Malleleng, and others.

Communication is important in the lives of the Ammatoa, with Konjo as the official language. Konjo developed within the Kajang community and is used to communicate with the Ammatoa. Many people visit Ammatoa's traditional area, including students, tourists and researchers. If you want to visit Ammatoa, you should bring a Konjo interpreter and abide by rules such as wearing black clothes and reporting to the Tana Toa Village Head before entering the traditional area. An introduction can be provided by the Village Head to meet Ammatoa, especially for those who are not fluent in Konjo. When entering the Kajang customary area, people must abide by Adat's commanded (ma'ring) and prohibited (talama'ring) rules.

Things that are commanded include dressing in black, maintaining speech and behavior, greeting each other, and mutual cooperation. Meanwhile, those prohibited include carrying electronic devices, taking pictures, reprimanding directly, dressing conspicuously, touching non-mahrams, shouting or speaking harshly, wearing sandals, and inserting electrical installations into people's homes. During the research process, the researcher followed these rules in order to communicate with the villagers.

effective with Ammatoa and the community, and respect for culture. The people of Tana Toa strive to be obedient so that Pasang's demands can be met or achieved, and become "Imannuntungi" in the eyes of the community. The Patuntung government structure includes the Ammatowa as the highest authority, the Limayya (Galla Pantama, Galla Puto, Galla Kajang, Galla Lombok, and Galla Anjuru) with their various duties. Pasang ri Kajang contains ethics and norms that regulate social behavior, relationships with nature, and the creator. Pasang Ri Kajang is unchangeable and teaches that the earth is God's creation and the forest is an important organ.



The indigenous people of Kajang believe that humans should take care of nature so that nature will also take care of them. The traditional knowledge and unpretentious living principles of the Kajang people preserve their forests, as an implementation of the Pasang's teachings to be wise and maintain the balance of nature.

Meeting points are held at the entrance to the Kajang Tribe before entering the tourists must wear black clothes and remove footwear then wear sarongs and for men must use passappu (head cover) and store all items that smell of technology. After that tourists can enter the Kajang Tribe. the first attraction visited is the Traditional House. In the Customary House, tourists listen to how it is built and also the philosophy of the Kajang Tribe's typical customary house. after finishing the Customary House, tourists then go to the house of the tribal chief who is usually called Ammatoa. At Amma's house, tourists are silahturahmi and chat about the local wisdom that exists in the Kajang Tribe which is still maintained today.

After finishing from Amma's house, tourists continue to visit the tarung garden where this plant only lives in the Bulukumba area and the benefit of this plant is to become the original dye of the typical Kajang tribe sarong. next from the tarung garden, tourists visit the Lip'pa Le'leng (black sarong) weaving place where in addition to seeing how Kajang women weave sarongs, tourists can also feel how to weave. After finishing weaving, tourists will be directed to one of the residents' houses to have lunch together with traditional Kajang food. after eating, tourists visit an old well in the Kajang Tribe where this well is used as a medium of communication for the Kajang people. after seeing the well, tourists return to the entrance to witness the traditional rituals of the Kajang Tribe. after witnessing the ritual the tour is over.

Conclusions

Based on research in Tana Toa Village, the author concludes that the tourism potential in the village is quite unique and interesting. Visitors can experience the life of the Kajang people and their traditional lifestyle by following customary rules such as dressing in black and barefoot. There are many interesting places to visit, such as the Traditional House, Tarung garden, Lip'pa Le'leng weaving place, old wells, and witnessing traditional rituals. The design of a special culture-based tour package in Tana Toa Village includes an itinerary, time distribution, price quote, terms and conditions, and posters and brochures. The package is one day in duration with a price of IDR 206,000 per person including lunch, sarong, mineral water, and snacks.



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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

FROM EXISTING TO EXPLORATION: AN ANALYSIS OF HISTORY AND CULTURE-BASED TOURISM MARKETING IN KLUNGKUNG REGENCY

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Abstract

This study reviews the problems and challenges faced in promoting historical and cultural-based tourism in Klungkung Regency, which is an area rich in cultural heritage but encounters difficulties in carrying out effective promotion. Sample of research locations are Gelgel Village, Kamasan Village, and Semarapura City which have the potential to exploit history and tradition. The main problem found was inadequate marketing strategies to take advantage of the area's unique historical appeal. In order to overcome these problems, a qualitative approach is implemented by involving stakeholder interviews and focus group discussions to gather input from local governments, tourism industry players, and the community. The study suggests increased cooperation between stakeholders, improved digital marketing strategies, and investment in tourism infrastructure to create a more engaging travel experience. The results of the study and the implementation of marketing strategy : 1. Development of thematic tourism program, 2. community education, 3. branding and promotion, 4. Training for local community, 5. Infrastructure and facility development, 6. Collaboration with stakeholder, and 7. Negative impact mitigation. The study concludes that a strategic and integrated marketing approach can transform the foundation of Klungkung tourism, attracting more visitors while preserving the existing cultural heritage.

Keywords: Cultural Tourism, History Tourism, Tourism Analysis, Tourism Marketing

Introduction

Cultural travel has long been an integral part of the tourism industry, as explorers venture forth seeking rich histories and unique traditions embedded within foreign lands (Alhadad & Meparishvili, 2019). Tourism professionals have continually refined their promotional strategies to suit shifting preferences and evolving expectations among these cultural visitors over time (Chhabra, 2010). Recognition of varied motives and behaviors behind cultural tourism played a pivotal role in the progression of relevant marketing approaches (McKercher, 2020). Rather than perceiving cultural tourists as one monolithic group, research identified diverse segments ranging from purpose-driven cultural pilgrims hungering for deep cultural immersion to incidental cultural travelers engaging with local color more casually amidst leisurely travels (McKercher, 2020). This segmentation facilitated

advancement of targeted, impactful marketing as tourism professionals tailored communications and offerings specifically to fulfill separate needs and interests for each tourist type (Dolničar, 2013). Alongside segmentation, cultural tourism's definition presented an enduring challenge as diversity in cultural involvements and subjectivity of cultural engagement complicated consensus on a universally agreed definition. However, flexibility and dynamism in comprehending cultural tourism also allowed supply and demand to interact shaping the market through a more fluid understanding unbound by rigid delineation (Csapó, 2012). As cultural tourism evolved, marketing adapted to accommodate changes. Whereas tradition focused on single sites or attractions, modern approaches emphasized immersive, experiential engagement with local culture (Csapó, 2012). Sustainable practices considering fragility of cultural assets and diverse stakeholder interests became increasingly important as professionals balanced cultural heritage preservation with contemporary travelers' needs and desires (Van, 2020).

The evolution of cultural tourism marketing is a complex and dynamic process, with emphasis on the understanding of tourist motivations to visit culture sector, segmentation based on diversified market demands and conceptualisation of cultural tourism as an evolving product (Wu 2021). As market continue to grow, tourism practitioners needs to develop marketing several strategies that will attract and secure the interest of cultural tourist while ensuring that these strategies help in protection of key cultural assets that form an immense basis for this critically significant tourism sector (Richards,2018). Culture travel and life have also begun to turn more into exploring for the authentic, immersive experience. While historical sites or heritage attractions may have been focal points in traditional cultural tourism marketing, contemporary approaches are concerned more with visitor interaction—creating opportunities for them to participate in local customs, arts & traditions (Upadhyay, 2019). This indicates a larger trend where ever more tourists are eager to do more than simply visit, but wish to engage in the culture of their destinations (Chen & Rahman, 2018). As a result, sustainability dimensions have developed into an urgent point in cultural tourism advertising, with the aim of ensuring the preservation of sensitive cultural resources alongside tourism-related economic advantages (see Baloch et al., 2022). As a result, we are seeing the emergence of more accountable marketing operations that prioritise the good of local communities and sustainable preservation of cultural assets. Those working in tourism are facing a rapidly changing landscape of cultural tourism, where trends are changing and tourists have vastly diverse preferences. They can play a role in maintaining cultural tourism as an alive, and accommodating element in the patterns of travel (Font & McCabe, 2017) (Jamal et al., 2010) (Lasarte, 2020) (McKercher, 2020).

Klungkung Regency is a regency in the province of Bali, Indonesia and could be marketed as a unique heritage destination due to its rich history and cultural traditions. The highlight of the Klungkung tourism marketing strategy is history and culture-based attractions. This resonates with a global trend towards heritage tourism, where people are attracted to locations that provide cultural enrichment. (Henderson, 2002). The historical sites, traditional arts and crafts, cultural festivals are the main attractions for domestic tourists as well as

international ones at Klungkung. (Arisanty et al., 2018). These days various studies are being conducted, emphasis of them is to elevate economic activities without compromising the brand or identity. So, the tourism marketing in Klungkung is becoming more and more focused on promoting regional culture, ranging from intricate patterns of batik to Hindu temples that exist around. Tourism authorities are responding to this by investing in the marketing and development of tourism products focusing upon some forms of heritage so as to attract visitors, but also using heritage as a vehicle through which national and cultural identity can be defined and articulated. Of course, the path to writing success using an India first strategy has to tread many a fine line between cost and culture. The policies will both focus on the macro and micro level of management at any given level, to ensure that the community's culture value is not threatened while striving a new option with anticipated economic, social and environmental benefits from cultural heritage tourism. In such a way, the tourist board of Klungkung has tried to develop SWOT (Strength-Weakness-Opportunity-Threats) analysis for marketing in historical and cultural context.

This research paper aims to explore the current state of tourism marketing in Klungkung Regency, taking into account its distinctive value and differences ranging from heritage issues or overcrowding at major sites. In addition, the use of digital marketing approaches have also become part of the work program for promoting tourism in Klungkung. The government tourism board found that in the age of information assets, travelers increasingly depend on online tools to plan and research before going anywhere, they were committed to make a strong digital presentation for all Klungkung's rich cultural heritage which is known for its unwavering commitment to providing authentic en-gaging storytelling elements apart from just selling destinations (Putranto & Astuti, 2022). The purpose of this research paper is to understand the current scenery of tourism marketing in Klungkung Regency through history and culture-based strategy. Some recent research highlighted the relationship marketing and digital marketing are one of things that influence tourist decision making (Khoiriyah & Munandar 2020). We are witnessing massive changes in the tourism sector due to the disruption era, where technology is becoming ever more sacred when it comes to consumer behavior and as an online marketing platform for destination marketing (Destiana & Kismartini, 2020). Tourism is a key factor in the economy of many regions, and having proper marketing practices ensures that you keep drawing this important income to your region. For example, rich history and culture of the Klungkung Regency in Bali Dress and that could be turned into a unique characteristic for travelers with distinct backgrounds to see.

A regency in eastern Bali, Indonesia, Klungkung Regency has a wealth of culture and tradition that has long been of interest to travelers. History and traditions have been at the forefront of tourism marketing in the region, where ancient Gelgel Kingdom era history such as the traditional art of Kamasan and downtown Semarapura has been promoted as major tourist attractions. Attractions & Landmarks in Klungkung Klungkung Regency is the home to a number of significant historical and cultural sites such as Gelgel Village, Kamasan Village and Semarapura City. There, visitors receive an insight into the culture's traditions of generations an traditional building art. Good promotion of these assets can make Klungkung a



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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

true centerpiece of the tourists to Bali who are interested in historical and traditional view. Conservation of local wisdom and values is the first aspect related to sustainable tourism development in Klungkung. It is stated in a study on balancing concept in Hindu-Balinese community that the tourism development that has grew so fast can give an impact on changes in cultural pattern. The risk is likely to face Klungkung especially on its tourism planning and marketing, thus it should be aware of the environment, social environment, cultural elements of each region. A study of the evolution of cultural tourism in South Kalimantan's Dayak Halong area also stresses the necessity to link traditionally-inspired activities and values more explicitly with tourist initiatives. This helps in retaining the local community an investment party in the tourism industry where they get to preserve their culture and heritage yet economically benefit from it.

The development of effective tourism marketing strategies in Klungkung Regency must also consider the broader context of cultural heritage tourism in Indonesia. Research into diversifying local tourism through cultural heritage, such as a case study on Malang City, emphasizes the potential for heritage-based tourism to drive economic growth as well as encourage community involvement. By capitalizing on the unique cultural assets of Klungkung, the region can position itself as a compelling destination for travelers seeking a deeper, more nuanced understanding of Balinese history and tradition. Marketing the region's historical and cultural attractions presents a significant chance to attract visitors and buttress sustainable economic progress. By safeguarding local wisdom and values, integrating traditional practices into tourism initiatives in an authentic manner, and positioning Klungkung as a premier destination for in-depth cultural heritage exploration, the area can maximize its rich historical and cultural roots to cultivate a thriving yet community-oriented tourism industry. (Rindasih et al., 2022) (Arisanty et al., 2018) (Jamaluddin et al., 2021) (Supriono et al., 2020). One approach is to promote sustainable tourism in Klungkung by using local wisdom and culture-based approaches as part of the planning and management of tourism. The development of a 'cultic model' of Balinese village tourism was designed to enforce a trade-off between the two processes--in order to balance cultural conservation and tourism expansion. (Astawa et al., 2018).

Determination of strategies with the use of digital marketing in addition to featuring physical attractions and cultural practices in Klungkung With an increasing on-line presence within the tourism sector, and as more tourists do their research and book holiday's on line, a good Digital Marketing strategy will open up avenues for how tourists think they are introduced to the region. (Khoiriyah & Munandar, 2020). Incorporating digital marketing channels, such as social media, content marketing and top of funnel targeting through advertising can serve to increase exposure and visitation for Klungkung's history and culture-based tourism offerings. (Khoiriyah & Munandar, 2020), (Zaenuri et al., 2022) (Putranto & Astuti, 2022) (Andiani et al., 2023) (Dewi et al., 2022). Klungkung, meanwhile, can communicate the value proposition of its destination in a concise and attractive way to global tourists by crafting compelling stories that emphasize the special qualities found in its heritage (Andiani et al., 2023). Additionally, the experience of COVID-19 disruption to tourism worldwide has reinforced a need for diverse

and flexible marketing strategies. (Putranto & Astuti, 2022). As travelers seek out more personalized and immersive experiences, the focus on history and culture-based tourism in Klungkung can be a competitive advantage, as it allows for the development of niche offerings that cater to the evolving preferences of tourists.

The promotion of Klungkung for both history and culture tourism can achieved top-of-mind awareness-related destination with not only presenting unique value proposition but also supported by digital marketing approach. Using the rich heritage and traditions of Klungkung, tourism operators could place the regency on the world map as a destination where tourists can enjoy an in-depth cultural experience and return home with a memorable story. Yet with the explosion of tourism in Bali have come worries over its impact on the native culture and environment. The pursuits of sustainable tourism development, the well-being of local communities and its balancing with economic, social, and environmental factors have now become more prioritized by both the government as well as tourism stakeholders (Rahmawati et al., 2021). In Klungkung, the local government has been working on providing an alternative form of tourism in addition to history and culture. Through new tourism experiences focusing on the natural assets of region as well as emerging creative industries, Klungkung is becoming innovative in creating more complete visitor experience and mitigating over-tourism at historical sites (Jamaluddin et al., 2021) (Murni et al., 2018) (Astawa et al., 2018).

Digital tools and platform also have a part in the changes that tourism marketing in Klungkung has now. The training and coaching programs for small and medium-sizes enterprises have subsequently targeted on strengthening the capability of employing digital advertising to show cultural heritage and local merchandise to a broader audience (Andiani et al., 2023). As Klungkung regency evolves its strategy for tourism, getting the right balance between history, heritage, nature and innovation is going to be crucial in making this industry more sustainable and preserving what sets Klungkung apart. (Jamaluddin et al., 2021) (W, 2021) (Putranto & Astuti, 2022) (Andiani and et.al,23). Balancing Klungkung Regency's tourism strategy, with history, culture and nature converging with dynamic sectors like entertainment will help development efforts in the area. This method can be used to maintain the tourism industry sustain our economic reasons and can preserve Klungkung and its norms. Through the existing marketing approach and developing new strategies, this paper aims to provide a both sides of coin regarding the chance and challenge that Klungkung Regency has in its tourism landscape.

Literature Review

Klungkung Regency is one of Bali's historical areas known as home to rich stories and culture inversion in Indonesia. Home to iconic landmarks like Kerta Gosa and Klungkung Palace, the regency is a compelling case study about a place where history meets culture in tourism marketing. In summary, this literature review is an instrument to gain the insights regarding cultural tourism and historical background of Klungkung that supports a new way of marketing

from traditional method to more explorative approach through engaging tourists in real & authentic experience context.

Cultural Tourism

Cultural tourism more narrowly includes trips which focus on experiencing the arts, heritage, and lifestyle of a destination (Richards 1996). Nowadays, heritage has become more of a priority as tourists are looking for experiences that allow them to actually experience and feel the place they are visiting (McKercher & du Cros, 2002). In order to have an economic contribution to increase income the community requires a cultural tourism (Prabha, 2014), moreover Bali with their using culture as for tourism sector become a very potential economic activity which is capable of giving high advantages that done either for local as an important also for preserving human civilization. What makes Bali an ideal destination for cultural tourism is its long history of dance, music, and religious celebration. In this sense, cultural tourism stimulates economic development and international dialogue that allows guests to discover another populace during its customs (Baker & Duffy, 2000). Similarly, this is the potential of Klungkung; its cultural heritage may become an attractor to deliver authentic experience-able opportunities to visitors.

History-Based Tourism

Its landmarks and traditional practices attest to the historical significance of Klungkung. One such is the Kerta Gosa, which was at one time a royal court of justice for the regency. Historical tourism is an important educational resource and has significant impact on regional identity and pride (Timothy, 2007). It is vital for the industry to include history into tourism marketing as it will help visitors become more engaged and appreciate local heritage better (Falk & Dierking, 2000). The modern tourist are looking for more than just seeing the place, they want to know what makes a location unique or intriguing (Klein 2002). This provides the opportunity for Klungkung to formulate branding through its long historical background, so that it can provide cultural than fun traveler division.

Marketing Strategies in Tourism

The success of a tourism marketing strategy hinges on attracting visitors to a destination. Conventional promotions commonly underscore renowned sights and accommodations, potentially neglecting exploratory experiences' worth (Kotler & Keller, 2016). Recent investigations highlight innovative tactics prioritizing distinctive cultural narratives and immersive encounters, maximizing tourist fulfilment and allegiance (Hudson & Ritchie, 2006). Digital platforms transformed the industry's landscape, empowering locales to connect with broader circles through online networks and social media (Sigala, 2018). This evolutionary period warrants Klungkung embrace a more lively promotional approach dramatizing its historic significance and ethnic prosperity through compelling stories, interactive content, and engaging experiences.



Transition to Exploration

The transition from existing tourism offerings to a more exploratory approach involves giving visitors opportunities to truly immerse themselves in local culture beyond superficial experiences. Various activities could provide this deeper engagement, such as workshops demonstrating traditional crafts, celebrations highlighting cultural festivals, guided walks enlightening visitors to historical sites off the beaten path, and culinary adventures unveiling Klungkung's delicacies and the stories behind them (Frochot & Morrison, 2000). Rather than acting as passive bystanders, exploratory tourism motivates guests to participate in cultural practices and take part in the heart of the community (Cohen, 1988). By promoting these unique exploratory experiences, Klungkung can differentiate its rich cultural offerings from other crowded destinations in Bali, appealing to a selective group of globally-minded travelers fascinated by interacting with living traditions.

Challenges and Opportunities in Klungkung's Emerging Cultural Tourism Industry

While the potential for cultural tourism in Klungkung holds much promise, tackling pressing issues will be paramount to sustainable success. Over-tourism, environmental protection, and safeguarding cultural heritage must be addressed proactively to ensure local communities directly benefit (Saarinen, 2006). Developing a balanced framework prioritizing preservation alongside economic growth is key for long-term viability. Coordinated efforts between stakeholders, including local leadership, operators and residents, are also crucial to jointly craft a strategy respecting community aspirations while serving visitor needs (Hall & Page, 2014). This extensive assessment offers insights into the dynamics of culture-centered marketing in Klungkung Regency. Most importantly, an inquisitive strategy meaningfully connecting sightseers to the rich historical narratives and traditions endemic to the land may help optimize opportunities for authentic engagement and learning. Local memories, artforms and customs judiciously shared have potential to enhance appreciation for the region.

Research Methodology

1. **Materials:** Resources used to collect qualitative data on cultural history tourism promotion in Klungkung Regency
 - a. **Primary Sources:** Semi-structured interviews with key stakeholders including local leaders, tourism operators, cultural figures and community members engaged in tourism will provide first-hand insights.
 - b. **Secondary Sources:** Academic journals, books and reports on cultural tourism, marketing strategies and case studies of Klungkung and similar areas will provide context.
 - c. **Official Documents:** Local government reports and tourism development blueprints outline goals and progress.



2. **Methods:** Qualitative approaches will yield nuanced understandings of how cultural history is featured in Klungkung's tourism advertising. Interviews with stakeholders from varied backgrounds allow flexibility while focusing on themes like cultural display and promotion tactics. The semi-structured format explores strategic highlights and challenges through open discussion.

3. **Research Methods**

The research will unfold in three stages with varying levels of complexity:

- a. **Preliminary Phase:**

Conduct an extensive literature examination to discover applicable theories and structures concerning cultural tourism and promotional plans. Develop flexible interview outlines that synchronize with the exploration aims, focusing on such topics as existing promotional techniques, troubles, potential outcomes, and perspectives of cultural heritage assets.

4. **Data Collection Phase:** Conducting interview each of the stakeholder using recorder

5. **Data Analysis Phase:**

- a. **Describing Details:** The qualitative material amassed from conversations undergoes examination emphasizing highlights without strict structures.

- b. **Exploring Experiences:** A narrative scrutiny of transcripts focuses on recollections and viewpoints voiced. Through stories told, we deepen our understanding of how cultural tourism promotion is viewed in Klungkung.

6. **Process of Analysis**

- a. **Transcription:** All interviews will be transcribed verbatim to ensure accuracy.

- b. **SWOT analysis,** SWOT analysis involves assessing four elements: Strengths, Weaknesses, Opportunities, and Threats.

- c. **EFAS-IFAS Analysis.** EFAS (External Factors Analysis Summary) and IFAS (Internal Factors Analysis Summary) are used to evaluate external and internal factors in more detail.

- d. **Formulating Strategies**

After conducting SWOT and EFAS-IFAS analyses, the next step is to formulate strategies: SO Strategies (Strengths-Opportunities), WO Strategies (Weaknesses-Opportunities), ST Strategies (Strengths-Threats), WT Strategies (Weaknesses-Threats) By utilizing this approach, you can formulate more targeted and effective strategies to achieve organizational goals.

- e. **Narrative Interpretation:** The narratives focus will be on understanding how their experiences and insights contribute to the understanding of the current marketing landscape in Klungkung.

7. **Research Conditions**

- a. **Location:** The study will be conducted in Klungkung Regency, focusing on areas with significant historical and cultural attractions (Gelgel Village, Kamasan Village and Semarapura City).



- b. Participants: The target are the stakeholder includes local government officials, tour guides, Head of Tourism Village Forum for Klungkung Region, Lecturer, journalist, MSMEs (micro, small, and medium enterprises)
8. Theories Used
- The research will draw upon several theoretical frameworks:
- a. Cultural Tourism Theory: This theory emphasizes the significance of cultural experiences in tourism and their role in fostering local identity and visitor engagement (Richards, 1996).
 - b. Destination Marketing Theory: This framework focuses on the strategic marketing of destinations to attract visitors, highlighting the importance of branding and positioning (Kotler & Keller, 2016). It will guide the analysis of current marketing practices in Klungkung.

Results and Discussions

Potential for Historical and Cultural Tourism in Klungkung Regency

Klungkung Regency has a variety of interesting tourism potentials to visit. Tourism objects in Klungkung Regency are divided into two locations, namely in mainland Klungkung and islands which include tourist destinations in Nusa Penida District. The tourism potential owned by Klungkung Regency is in the form of natural tourism, marine tourism, agro tourism, and historical and cultural tourism. This study uses three destinations in Klungkung Regency that have strong historical and cultural heritage and are interrelated with each other. The tourist destinations are Gelgel Village, Kamasan Village and Semarapura.

1. Tourism Potential in Gelgel Village

Based on the results of observation and data analysis from research respondents related to tourism potential, it can be known that the tourism potential in Gelgel Village:

a. Pura Dasar Bhuana Klungkung

The Dasar Bhuana Temple was established during the reign of the Gelgel Kingdom under the leadership of King Dalem Ketut Ngulesir in 1380-1460. At that time, the temple underwent a massive restoration by adopting the form of Majapahit temples. The restoration was then repaired again by the next king, namely Dalem Waturenggong (1560-1550). Then, on the initiative of Dang Hyang Nirartha, a royal pandita, The Dasar Bhuana Temple was renovated with the addition of Padma Tiga pelinggih so that the shape and structure of the building became more complex, as we can see today. The Dasar Bhuana Temple is located on the side of the main highway in the village of Gelgel - Jumpai. This temple building stands majestically and looks beautiful on the South side of the road. The area of this temple is quite large and is divided into three courtyards (tri mandala), namely nista, madya, and main mandala. The existence of The Dasar Bhuana Temple is also closely related to the existence of the Suwecapura Palace located in Gelgel. The Dasar Bhuana Temple was established as a form of respect for the holy



teachers and served as the Dang Kahyangan temple. Its main purpose was to honor the Mpu of Ghana, one of the Panca Tirtha or Pandita, who came to Bali in 1000 AD (Isaka 922). The construction of The Dasar Bhuana Temple in 1267 AD (Isaka 1189) was carried out by Mpu Dwijaksara from the Majapahit kingdom as a sign of appreciation to the Empu of Ghana. The temple was then known as Dang Kahyangan Temple. The construction was carried out as a tribute and recognition for the services of Maha Rsi, Mpu, and Pandita who played an important role in the spread of Hindu religious teachings. This temple has a long history and is expected to unite all Hindus on the island of the Gods of Bali. The Dasar Bhuana Temple in Gelgel is an ancient Balinese cultural and historical heritage that deserves to be preserved.

b. Kampung Islam Gelgel

During the reign of King Gelgel I, also known as Dalem Ketut Ngelesir (1380-1460), there was an event where the King of Bali visited the Majapahit Palace when King Hayam Wuruk held a conference between the kingdoms in the archipelago. When the King of Bali, Dalem Ketut Ngelesir, returned to Bali, he was escorted by 40 retinues from the Majapahit Kingdom who were Muslims. Upon arrival in Bali, these 40 escorts were given a place to live or a gift in the Gelgel area. Of the 40 accompaniments, some returned to Java, some went to the east, and some chose to stay in Gelgel until now. Nevertheless, the family relationship between the Kingdom of Klungkung which is now located in Puri Klungkung and the residents of Kampung Islam Gelgel Village remains harmonious and peaceful. This is evident from the celebration of religious holidays and daily activities, where the community and the king of Klungkung along with the figures of Puri Klungkung sit together, eat together, stay in touch with each other, and visit each other.

c. Handicrafts (Endek cloth and songket cloth)

Balinese Endek Fabric is a famous type of Balinese ikat woven fabric. Endek fabric has some unique characteristics. One of the uniqueness of this fabric lies in its varied motifs, ranging from sacred motifs to motifs inspired by nature. The development of Balinese Endek cloth began in 1975, during the reign of King Dalem Waturenggong in Gelgel Klungkung. This Endek cloth is growing rapidly around the Klungkung area, including in Sulang Village. After Indonesia's independence, the production of Endek fabric grew rapidly, especially in the period 1985-1995 thanks to the support of the government. Currently, Endek fabric production is traditionally carried out using looms instead of machines. One of the famous craftsmen in Gelgel Village is Dian's Rumah Songket and Endek weaving, where the weaving produced by Dian's Rumah Songket & Endek is a fabric used for the country's representative clothing at the G20 event in Bali.

d. Batu Tumpeng Beach tourist attraction

Batu Tumpeng Beach has a beautiful, beautiful, and clean scenery. This is evidenced by the existence of turtles who often use this beach as a place to lay eggs. One of the beaches in the Klungkung area is also used as one of the surf areas in Bali. In addition,



Batu Tumpeng Beach is often visited in the afternoon to enjoy the beauty of the sunset from the beach. When approaching sunset, Batu Tumpeng Beach presents a very beautiful sunset view. This is what makes many people visit this beach in the afternoon. According to the surrounding community, the development of tourist destinations has been proposed to the relevant tourism office for quite a long time. Considering the potential that this beach has is quite good, especially as a surfing spot. The main thing proposed is the construction of supporting facilities such as parking lots, toilets, and the arrangement of traders so that they can be managed properly. Because the facilities are quite minimal, Batu Tumpeng Beach is suitable for just a leisurely walk while looking at the beautiful panorama offered.

2. Tourism Potential in Kamasan Village

Kamasan Village, located in Klungkung Regency, is one of the tourist destinations that is rich in culture and handicrafts. The village is famous for its Kamasan paintings, bullet carvings, and Bokor crafts. From the observation results, the tourism potential that can be developed is as follows:

a. Kamasan Painting Art

Kamasan Village is the center of Balinese traditional painting. Kamasan paintings have a distinctive style that comes from the Ancient Bali Kingdom, namely from the heyday of the Gelgel kingdom to the Klungkung Kingdom. The paintings of Kamasan puppet painting on canvas are more about characters and puppet stories, as taken in the stories of Ramayana, Mahabharata, Tantri and Sutasoma. The art is also contained in the Balinese calendar. In the history of the development of puppet painting in Bali, starting in the 17th century, rulers or kings who ruled in Gelgel to the Kingdom of Klungkung were also art lovers, so art occupies an important position and is appreciated. Traditional buildings include royal buildings, placing Kamasan paintings as the main accessories. Even if you visit the Kertha Gosa tourist attraction which was built during the royal period, on the ceiling of the building there are Kamasan-style paintings. The canvas on which the drawing is made uses coarse fabric, the fabric is dipped in rice powder and then dried in the sun so that it can cover and level the surface of the fabric or canvas. The next stage is to make the surface of the fabric smooth so that it can be used as a painting medium, the surface of the fabric is rubbed. After that, choose a theme to sketch the picture, position the puppet images with various elements, the basic color is light brown, the color is obtained from limestone dipped in water. The result of this Kamasan style painting contains a story message contained in the appearance of a painting that is unique and beautiful and has high artistic and economic value. The pattern of this classic style painting of Kamasan village is indeed unique, distinctive and characterful, when you see the paintings from this village, you can immediately recognize it. The coloring technique in the painting uses pere stone which is a natural color, for white it still uses pig bones. As for mixing colors, modern wood glue such as Fox is also used to base the canvas and mix colors.



b. Uang kepeng craftsman

Uang kepeng was once a transaction tool in Bali in the past/kingdom where both surfaces have Chinese characters. And until now uang kepeng in Bali still has a very important meaning and function, namely in terms of various kinds of ceremonies of God Yadnya, Pitra Yadnya & Man Yadnya. The philosophy of uang kepeng kamasan which is also used as a jinah upakara yadnya such as uang kepeng which contains Balinese script has a very sacred value and the materials used also have their own philosophy such as iron which is the power of the god Vishnu, silver which is the power of the god Iswara, copper which is the power of the god Brahma, gold which is the power of the god Mahadewa, and bronze-brass is the power of the god Shiva.

c. Bullet Casing Craft

Kamasan bullet casing crafts are a type of handicraft originating from Kamasan village, Klungkung, Bali, Indonesia. Kamasan bullet casings are made of metal materials such as copper or brass. They are carved and decorated with intricate and beautiful traditional Balinese motifs. These motifs often depict stories from Hindu heroes such as the Ramayana or Mahabharata, as well as Balinese legends and mythology. Bullets have a strong philosophy and are attached to it

d. Gold, Silver and Copper/Brass Crafts

Gold and Brass are precious metals that have been made for crafts since ancient times, these crafts have been passed down from generation to generation reflecting the wealth of tradition and craftsmanship that has lasted for many years. Gold and brass crafts are crafted with great care and patience to create a perfect result without compromising its value to its beauty. This craft is shaped in such a way by adding various kinds of carvings. In addition, these gold crafts can be in the form of gold flowers, pertima, bokor and ketu. The service also greatly adjusts to the needs of customers and does not impose the will of the craftsman.

3. Tourism Potential in Semarapura City

The Semarapura Urban Area is currently being used as a tourism destination, but its development is not optimal. One of the problems is that there is no good connection between cultural tourism destinations in Klungkung Regency and the lack of cooperation between related parties. From some of these problems, it can be seen that the development of Semarapura urban heritage tourism requires more mature and comprehensive preparation. The historical and cultural tourism potential owned by Semarapura City is:

a. Kertha Gosa

Kertha Gosa, located in Klungkung Regency, Bali, is one of the main tourist destinations. Kerta Gosa is a complex of buildings or court halls that is a legacy of the Semarapura Palace (1686-1908) and is still in use during the Dutch colonial rule (1908-1942). There are at least three heritage objects of the Semarapura Palace that still exist in this complex, namely Bale Kerta Gosa, Bale Kambang with the Gili Park pond, and the Palace Gate. On the west side of the complex, there is the Semarapura Museum building which has a European architectural style (Balisering) and was previously a

former Dutch school. The Kerta Gosa building has existed since 1700 AD. Kerta Gosa comes from Sanskrit which consists of two words, namely Kerta (Kertha) and Gosa. Kertha or Kerta means good, noble, safe, peaceful, happy, and prosperous, while Gosa (derived from the word Gosita) means to be called, announced, and broadcast. So, Kerta Gosa can be interpreted as a place where good things are announced or a place to achieve peace and well-being. Kerta Gosa can also be interpreted as a place where the king holds a meeting to discuss the peace and welfare of the kingdom, including security and judicial issues.

b. Museum Semarajaya

The Semarajaya Museum was built on the Former MULO School Building (Dutch Era High School) which is located in the tourist attraction Kertha Gosa, as well as the *Pemedal Agung* which is the gate of the former Klungkung kingdom. The Semarajaya Museum was built by the Dutch Government after the collapse of the Klungkung Kingdom on April 28, 1908. The Semarajaya Museum was inaugurated on April 28, 1992. In this museum, there are relics of the Klungkung kingdom that were used as traditional ceremonial equipment by the kings of Klungkung at that time as well as photographs of documentation of the descendants of the kings in Klungkung. In addition, there are also preserved relics from prehistoric times to objects used during the Puputan Klungkung war. The development of Kertha Gosa as one of the tourism icons in Klungkung Regency continues. In this effort, the Tourism Office is responsible for managing the Kertha Gosa tourist attraction which is the main destination in the Semarapura city tour package. This recognition has been given through the decision of the Regent and is included in the Regional Tourism Master Plan and Regional Regulation Number 1 of 2013 concerning the Regional Spatial Plan of Klungkung Regency.

c. Puputan Klungkung Monument

The city park of the Puputan Klungkung Monument is located in the center of Semarapura City, Klungkung Regency. This monument has an inscription monument and is up to 28 meters high from the base in the shape of Lingga-Yoni. It is built on an area of 123 square meters. The purpose of the establishment of this monument is to honor and commemorate the struggle of the fighters against the Dutch colonizers in the past. The Puputan Klungkung Monument was erected as a result of a fierce resistance event and is known as the Puputan War against the Dutch colonizers on April 28, 1908. This event led to the death of King Klungkung Ida Dewa Agung Jambe (1905-1908), members of the palace family, royal officials, and more than 1000 loyal soldiers. As a tribute and reminder for the services of the king and soldiers who died in the Puputan Klungkung incident, the Puputan Klungkung monument was built within six years (1986-1992).

d. Puri Agung Klungkung

Puri Agung Klungkung is one of the buildings where the king of Klungkung lived that still exists today. The area of Puri Agung Klungkung is about 0.98 hectares. This castle



became a silent witness to the battle against the invaders. The main castle has been destroyed, but the northern part of Kaleran Castle is still intact due to its small size and hidden location. Meanwhile, the center of government moved to Puri Kaleran for a while. Inside the castle there is a pendopo that is quite large. This pavilion is a combination of Dutch and Balinese architectural styles, with high columns and several ornaments that are harmoniously integrated. This pavilion has large pillars made of wood with carvings typical of Klungkung at that time, where the carvings symbolize the fertility of the environment and the prosperity of the community. One of the tourist activities that can be done at Puri Agung Klungkung is to explore the castle area and enjoy the architecture of historical buildings that come from the Semarapura kingdom, as well as see a collection of personal objects from the kings of the Semarapura kingdom. The temple's unique architectural design and high historical values can attract tourists to come and enjoy the beauty of the building, as well as see and document the paintings there.

Existing Condition of Tourism Destinations in Klungkung Regency

Regarding the existing condition, tourism destinations in Klungkung Regency can include several aspects such as tourism infrastructure, tourist attractions, accessibility to Klungkung Regency, marketing reviews, local community involvement, environmental sustainability, service quality and development potential. One of the policies that has been set by the Klungkung Regency Government in the implementation of affairs in the tourism sector is the enactment of Klungkung Regent Regulation Number 2 of 2017 concerning Tourism Villages as amended by Regent Regulation Number 8 of 2021 concerning Amendments to Klungkung Regent Regulation Number 2 of 2017 concerning Tourism Villages. Based on the Regent Regulation, the Klungkung Regency Government has designated 19 villages out of a total of 53 villages in Klungkung Regency as Tourism Villages, including Gelgel Village and Kamasan Village. The two villages are categorized as developing villages according to the source of the Assistant for Government and People's Welfare of the Regional Secretary of Klungkung Regency in 2023. The categories of Developing Tourism Villages according to the Ministry of Tourism of the Republic of Indonesia:

- a. It has begun to be known and visited, the surrounding community and visitors from outside the region.
- b. There has been the development of tourism facilities and infrastructure and facilities.
- c. Jobs and economic activities have begun to be created for the community.

To find out the existing condition of tourism destinations in Klungkung Regency, there are several things that must be considered, namely tourist attractions, tourism facilities, environmental conditions, community participation, and marketing and promotion. The following are the existing conditions of the three tourist destinations representing Klungkung Regency, namely Gelgel Village, Kamasan Village and the tourist attractions of Semarapura City:



1. Gelgel Village

The tourist attractions are: Batu Tumpeng Beach Nature Tour, Gelgel Kingdom Historical Tour, Gelgel Islamic Village, Buana Gelgel Basic Temple Spiritual Tour, Endek and Songket woven fabric creative economy tourism, Tirta Srinadi Tour.

a. Tourism facilities

The tourist attraction of Gelgel Village has not been equipped with facilities to support services to visitors such as visitor reception places, tourism information facilities, public toilets, tourist signs, signage, and interpretation facilities. Other supporting facilities such as accommodation are not yet available in Gelgel Village, but restaurants are already available in Gelgel Village. Tourism facilities in the form of souvenirs in the form of endek and songket handicraft fashion are available in Gelgel Village, namely the production of songket and Dian weaving. Meanwhile, facilities in the form of signs are not yet available.

b. Accessibility

Gelgel Village, which is located in Klungkung District, is located in the south and is about 2 km from Semarapura City. This village can be easily accessed via Jalan By Pass Prof. Ida Bagus Mantra or from Semarapura City

c. Environmental conditions

As a village that has diverse tourism potential, it is necessary to pay attention to several environmental aspects such as 1) Cultural and historical conservation: Gelgel Village has a rich cultural history that includes the historical and cultural stories of the establishment of the oldest kingdom in Bali, so it needs to be maintained, preserved and promoted. 2) Nature Conservation: Gelgel also has natural potential such as beaches and agriculture, in its development, the protection of the natural environment should be the main focus. Conservation measures such as waste management, preservation of coastal ecosystems, and the practice of sustainable agriculture.

d. Community Participation in the form of Tourism Village Management Institutions

Some of the institutions in Klungkung Regency include:

- Bumdes (Village-Owned Enterprises)

Bumdes can play a role as a driving force for the management of tourist villages in Klungkung Regency, Bumdes can manage various aspects of the tourism business such as the development of tourist attractions, homestays, local crafts and culinary businesses.

- Tourism Awareness Group (Pokdarwis)

Based on data from the Klungkung Regency Tourism Office, Pokdarwis has been formed in Gelgel Village but is less active or operationally inactive.

2. Kamasan Village

Potential cultural tourism attraction

Potential in the form of classic kamasan paintings, art galleries, bullet sleeve carving crafts, uang kepeng crafts, archaeological relics in the form of stone thrones, menhir statues, mortars and stone moats, cylindrical monoliths, dakon stones, and street alleys covered



with kali stones, gold, silver and bokor crafts, and there are intangible tourist attractions in the form of various traditional art performances.

1. Tourism facilities

Tourist facilities in Kamasan Village are still very limited. There are no visitor reception areas, parking areas, public toilets, tourist signs, signage, and interpretation facilities for tourists.

2. Accessibility

Kamasan Village has a very strategic location. Kamasan Village is connected to a variety of road networks that are in good condition. Good road conditions facilitate access to Kamasan Village because most of the roads have been paved, so motorized vehicles can pass smoothly. However, parking lots and craft center workshops are still not available

3. Environmental Conditions

Kamasan Village is famous for its art and culture, including traditional Balinese paintings. The preservation of cultural heritage and the physical environment still needs to be an important concern, especially for the next generation of art craftsmen such as paintings, bullet shell craftsmen and pis bolong craftsmen as well as gold, silver and bokor craftsmen.

4. Community Participation in the form of Tourism Village Management Institutions

a. Village government

The village government has a role in formulating policies and regulations related to the development of tourist villages, facilitating coordination between various related parties, and supervising and ensuring the sustainability of the development and management of tourist villages.

b. *Kelompok Sadar Wisata* (Pokdarwis)

Pokdarwis in Kamasan Village is still not optimal in its implementation

c. Local Micro, Small, and Medium Enterprises (MSMEs)

Local MSMEs can play a role in providing products and services needed by tourism, such as being part of tourist attractions by providing workshops or demonstrations of making Kamasan Village products such as Kamasan-style paintings, making bokor from silver and copper, carving bullet casings into art crafts.

d. Cooperatives or Village-Owned Enterprises (Bumdes)

Cooperatives or Bumdes can play a role in managing joint assets, providing tourism services, and developing community-based economic initiatives to improve the welfare of local communities.

3. Cultural Tourism Attractions in Semarapura City

1. Potential cultural tourism attraction

The tourism potential in Semarapura City is Kertha Gosa which is a building complex that used to be the court of justice of the Klungkung Kingdom. This building is famous for its beautiful ceiling paintings in the typical style of Kamasan paintings, the

Kertagosa Site is an integral part of Puri Agung Klungkung one of the potential archaeological resources that exist, namely Kori Agung which is the entrance to the Castle. The Semarajaya Museum is a museum that explains the history of Balinese culture, especially the history of Klungkung, the Puputan Klungkung Museum which is a museum containing the history of the Puputan war, Puri Agung Klungkung, and the Semarapura Art Market.

2. Tourism facilities

Tourism facilities such as accommodation in the city center are not available to the maximum, there are only a few inns in Semarapura City, then for the availability of restaurants and stalls that serve traditional cuisine menus already exist around tourist attractions, but not maximized in quantity, quality and service. Toilet facilities are inadequate and dirty in Kertha Gosa, making tourists uncomfortable. The information provided is also incomplete, especially related to the function of the Kertha Gosa building and the meaning of the paintings on the roof of Kertha Gosa.

3. Accessibility

Access to the city of Semarapura is very easy to reach by renting a car or motorbike for the reason of comfort and not difficult to change public transportation.

4. Environmental conditions

The city of Semarapura has the potential for cultural tourism that needs to be preserved such as cultural preservation or cultural conservation in the Kertha Gosa tourist attraction area, especially related to the paintings on the roof of the Kertha Gosa Hall and Balai Kambang as well as historical relics in the Semarajaya Museum. The process of managing archaeological resources in order to maintain the preservation of the site and the purpose of the archaeological resources is managed.

5. Community and institutional participation in the management of Tourism Objects

The Kertagosa site is an archaeological resource developed as a tourist attraction, which is managed by the Klungkung Regency Regional Government (Tourism Office). However, there are still incomplete public facilities, damage to some parts of the building, all stakeholders who have not been involved, and management that has not been maximized on the Kertha Gosa tourist attraction.

Tourism Marketing Strategy Based on History and Culture in Klungkung Regency

In formulating a tourism marketing strategy based on history and culture in Klungkung Regency, there are several highlights of the results of interviews with several informants, as per below:

No	Sources	Profession	Interview Highlights
1	I Wayan Sudiantara	Head of Gelgel Village	1. "There are natural and artificial tourism in addition to cultural tourism attractions, the artificial tourism is Tirta Srinadi (swimming pool), natural tourism is <i>Batu Tumpeng beach</i> . Until now many tourists have surfed on the beach, but the obstacle is road access to the



the Gelgel river tourists and because until now access to the beach is by walking, besides that facilities in the form of accommodation have not yet existed near Batu Tumpeng beach."

2. "For tourism packaging in Gelgel Village, it is still being conceptualized and has not yet reached the final right, by inviting *related organizational training development (OTD)* to package tourism activities with the assistance of the tourism office in Klungkung Regency, for example on the cultural side, such as the Gelgel Basic Temple, which is a historical relic in the form of artifacts, then to the Gelgel Islamic village as the oldest Islamic village in Bali, Then visit songket artisans while seeing songket weaving attractions, then continue to visit the agricultural sector, by seeing agricultural activities such as plowing rice fields and the tip to the beach. If the river can be arranged, tourists can be invited to go to river irrigation, then to new farms to the beach, then to craftsmen. And from Gelgel, you can continue to Semarapura by visiting Kertagosa, because the history of the oldest kingdom in Bali began with the Gelgel kingdom and then the Klungkung kingdom, because the Klungkung Kingdom cannot be separated from the Gelgel kingdom. The last is to Kamasan Village which is famous for Kamasan's typical painting crafts".
3. "If you look at the tourism theme, the Regent has made a program in the form of a city tour starting from Kertha Gosa, then to Kamasan Village and continuing to Gelgel Village, but the implementation needs to be followed up and the tourism office has started to run it. And it is necessary to be invited to discuss with village officials and the community in the city tour package. Because the Gelgel kingdom is the center of the royal palace in Bali, where the other villages are the residences of the patih of the Gelgel kingdom. The Kamasan official village and the Tojan official village became a unit of the Gelgel customary village, with the former palace name, Soca Linggaarsa or Soca Pura, the 3 villages are used the term Gapusa".
4. "In promotional activities, the involvement of pokdarwis and the community in general is all very enthusiastic, especially when we had time to launch the Batu Tumpeng tourist object, all are enthusiastic as the organizers of activities, especially pokdarwis, how to promote the attraction of the gelgel tourism village itself. As I have informed earlier, our shortcomings here related to promotion are still lacking, there needs to be stakeholder cooperation to help us (Gelgel Village) in the development and promotion of tourism and it also needs attention from the government."



			<p>3. "The Songket Tourism in Gelgel Village is in the form of History and Culture such as the story about the Gelgel kingdom, and the Buana Basic Temple from the Gelgel kingdom era which is still standing today. So customs and traditions are one of the main supporting factors in how we preserve that culture. If it disappears, it is the same as eliminating the characteristics of the village. Local characteristics and wisdom should not be lost because it is the identity of the village itself. An example of the Songket Gelgel Weaving MSME handicrafts, how are the weavers now, in this modern era many weavers are working in other professions, so how now do we preserve this culture by collaborating with existing MSMEs as one of the characteristics of Gelgel village"</p>
2	I Gede Buda Artawa as	Head of Kamasan Village	<ol style="list-style-type: none"> 1. "My hope and that of the people of Kamasan village to return tourist visits to Kamasan Village is that tourism managers and craftsmen have a commitment not to sell finished goods anymore, because they will compete with art sellers in the souvenir center, but sell concepts so that tourists work and make crafts and paintings of puppets, gold, silver or bullets, And tourists are asked to participate in the process until it is finished, but tourists pay for their own goods that they have made" 2. "Pokdarwis already has a new management by involving young people who understand IT, in addition, the village institution asks the tourism office to provide guidance so that Kamasan Village can become a growing Tourism Village. Promotion is also carried out through social media, in collaboration with the tourism office, and also in collaboration with academics" 3. "Through the Klungkung Regency Tourism Office, the people of Kamasan Village must have something new to present to tourists, such as a set of gambelan that will be submitted to the tourism office to accompany wayang wong which is a characteristic of Kamasan Village which will later be performed to newly arrived guests, if the city tour program has been implemented" 4. "Regarding funding, village institutions cannot immediately allocate their funds to tourism, because in accordance with the regulation of the Minister of Finance and Presidential Instruction No. 4 of 2022, village funds have been regulated in percentage for several things such as 40% directed to Direct Cash Assistance (BLT), 20% must have been posted towards food and animal security, 8% is directed to handling covid, 25% is for handling extreme poverty. With these posts, the village cannot allocate funds to the development of tourism."



			<p>1. Since the Bali bombing, Kamasan Village is still running and developing because of the impact of funds, and the way it is managed also needs a long process, even though Kamasan Village is still enthusiastic as a tourist village, how this Kamasan village must be a goal as a Tourism Village. Before the Bali bombing and before Covid, tourist visits to Kamasan Village were extraordinary, but since the Bali bombing, 50% of the household industry in Kamasan has died completely. In the past, silver raw materials for 2 million were expensive, as rare as 10 million per kilo, if it has become a commodity, the sales are also not much, for finished goods 5 million can be bargained for 4.5 yes, all MSME industries in Kamasan are declining, maybe the last generation is me, including my children who are taught also do not want to. However, it still exists until now even though the order has decreased."</p> <p>2. "Cooperation with Travel Agents Until now has not been realized, and even the local government has a desire to make a craft center for Kamasan Village still not realized, and it is still difficult to develop as a Tourism Village, because the development is still slow unlike before. I still don't know how to start, what to do first."</p> <p>3. "For promotion, until now it is still on Facebook as a result of bullet barrel crafts, because I don't dare to display bullet casings too often on social media for fear of being considered provocative. If in 2011-2014 I got an order from Kalimantan for almost 180 seeds, and it took almost 1 year to make the quality good, and it must be very detailed. Price Depends on consumer demand. With good quality, the price is around 1,500,000, the lowest price is 750,000."</p> <p>4. The concept of inviting tourists to participate in handicraft activities, has also been discussed by the local government, but has not been implemented, maybe later if it is good, and tourists will definitely come, then the concept of the workshop will be realized for tourists. All parties in Kamasan village have the desire to realize it, but the realization has not yet existed. We have the strength of MSME artisans, but we must also be supported by other facilities such as homestays, and others. I want it to happen like a workshop but it hasn't been realized."</p> <p>5. "I hope that the craft of carving bullet casings will still exist until the following years. I am happy if anyone wants to learn about the craft of carving bullet casings even though they are not from Bali or the Kamasan people, I am happy if the craft of bullet casings has a successor, it would be better if young people in Kamasan would want to learn to carve. It is</p>
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4	Hosted by Kadek Martana	Local Tour Guide and Village Secretary in Kamasan Village	<ol style="list-style-type: none"> "The development of historical and cultural tourism in the future in Klungkung is more about its promotion, then Klungkung as the beginning of the center of the Balinese kingdom centered in Gelgel Village, in the government of Dalem Waturenggong, then collapsed and moved to Klungkung. In the future, for promotion, more will be shown or highlighted in the form of culture, early history and kingdom centered in Gelgel and Klungkung." "What is interesting about Kamasan, Gelgel and Klungkung is in the form of royal relics statues, while in Kamasan there are more painting crafts, gold, brass, metal, uang kepeng, only in Kamasan Village. The paintings in Kertha Gosa are made by craftsmen in Kamasan Village, namely banjar sangi". "How about the promotion that has been carried out to tourists, the Klungkung Regency government has a city tour program, which combines several areas, namely Semarapura City, Kamasan Village, Gelgel and Tiingan Village. So from there, city tours and local guides are prepared who already understand the history of Klungkung Regency, especially as the Oldest Kingdom in Bali." "The special challenge is that promotion is more intensified, then the government has also often conducted training for village communities, especially Pokdarwis by bringing in competent resource persons" "Kamasan Village for pokdarwis is still not fully managed, only a few people are active. Currently, the Kamasan tourist village is managed by Pokdarwis under Bumdes, in order to get a levy. Even if there are tourists who visit Kamasan Village, usually the tour guide takes them directly to the art craftsmen." "A special strategy in the future for Kamasan is to sell the process, namely guests painting from scratch, namely sharing experiences and creativity from visitors." "We, the residents of Kamasan village, as well as village institutions, were visited by the Klungkung Regency Tourism Office to coordinate and be required to resurrect Kamasan Village as a Tourism Village, to survey the right location for the parking lot, to bring in tourism activists."
5	I Nyoman Budarsana	Journalist at Bali Travel News	<ol style="list-style-type: none"> "Tourism destination managers cannot be separated from the role of the media. Information on interesting destinations must be able to reach the public, especially for prospective tourists who will visit these destinations. Therefore, it is important to carry out tourism destination marketing activities."



			<p>By any destination managers are not only enough to make destinations and sell them, but also be able to promote. As unique as the destination is built, if no one knows about it, then there will be no tourists visiting. In essence, the destination must be introduced to the wider community, which is only through the media."</p> <ol style="list-style-type: none"> "If previously more print media was used, now in this sophisticated era there has begun to be a shift, namely by using online media, such as Websites, Facebook, Instagram. Mass media with the internet network will be able to provide information, also accessible to the public. Especially in the development and development of the tourism sector, the role of online mass media is very important." "Local media, of course, will inform interesting local news. Natural scenery, beautiful villages, and new tourism spots. Local media can inform new tourist attractions that are indeed worth visiting when traveling in Bali. Not only raising new tourist attractions, but also maintaining the image and giving a good image to the destination itself. Destinations that have done something good, and plus your news will be better."
6	Dr. A. A. Gede Putra Pemayun, M.Si	Lecturer at the National Education University	<ol style="list-style-type: none"> "Promotion is now sophisticated from conventional to technology-based as a basis to accelerate information, tourism experts must make more use of social media in promoting and marketing." "Tourism actors must also understand what is the tourism package in tourism destination areas such as Klungkung, which has something different from other destinations, namely "taksu" then what needs to be underlined is how the sustainability of the Klungkung castle can maintain the heritage so that not all are modified. And experts who can preserve the culture in Klungkung Regency are needed." Collaboration between academics and tourism participation must be a win-win solution, namely academics provide enlightenment related to tourism, tourism is an economy for sustainability, mutual understanding between policy makers and academics, so that academics provide a little inspiration that tourism develops continuously if supported by human resources.
7	This is aayu pudjiyastuti	Head of the marketing division at the Klungkung Regency Tourism Office	<ol style="list-style-type: none"> "The Klungkung Regency Tourism Office identified the historical and cultural potential, in Kerta Gosa, the monument of Puputan Klungkung, then Klungkung also has Puri Agung Klungkung whose king is still in existence today. The potential that exists as a tourism supporter in the form of city tours, namely visits to Kertha Gosa, Puputan monuments, and puri agung will be integrated into several tourist villages in Klungkung



			<p>...Star Hotel, namely the Winda Diya Hotel and offer city tours, and we promote this city tour on the social media that we manage, related to cultural and historical potential. We also invite influencers to participate in the city tour, then there will also be a shooting activity at Kertha Gosa as part of the promotion."</p> <ol style="list-style-type: none"> "For Gelgel Village, it is still untouched in tourism and has not approached there, Gelgel Basic Temple, is very sacred, to what extent in terms of tourism can enter there." "For Gelgel, it is still limited to cultural stories and visiting songket and endek weaving craftsmen, as well as in Kamasan Village." "In collaboration with stakeholders in Klungkung Regency, we from the agency have formed a regional tourism promotion agency of Klungkung Regency which is tasked with raising the image of Klungkung Regency through tourism events, to participate in promoting our activities, then later they will make farm trip activities that promote tour packages, which invite prospective buyers to Nusa Penida, then invite PHRI to support tourism in Klungkung Activities, and PHRI makes digital tourism promotions. Social media is Instagram (Klungkung_tourism), Tiktok (Klungkung_toursim), Facebook and Youtube and we often collaborate with influencers." "One way to strategize marketing through social media because the impact is very significant, we made the Semarapura festival which lasted 4 days. The community is also enthusiastic and we are tagged by tourists and the public. So that it has an impact on the economic turnaround in Semarapura. There are two festivals, namely the Semarapura Festival involving 100 MSMEs, and the Nusa Penida Festival in October."
8	I Wayan Malendra	Chairman of the Tourism Village Communication Forum in Klungkung Regency,	<ol style="list-style-type: none"> "Historical and cultural tourism mapping needs to be made in the development of cultural tourism, including with tourism marketing" "Gelgel is the center of the kingdom, then what still exists is the weavers, how can tourism still take place. Tourists not only for foreign tourists but also domestic tourists can be in the form of educational tourism by inviting elementary and high school students to teach about history and culture in Klungkung Regency in particular and Bali in general, because the younger generation does not understand much about the history and culture that we have." "Kamasan has a cultural arts center that has become an icon of cultural arts, there are bokor crafts, bullet shell carvings, paintings, temples that still exist today. What is attached to it until



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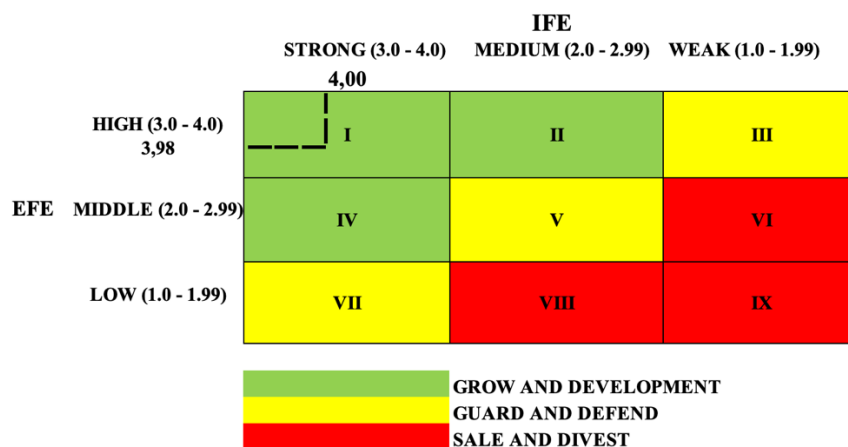
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...has not been explored until now."

4. "Gelgel Village, Kamasan Village and even Semarapura, the main thing done by the government and stakeholders, namely socialization related to heritage, then understanding and commitment related to culture, such as ARSITA, Village Government, Adat, MSMEs, then consistency in cultural and historical introduction. Then Ferification of story equations related to cultural history, tourism mapping, stakeholder cooperation in the form of socialization, and destination promotion. Because education for our students in the future is very important.

The tourism marketing strategy based on history and culture in Klungkung Regency was analyzed using SWOT analysis, through a storynomic tourism approach with a focus on Gelgel Village, Kamasan Village, and Semarapura City.

Table 1
Registers IE



Source : Data processed in 2023

The Internal-External (IE) Matrix is used to integrate internal and external factors to evaluate the strategic position of the organization. In the strategy of tourism marketing based on history and culture in Klungkung Regency by taking samples from Gelgel Village, Kamasan Village and Semarapura City, the results obtained are strong, growing, and developing, with high scores, which can be interpreted as follows:

1. Internal-External Matrix (IE): A high score (3.98) indicates that this marketing strategy has a strong potential for success and growth in the cultural tourism market. A strong score (4.00) indicates that this strategy is in line with the organization's internal strengths and existing external opportunities.
2. High-Growth Quadrant: With a combination of strong results and high scores, this marketing strategy has been identified as a potential growth strategy and is worth developing further. Historical and culture-based cultural tourism marketing has a great opportunity to grow and develop in the right market with the right strategy.



Table 2
Matrix SWOT
Tourism Destination Marketing Strategy based on history and culture

INTERNAL CONDITIONS EXTERNAL CONDITIONS	STRENGTHS (S)	WEAKNESSES (W)
	<ol style="list-style-type: none"> 1. There is a rich historical heritage tourism potential in Gelgel Village. 2. There is potential for cultural tourism in Semarapura City 3. The existence of shopping centers for handicrafts and arts in Klungkung Regency 4. Distinctive art and cultural heritage, especially the potential for arts and crafts tourism in Kamasan Village 5. The existence of an active and experienced artist community in Kamasan Village 6. Unique culture and traditions that are still preserved by the local community. 7. The beauty of the surrounding nature, such as rice fields, plantations, and beaches. 8. The many historical narratives that can be raised into storynomics, increasing tourist attraction 	<ol style="list-style-type: none"> 1. Limited budget availability 2. Lack of Promotion and Brand Awareness, namely less optimal marketing compared to other tourist areas in Bali 3. Limited accommodation and tourism infrastructure in Klungkung Regency 4. Lack of training for the community in managing story-based tourism. 5. The application of complete technology and information in the management of tourism data and information has not been optimal
OPPORTUNITIES (O)	SO STRATEGIES	WO STRATEGIES
<ol style="list-style-type: none"> 1. Increasing tourist interest in cultural experiences with the 2. Opportunities to leverage social media and digital platforms to disseminate Klungkung cultural stories 3. Opportunities to hold festivals and events that highlight local cultural stories. 4. Building partnerships with educational institutions for training and development programs 	<ol style="list-style-type: none"> 1. Utilizing the richness of culture and history to develop interesting storynomic programs, such as city tours using narrative stories that tell the history of Gelgel Village, Semarapura City and Kamasan Village. 2. Use good accessibility to connect one village to another in a tour package that highlights the story of cultural history 	<ol style="list-style-type: none"> 1. Increasing training for the community in managing story-based tourism so that they can take advantage of trends from historical and cultural tourism. 2. Developing infrastructure facilities and accommodation to support cultural events and storynomic tourism
THREATS (T)	ST STRATEGIES	WT STRATEGIES
<ol style="list-style-type: none"> 1. Competition with similar tourist destinations in the surrounding area 2. Policies that can hinder the development of cultural tourism 3. Risk of cultural and environmental damage due to poorly managed tourism 4. The existence of a pandemic or economic crisis that can reduce the number of tourists. 	<ol style="list-style-type: none"> 1. Providing education to the public about the importance of preserving culture, history and art through the Storynomic program to attract tourists and face competition. 2. Strengthening tourism branding and tourism promotion in Klungkung Regency with a focus on cultural narratives 	<ol style="list-style-type: none"> 1. Increase collaboration with local communities, government and stakeholders to create awareness of the importance of preserving culture and environment in Klungkung Regency 2. Develop mitigation plans to mitigate the negative impacts of mass tourism and policy changes with a more planned approach.

Source : Data processed in 2023

By taking advantage of strengths and opportunities, then overcoming weaknesses and threats, Klungkung Regency, which has strong historical and crocodile potential, can develop a cultural tourism marketing strategy through sustainable and attractive storynomic tourism. The implementation of marketing strategy : 1. Development of thematic tourism program, 2. community education, 3. branding and promotion, 4. Training for local community, 5. Infrastructure and facility development, 6. Collaboration with stakeholder, and 7. Negative impact mitigation.



Conclusions

From the SWOT analysis and the exploration of historical and cultural based tourism marketing in Klungkung region has emerged several key points:

1. **Cultural Heritage:** Klungkung has a wealth of historical and cultural assets, such as ancient sites and traditional arts, that can be used to attract tourists. The storynomic approach can elevate visitor engagement and experience if the narrative that plays on these assets is done well.
2. **Community Involvement:** The active participation of local communities in the preservation of cultural heritage is a significant strength. They can contribute by introducing tourism and storytelling initiatives that evoke a sense of cultural connection which will enhance the authenticity of the travel experience, making it a more attractive option for tourists seeking genuine cultural exchange.
3. **Needs for Improved Promotion:** Klungkung, despite having its own strengths, is facing a number of promotion challenges and as an area Klungkung has little awareness compared to other areas on the island of Bali. One of the best way is using digital marketing strategies and social media which can help increase the platform visibility and reach the wider audience.
4. **Opportunities through Storynomic:** The growing trend of cultural tourism and storytelling opens the opportunity for Klungkung to create distinctive tour package with a story of its own through local history and culture. Local narrative-based events and festivals can be attractive to varied visitor demographics.
5. **Identifying Weakness and Threats:** The analysis shows the existence of vulnerabilities, such as inadequate infrastructure and reliance on seasonal tourism. By investing wisely and localised community enablement, these weaknesses can be addressed and hence competition or external threats like fiscal downturns or pandemics may not carry the same impact factors.
6. **Promote Sustainable Development:** It is important to focus on sustainable tourism practices that would help to preserve the cultural and environmental integrity. Balancing these interests will be key to ensuring the development brings tourism growth without sacrificing the heritage that draws visitors.

Klungkung has the potential to become a leading destination for historical and cultural-based tourism. The region should use what we are good at, the tourism for a sustainable future that is also beneficial to local communities. And it might be what Klungkung needs to become a well-known cultural center in Bali: storytelling, community engagement and strategic marketing.

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Impact of COVID-19 Shocks on Behavioral Strategies and Expenditures in Perhentian Island's Tourism-Dependent Community

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Abstract

The pandemic severely impacted the tourism industry, leading to job losses, especially among the B40 group and the Perhentian Island community, who rely heavily on tourism for income. Many hotels and resorts closed, resulting in workforce reductions, salary cuts, and unpaid leave for employees. The economic disruption also prompted shifts in strategies to cope with unemployment and income challenges. This study compares monthly expenditures before, during, and after the Movement Control Order (MCO) and examines the effects of pandemic-related shocks on behavioral strategies in the Perhentian Island community. Results show significant differences in expenditures on food, debt, savings, entertainment, fuel, and contributions to parents across these periods. Two regression models were tested. Model 1 reveals that the pandemic shock had a significant positive impact on behavioral strategies. In Model 2, economic, health, and environmental shocks, along with risk management, positively influenced behavioral strategies, while political shocks had no significant effect.

Keywords: *Pandemic Shocks, behavioral Strategies, Tourism-Dependent Community*

Introduction

According to the Department of Statistics Malaysia (2020), the unemployment rate rose sharply from March to September 2020 due to the pandemic, in contrast to 3.3% in February 2020. The unemployment rate peaked at 5.3% during the MCO. Additionally, the tourism sector in Malaysia suffered, with the cancellation of the Visit Malaysia Year 2020 campaign and numerous hotel closures, leading to other negative impacts (Abdul Razak, 2020). Along with cross-border travel restrictions, domestic



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travel bans were enforced to prevent the spread of COVID-19, resulting in a significant drop in tourist numbers (Foo et al., 2020; Chan & King, 2020).

Normally, international tourism contributes over 50% to the national tourism sector (Department of Statistics Malaysia, 2020). However, it was reported that 170,084 hotel room bookings were canceled in two months, causing a revenue loss of approximately RM68,190,364 during the pandemic (Malaysian Association of Hotels, 2020). Many hotel and resort staff faced layoffs or unpaid leave, particularly affecting low-income communities like the B40 group. For communities in the islands of Terengganu, including Perhentian Island, where no new COVID-19 cases were reported (Ministry of Health Malaysia, 2020), tourism is the main source of income, and the pandemic severely impacted their livelihoods. This also significantly affected their spending patterns. As noted by Rashid et al. (2018), varying expenditure patterns reflect how people adapt to economic challenges. As a result, many were forced to adjust to new norms, including changes in strategies, behaviors, and practices. It is crucial to understand how the COVID-19 pandemic has influenced these shifts. This study aims to assess the impact of the pandemic on behavioral strategies within the Perhentian Island community.

Literature Review

Consumer behavior tends to change during emergencies (Wang et al., 2020). Initially, people often respond to disasters with denial, which serves as a coping strategy for danger awareness. However, individual responses vary depending on whether their goals are to avoid illness, reduce anxiety, or focus on essential life values. While some behavior changes are beneficial, excessive reliance on them can lead to negative consequences (Yau et al., 2020). Ozili (2020) found that the most significant outcome of the pandemic was increased social anxiety among households. Additionally, temporary social policies during the pandemic affected the social and economic well-being of African countries. Szymkowiak (2020) noted that taking precautions is crucial in reducing the pandemic's adverse effects.

In a study by Liu et al. (2020), Chinese respondents reported avoiding public places, limiting activities, reducing travel, maintaining social distance, and practicing good hygiene. Those without depression were more likely to engage in preventive measures. Sheth (2020) suggested that the pandemic has taught consumers to adapt to new norms, such as advanced technology and demographic changes, which blur the boundaries between work, leisure, and education. According to Papageorge et al. (2020), income, work arrangements, and beliefs about the effectiveness of social distancing were closely related to self-protective behaviors. Jose et al. (2020) also found a significant link between knowledge and behavioral change.



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Globally, unusual consumer behavior was reported during the pandemic. Individuals with lower health literacy were less concerned about COVID-19 due to their confidence in government responses (Wolf et al., 2020). Laato et al. (2020) discovered a strong correlation between self-isolation intentions and unusual purchasing behaviors, providing evidence that consumer behavior is directly linked to anticipated self-isolation periods. High self-efficacy helped manage behaviors like panic buying. Loxton et al. (2020) reported that panic buying of essential goods was driven by anxiety and distress.

Despite this, self-efficacy remained a key factor in managing unusual purchasing behavior and the intention to self-isolate. Hashem (2020) and Sharma & Jhamb (2020) highlighted how the pandemic transformed consumer behavior, with a growing reliance on online shopping and e-payment methods during the MCO. However, not all expenditure categories were affected. Jung et al. (2020) found that consumers limited traditional shopping, leading to a significant drop in spending and a shift toward e-commerce to avoid potential exposure to the virus. Vijai and Nivetha (2020) noted that while gender was associated with a preference for online payments, occupation was not linked to reduced expenditure or saved income during the pandemic.

Martin et al. (2020) reported a significant drop in household savings and consumption, with an average recovery time of nearly a year. Declining demand, shifting consumption habits, and a slowdown in economic activity extended the recovery period, taking over a year to restore lost savings. Murakami, Shimizutani, and Yamada (2020) found that household spending per capita, particularly for food, would decrease by 1-2% (food spending by 2-3%) over a year in the Philippines. Despite this, lifestyle changes were linked to subjective well-being (Hu et al., 2020).

In Islam, moderation in spending is encouraged, and excessive consumption should be restrained. Muslims are taught to be prepared for life's challenges and constraints, managing their expenses in accordance with Islamic principles. By adhering to these guidelines, Allah may bless businesses and provide convenience for future uncertainties (Rashid et al., 2018).

Research Methodology

This study involved 297 respondents from the Perhentian Island community, selected through simple random sampling. However, due to weather conditions and the COVID-19 outbreak, only 157 responses were successfully gathered. Data were collected through face-to-face interviews or self-administered questionnaires, with enumerators present to oversee the process. Once collected, the data were analyzed using SPSS software.



Initial data screening was performed to assess normality and reliability. The normality test determined if the data followed a normal distribution for parametric analysis, while the reliability test ensured that the indicators accurately measured their respective variables. After confirming normality and reliability, inferential analysis was conducted. A repeated measures ANOVA was used to compare the mean expenditure before, during, and after the MCO. Additionally, simple and multiple linear regression analyses were performed, with the simple linear regression identifying the effects of COVID-19-related shocks on behavioral strategies during the pandemic in the Perhentian Island community (Model 1).

In Model 1, the behavioral strategy (BS) is regressed on the shock caused by the pandemic, represented by the equation:

$$BS = \beta_0 + \beta_1 S$$

Here, β_0 is the intercept, and β_1 is the coefficient for the pandemic shock (S).

In Model 2, the behavioral strategy (BS) is regressed on multiple factors: economic shock (ES), health shock (HS), environmental shock (EN), political shock (PS), and risk management (RM). The equation is:

$$BS = \beta_0 + \beta_2 ES + \beta_3 HS + \beta_4 EN + \beta_5 PS + \beta_6 RM$$

In this case, β_0 is the intercept, and β_2 through β_6 are the coefficients for economic, health, environmental, political shocks, and risk management, respectively.

Finding Data Screening

A normality test using unstandardized residual regression was conducted, as shown in Table 1. Model 1 assesses the impact of pandemic shock on behavioral strategies, while Model 2 examines the effects of economic, health, environmental, political shocks, and risk management on behavioral strategies. The Kolmogorov-Smirnov and Shapiro-Wilk tests ($p > 0.05$) confirmed normal distribution for both models. The skewness and kurtosis values fell between [-1, 1], further supporting normality. After removing outliers, the sample size was reduced to 152 respondents.

Table 1: Normality test

Model	Unstandardized Residual	Kolmogorov-Smirnov ^a	Shapiro-Wilk	Skewness	Kurtosis
1	Statistic	0.071	0.061	-0.130	-0.791
	p-value	0.061*	0.053*		
2	Statistic	0.062	0.989	0.040	-0.662
	p-value	0.200*	0.300*		

Notes: The normality of unstandardized residual regression involved dependent variable (Shock due to the pandemic) and independent variables (loan/rent, consumption expenditure and spiritual practice).

* This is a lower bound of the true significance and ^a Lilliefors Significance Correction



Demographics Profile

Table 2 outlines the demographic data for 152 respondents from Perhentian Island. Males made up 68.4% of respondents, while females accounted for 31.6%. Most were aged 21 to 50 years (73.1%) and hailed from Terengganu (82.9%). The majority (68.4%) were married, with educational backgrounds mostly at the SPM level (44.7%), and monthly incomes between RM501 to RM1000 (36.8%) or RM1001 to RM2000 (38.8%). A majority had 1 to 3 dependents.

Table 2: Demographic profile of respondents

	Demographic profile	Frequency (N=152)	Percentage
<i>Gender</i>			
	Male	104	68.4
	Female	48	31.6
<i>Age</i>			
	≤20	12	7.9
	21-30	36	23.7
	31-40	41	27.0
	41-50	34	22.4
	51-60	14	9.2
	60+	10	6.6
	Not specified	5	3.3
<i>Place of Birth</i>			
	Terengganu	126	82.9
	Others	26	17.1
<i>Status of marriage</i>			
	Single	36	23.7
	Married	104	68.4
	Divorced/widowed	12	7.9
<i>Educational level</i>			
	None	11	7.2
	PMR/SRP and below	44	28.9
	SPM	68	44.7
	STPM/Sijil kemahiran/Diploma	19	12.5
	Degree and above	10	6.6
<i>Level of income</i>			
	≤RM500	11	7.2
	RM501-- RM1000	56	36.8
	RM1001-RM2000	59	38.8
	RM2001-RM3000	13	8.6
	RM3001-RM4000	2	1.3
	RM4001-RM5000	5	3.3
	RM5000+	2	1.3
	None	4	2.6
<i>Total of dependents</i>			

	1- 3	111	73.0
	4- 6	21	13.8
	7- 9	6	3.9
	10+	1	0.7
	None	13	8.6

Any data representations other than the table is labeled as “Figure”. The author should put the captions of the figure at the bottom and put the figure in the center.

Occupation

Table 3 shows that half of the respondents remained employed with full income during and after the MCO, while 32.9% lost their jobs after the MCO. Self-employment was the most common occupation (43.4%), followed by private sector employment (40.8%).

Table 3: Occupation

Occupation		Frequency (N=152)	Percentage
<i>Status of occupation</i>			
	Working before and during MCO (Still working and have full income)	76	50.0
	Working before MCO and jobless after MCO	50	32.9
	Jobless during and after MCO	3	2.0
	Others	18	11.8
	Unemployed	5	3.3
<i>Sector</i>			
	Government agency	11	7.2
	Private	62	40.8
	Self-employed	66	43.4
	Others	8	5.3
	None	5	3.3

Expenditure Comparison Before, During, and After MCO

Table 4 presents a comparison of expenditures before, during, and after MCO using repeated measures ANOVA. Greenhouse-Geisser corrections were applied due to violations of sphericity. Significant differences were observed in expenditures for food, debt, savings, entertainment, petrol, and contributions to parents between the periods before, during, and after MCO. However, there were no significant differences for other categories like medicine, utility bills, and public transport. Notably, online purchases showed significant differences across all periods.



Table 4: Mean comparison of expenditures before, during and after MCO

Types of expenditure		Mean Expenditure (RM)	Mauchly's Test of Sphericity		Paired wise comparison		
			Source	F	MCO	Mean difference	P-value
Food							
1.	<i>Before</i>	753.57	Greenhouse-Geisser	7.754**	<i>Before*during</i>	141.12**	0.007
2.	<i>During</i>	612.45			<i>Before*after</i>	30.04	0.451
3.	<i>After</i>	723.53			<i>During*after</i>	-111.08*	0.027
Medicine							
1.	<i>Before</i>	186.38	Greenhouse-Geisser	0.918	<i>Before*during</i>	-2.76	1.000
2.	<i>During</i>	189.14			<i>Before*after</i>	30.35	0.151
3.	<i>After</i>	156.03			<i>During*after</i>	33.10	0.797
Pay debt and liability							
1.	<i>Before</i>	786.52	Greenhouse-Geisser	5.198**	<i>Before*during</i>	314.85*	0.041
2.	<i>During</i>	471.67			<i>Before*after</i>	-193.03	0.674
3.	<i>After</i>	979.55			<i>During*after</i>	-507.88*	0.038
Saving							
1.	<i>Before</i>	786.21	Sphericity Assumed	8.079**	<i>Before*during</i>	655.17**	0.001
2.	<i>During</i>	131.03			<i>Before*after</i>	182.76	0.851
3.	<i>After</i>	603.45			<i>During*after</i>	-472.41*	0.014
Investment							
1.	<i>Before</i>	445.00	Sphericity Assumed	3.473	<i>Before*during</i>	178.00	0.141
2.	<i>During</i>	267.00			<i>Before*after</i>	98.00	0.468
3.	<i>After</i>	347.00			<i>During*after</i>	-80.00	0.669
Entertainment (hobby and sport)							
1.	<i>Before</i>	145.38	Sphericity Assumed	7.799**	<i>Before*during</i>	133.08*	0.014
2.	<i>During</i>	12.31			<i>Before*after</i>	74.62	0.243
3.	<i>After</i>	70.77			<i>During*after</i>	-58.46*	0.041
Electricity bill							
1.	<i>Before</i>	146.20	Greenhouse-Geisser	3.233	<i>Before*during</i>	-37.55	0.156
2.	<i>During</i>	183.75			<i>Before*after</i>	-3.13	1.000
3.	<i>After</i>	149.33			<i>During*after</i>	34.42	0.242
Water bill							
1.	<i>Before</i>	52.44	Sphericity Assumed	0.363	<i>Before*during</i>	-0.73	1.000
2.	<i>During</i>	53.17			<i>Before*after</i>	-5.09	1.000
3.	<i>After</i>	57.53			<i>During*after</i>	-4.36	1.000
Telecommunication bill (telephone and							

		Before		2.658	Before*during	2.65	0.272
2.	<i>During</i>	62.87	Greenhouse-Geisser		<i>Before*after</i>	1.22	0.468
3.	<i>After</i>	64.30			<i>During*after</i>	-1.43	0.364
Petrol/ Diesel							
1.	<i>Before</i>	732.30	Greenhouse-Geisser	11.363**	<i>Before*during</i>	396.20**	0.002
2.	<i>During</i>	336.09			<i>Before*after</i>	-41.39	1.000
3.	<i>After</i>	773.69			<i>During*after</i>	-437.59**	0.004
Public transport							
1.	<i>Before</i>	224.62	Greenhouse-Geisser	3.04	<i>Before*during</i>	140.26	0.226
2.	<i>During</i>	84.36			<i>Before*after</i>	12.82	0.365
3.	<i>After</i>	211.79			<i>During*after</i>	-127.44	0.318
Online purchase							
1.	<i>Before</i>	222.00	Sphericity Assumed	8.159**	<i>Before*during</i>	209.50*	0.011
2.	<i>During</i>	12.50			<i>Before*after</i>	93.88*	0.045
3.	<i>After</i>	128.13			<i>During*after</i>	-115.63	0.179
Eating outside (including online order)							
1.	<i>Before</i>	251.03	Greenhouse-Geisser	1.11	<i>Before*during</i>	93.38	0.068
2.	<i>During</i>	157.65			<i>Before*after</i>	31.62	1.000
3.	<i>After</i>	219.41			<i>During*after</i>	-61.77	1.000
Charity/almsgiving							
1.	<i>Before</i>	64.13	Greenhouse-Geisser	1.01	<i>Before*during</i>	-12.61	1.000
2.	<i>During</i>	76.74			<i>Before*after</i>	20.44	0.426
3.	<i>After</i>	43.70			<i>During*after</i>	33.04	0.775
Contribution to parents							
1.	<i>Before</i>	297.12	Sphericity Assumed	11.744**	<i>Before*during</i>	115.39**	0.000
2.	<i>During</i>	181.73			<i>Before*after</i>	45.19	0.187
3.	<i>After</i>	251.92			<i>During*after</i>	-70.19**	0.004

**significant at 0.05 level

Impact of the Pandemic on Behavioral Strategies

Table 5 outlines the results of two regression models examining the impact of pandemic shocks on behavioral strategies. Model 1 found that pandemic shock significantly and positively influenced behavioral strategies ($\beta = 0.936$), with 39.3% of the variation explained by this shock. Model 2 found that economic, health, environmental shocks, and risk management significantly impacted behavioral strategies, while political shock did not. Economic shock had the strongest effect ($\beta = 0.404$), followed by health shock ($\beta = 0.215$), risk management ($\beta = 0.167$), and environmental shock ($\beta = 0.122$). Together, these factors explained 47.8% of the variation in behavioral strategies during the pandemic.



Table 5 Effect of shock due the pandemic towards behavioral strategies

Variables		Model			
		1		2	
		β	SE ₁	β	SE ₂
^{1,2} Constant	β_0	1.024 (3.873) **	0.264	0.806 (2.687) **	
¹ Shock due to the pandemic	β_1	0.936 (9.860) **	0.095		
² Economy shock	β_2			0.404 (5.626) **	0.300
² Health shock	β_3			0.215 (2.844) **	0.072
² Environmental shock	β_4			0.122 (1.997) *	0.075
² Political shock	β_5			-0.024 (-0.327)	0.061
² Risk management	β_6			0.167 (2.228) *	0.073
<i>R Square</i>		0.393		0.478	
<i>ANOVA Model</i>	<i>F-value</i>	97.226**		26.753**	
<i>DW</i>		1.694		1.723	
<i>VIF</i>		< 5		< 5	

Conclusions and Recommendations

The COVID-19 outbreak had a major impact on Visit Malaysia 2020, leading to a sharp decline in tourist numbers due to cancellations and temporary business closures during the MCO. Low-income communities, particularly those in the B40 group, were hit hard as many lost their jobs or were put on unpaid leave, affecting their ability to support their families (Samad, 2020). This situation was especially challenging for island communities in Malaysia, such as those on Perhentian Island, which rely heavily on tourism. This study fills a knowledge gap by focusing on Perhentian Island and analyzing the mean comparison of monthly expenditures before, during, and after the MCO, as well as how COVID-19 influenced the community's behavioral strategies. The findings show a significant positive relationship between pandemic shocks and behavioral strategies. Significant differences were observed in spending on food, debt, savings, entertainment, fuel, and family contributions before, during, and after the MCO. Economic shocks had the greatest impact on behavioral strategies, followed by health, risk management, and environmental shocks.

This research highlights the effects of COVID-19 on a tourism-dependent community and offers insights for future studies. The community should consider cutting various expenses, not only to manage costs but also to ensure adherence to SOPs. Future studies should explore additional factors such as personality, family background, and financial behaviors. Qualitative methods could complement quantitative data, and using secondary data like



panel and time series could offer further insights. Challenges during the study included weather-related disruptions and the need for strict adherence to COVID-19 SOPs, which extended the fieldwork duration.

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Herbal Walks and Sustainable Travel: A Qualitative Study on Regenerative Tourism in Ubud

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Abstract

This study explores the role of herbal walks in a regenerative tourism framework, focusing on a case study in Ubud, Bali. Herbal walks are guided tours that introduce participants to the local flora, with an emphasis on medicinal plants and their traditional uses. In the context of regenerative tourism, which aims to restore and enhance ecosystems and cultural heritage, herbal walks provide a unique opportunity to integrate environmental conservation with cultural education. This research analyzes how herbal walks can promote ecological awareness, support the preservation of traditional knowledge, and offer economic benefits to local communities. Ubud, with its rich culture and nature, provides an ideal setting for this exploration, showing how such initiatives can contribute to a more sustainable and enriching tourism model. This research uses a descriptive qualitative approach where the results of this study are that the herbal walk is able to be one of the utilization of the application of regenerative tourism.

Keywords: *Herbal walks, regenerative tourism, Ubud Bali.*

Introduction

The concept of tourism has undergone significant transformation, driven by a growing awareness of sustainability and the need to preserve the natural and cultural heritage of travel destinations (Magnusson et al., 2024). One of the emerging trends that encapsulates this shift is regenerative tourism, a model that goes beyond sustainable practices by actively contributing to the restoration and enhancement of ecosystems, communities, and cultures (Bellato & Pollock, 2023). In regenerative tourism, the focus is not merely on minimizing harm or maintaining the status quo but on creating positive, lasting impacts that leave a destination better than it was before. Within this framework, the practice of herbal walks has gained popularity as a unique and effective way to integrate nature, culture, and well-being into the travel experience (Bellato & Pollock, 2023). This introduction explores the role of herbal walks in regenerative tourism, with a particular focus on Ubud, Bali, a region renowned for its rich cultural heritage and abundant natural resources (Dredge, 2022)

Ubud which is a small town in the heart of Bali, Indonesia, has long been regarded as a center of Balinese art, culture, and spirituality. Known for its terraced rice paddies, lush forests, and vibrant community of artists and healers, Ubud offers a tranquil retreat from the more commercialized tourist hubs of Bali (Diana et al., 2017). Over the years, Ubud has become a popular destination for wellness tourism, attracting travelers seeking rejuvenation through yoga, meditation, traditional

Balinese healing practices, and immersive nature experiences. The town's connection to its natural surroundings is evident in the lifestyle of its residents, who have preserved age-old practices of herbal medicine, farming, and community rituals that are closely tied to the land. As tourism in Ubud evolves, there is an increasing recognition of the need to protect and revitalize these cultural and ecological traditions, making the region an ideal setting for regenerative tourism initiatives such as herbal walks.

Herbal walks are guided tours that take visitors on a journey through nature to explore local flora, with a particular emphasis on medicinal plants and their traditional uses (Jacob et al., 2024). These walks offer participants an opportunity to reconnect with nature, learn about sustainable practices, and gain insights into the local culture through the lens of traditional herbal medicine. In Bali, herbal walks are often led by local guides, many of whom are healers or herbalists with deep knowledge of the plants that grow in the region and their various applications in Balinese medicine. Through these walks, tourists can learn about the role of specific herbs in Balinese healing rituals, cooking, and daily life, gaining a deeper appreciation for the interdependence between nature and culture in this unique environment (Jacob et al., 2024).

The significance of herbal walks in regenerative tourism lies in their ability to foster environmental stewardship and cultural preservation. By introducing tourists to the medicinal and ecological value of local plants, herbal walks encourage a deeper respect for biodiversity and the importance of conserving natural habitats (Li & Weng, 2017). Many of the plants encountered during these walks are not only used in traditional medicine but also play crucial roles in maintaining the health of the ecosystem. For example, certain species may help prevent soil erosion, support pollinators, or improve soil fertility, all of which contribute to the overall resilience of the local environment. Educating tourists about these ecological relationships fosters a sense of responsibility for protecting the natural landscape, aligning with the principles of regenerative tourism, which seek to restore and enhance the vitality of ecosystems.

In addition to promoting environmental awareness, herbal walks serve as a platform for cultural exchange and the preservation of traditional knowledge. Bali's rich cultural history is inextricably linked to its natural environment, with many aspects of Balinese spirituality and daily life revolving around plants, agriculture, and the cycles of nature (Adidas Wilson, 2023). Herbal medicine, in particular, is deeply rooted in Balinese culture, with knowledge of medicinal plants passed down through generations. However, as Bali continues to develop and modernize, much of this traditional knowledge is at risk of being lost. By participating in herbal walks, tourists contribute to the preservation of this heritage, supporting local guides and herbalists who are working to keep these traditions alive (Adidas Wilson, 2023). Moreover, the cultural exchange that takes place during these walks provides an opportunity for local communities to share their way of life with visitors, fostering mutual understanding and respect.

Ubud's context further enhances the role of herbal walks in regenerative tourism (I Gede Mudana, 2020). As a place where spirituality and nature intertwine, Ubud has become a hotspot for wellness tourism, where many tourists seek spiritual and physical healing. Herbal walks tap into this desire for well-being, offering not

only an educational experience but also a form of healing in itself. The walks allow participants to slow down, immerse themselves in nature, and engage in mindfulness practices, such as breathing exercises or meditation, which are often incorporated into the tours (Adidas Wilson, 2023). This holistic approach aligns with the regenerative tourism model, which emphasizes the well-being of both the environment and the individuals who interact with it.

As regenerative tourism continues to grow in popularity, Ubud stands out as a prime location for the development of initiatives like herbal walks that embody the principles of restoration, sustainability, and cultural preservation. The town's unique blend of natural beauty, cultural richness, and wellness practices makes it an ideal setting for tourists seeking meaningful and transformative experiences. Through herbal walks, visitors can engage with the land in a way that is respectful and regenerative, contributing to the long-term well-being of both the environment and the local community.

Literature Review

1. Herbal Walks

Herbal walks are outdoor educational experiences designed to introduce participants to the medicinal and nutritional uses of local plants. These walks are typically led by an expert in herbalism, botany, or ecology, who teaches participants how to identify, harvest, and use plants found in nature. This section provides a review of literature on herbal walks, focusing on their educational, health, and cultural significance (Adidas Wilson, 2023). Herbal walks serve as practical learning experiences, combining theoretical knowledge with hands-on exploration. Participants are exposed to various plant species, learning how to recognize and distinguish them based on their physical characteristics, habitat, and seasonal variations (Jacob et al., 2024). Herbal walks help bridge the gap between academic knowledge of botany and real-world application, making complex botanical concepts accessible to the general public. The immersive nature of herbal walks fosters environmental awareness and encourages participants to develop a deeper understanding of the natural world. Furthermore, herbal walks promote intergenerational knowledge transfer, as traditional knowledge about plant use is often passed down through these experiences. This reinforces community ties and helps preserve cultural heritage, particularly in indigenous or rural communities where plant-based knowledge is integral to their identity (Némethy et al., 2020). Herbal walks not only educate participants about the medicinal properties of plants but also provide a health benefit by encouraging outdoor physical activity. Walking in nature, or “green exercise,” has been shown to reduce stress, improve mood, and enhance overall mental well-being. This aligns with research suggesting that spending time in natural environments can lower cortisol levels, reduce anxiety, and promote mindfulness (Adi Pratama et al., 2024).

2. Ubud Bali's Profile



Figure 1. Ubud Bali

Ubud located in the heart of Bali, Indonesia, is a renowned destination celebrated for its natural beauty, arts, culture, and spirituality. Surrounded by lush terraced rice fields, tropical forests, and river valleys, Ubud offers a tranquil, cooler atmosphere, distinct from the beachside vibes of southern Bali (Alinda Thalia, n.d.). Known as Bali's cultural hub, Ubud is home to numerous artists, art galleries, museums, and traditional performance venues. Visitors can immerse themselves in Balinese carving, painting, dance, and music, which are deeply woven into the town's everyday life (Dunbar-Hall, 2001). Beyond the arts, Ubud is also a center for spirituality, attracting visitors from around the world seeking inner peace and balance through meditation, yoga, and traditional healing practices. The area is dotted with temples and sacred sites, such as Pura Taman Saraswati and Goa Gajah, offering a glimpse into Bali's rich spiritual heritage (Wirawan, 2023). Ubud also boasts a vibrant culinary scene, with a wide array of restaurants and cafés offering both local and international cuisine, often emphasizing organic and eco-friendly ingredients. The Ubud Traditional Market is a bustling spot for tourists and locals alike, offering a variety of handmade crafts, jewelry, clothing, and unique Balinese souvenirs. The town's perfect blend of art, spirituality, stunning natural landscapes, and peaceful village ambiance makes Ubud an ideal destination for those seeking a deeper, more authentic Bali experience, away from the busier tourist hotspots like Kuta and Seminyak (Putri & Dwijendra, 2022).

3. Definition of Tourism

Tourism is the act of traveling for leisure, recreation, or business purposes to places outside one's usual environment, often for a temporary period. It encompasses a broad range of activities, including sightseeing, exploring cultural and historical landmarks, engaging in adventure sports, experiencing local traditions, or simply relaxing in a different setting (Bafadhal, 2018). Tourism not only contributes to personal enrichment by allowing individuals to experience new environments, cultures, and perspectives, but also plays a crucial economic role in many countries by generating revenue, creating jobs, and fostering cultural exchange. The tourism industry includes various sectors such as hospitality, transportation, entertainment, and travel services, all working together to provide experiences for travelers (Adi Pratama et al., 2024).

Research Methodology

In this research, a qualitative approach is employed using a descriptive method that is flexible, adaptive, and open. The focus is on illustrating the social phenomena occurring within the research scope. During the process, data and theory are explored in-depth to ensure the findings can be thoroughly described (Sekaran & Bougie, 2020). Specifically, the researcher seeks to gather information on how herbal walks are implemented as part of regenerative tourism.

The research is conducted in Ubud District, Gianyar Regency, Bali, with the research subjects being tourists who participate in herbal walks. For sampling or selecting informants, the researcher uses purposive sampling, targeting individuals

considered most knowledgeable about the research topic, specifically from Nadis Herbal Walks. The choice of informants is aimed at providing insight into tourism development in the context of herbal walks as a method for implementing regenerative practices in Bali.

Data collection is carried out using both primary and secondary data. Primary data is obtained through overt participant observation in the field, as well as through peer debriefing and interviews with informants. Secondary data is gathered from literature related to the regional profile and community participation in Ubud District.

Data analysis in qualitative research is conducted before entering the field, during fieldwork, and after leaving the field. The steps involved in analyzing the data include data reduction, data presentation, and drawing conclusions and verification (Sugiyono, 2020).

Results and Discussions

Result

The analysis of herbal walks in Ubud, Bali, reveals several key outcomes that highlight their impact within the framework of regenerative tourism. Firstly, herbal walks significantly enhance ecological awareness among tourists. Participants gain insight into the medicinal and ecological roles of local plants, which fosters a deeper appreciation for biodiversity and the importance of conservation. Through direct engagement with the environment, tourists learn about the interconnectedness between plant species and ecosystem health, thereby promoting more sustainable attitudes and behaviors (Zhou et al., 2021). Secondly, herbal walks play a crucial role in preserving traditional knowledge and cultural practices. By showcasing the uses of medicinal plants and integrating local healing traditions into the tours, these walks help to keep ancient herbal medicine practices alive. This not only supports the local community's cultural heritage but also provides a platform for traditional healers and herbalists to share their expertise with a global audience. The economic benefits from tourism contribute to the sustainability of these practices, ensuring that they continue to be valued and passed down through generations. Herbal walks have a positive economic impact on the local communities in Ubud. The tours provide a source of income for local guides, herbalists, and farmers who grow or harvest the plants featured in the walks. This economic boost supports local livelihoods and contributes to the overall resilience of the community. Additionally, the focus on sustainable practices and cultural preservation attracts tourists who are specifically interested in these aspects, creating a niche market that values and supports regenerative tourism initiatives. Overall, herbal walks in Ubud effectively demonstrate the potential of regenerative tourism to create meaningful connections between visitors, nature, and local culture. By promoting ecological awareness, preserving traditional knowledge, and supporting local economies, these walks contribute to a more sustainable and enriching tourism experience. The results underscore the importance of integrating environmental and cultural considerations into tourism practices, reinforcing the principles of regeneration and sustainability (Qiao et al., 2022).



Figure 2. Herbal Walks

Discussion

Herbal walks significantly contribute to enhancing ecological awareness among tourists. By directly engaging participants with local flora and their roles in the ecosystem, these walks bridge the gap between theoretical knowledge and practical experience. Tourists gain a deeper understanding of how medicinal plants contribute to ecosystem health, such as preventing soil erosion or supporting pollinators. This hands-on learning experience fosters a sense of responsibility towards environmental conservation. When visitors see firsthand the benefits of preserving local flora, they are more likely to adopt sustainable practices in their own lives and advocate for environmental protection. The educational aspect of herbal walks thus serves as a powerful tool in promoting ecological stewardship, aligning well with the principles of regenerative tourism, which aim to restore and enhance natural environments. The role of herbal walks in preserving traditional knowledge and cultural practices is another critical outcome. In Ubud, where traditional herbal medicine has been practiced for centuries, these walks provide an avenue for preserving and transmitting ancient knowledge to a new generation. By involving local healers and herbalists in guiding the tours, there is an opportunity for these practitioners to share their expertise with a global audience. This interaction helps keep traditional practices alive and relevant in the modern context, ensuring that cultural heritage is valued and respected. The preservation of traditional knowledge is particularly important in an era of rapid modernization, where such practices might otherwise be lost. Herbal walks thus play a vital role in maintaining cultural continuity and fostering a deeper appreciation for the richness of local traditions. The integration of herbal walks into the tourism offering of Ubud also highlights the positive relationship between tourism and local communities. These walks foster mutual understanding and respect between tourists and locals. Tourists gain a more nuanced appreciation of Balinese culture and the significance of herbal medicine, while locals have the opportunity to showcase their traditions and knowledge to an appreciative audience. This exchange promotes cultural sensitivity and reduces the likelihood of cultural commodification, where traditions are diluted or misrepresented for tourist consumption. By involving local community members in the tourism experience, herbal walks help to create a more authentic and respectful engagement between visitors and hosts.

Conclusions

The study of herbal walks in Ubud, Bali, underscores the significant role these activities play within the framework of regenerative tourism. By immersing tourists in the local flora and traditional herbal practices, herbal walks provide a multifaceted

approach to enhancing ecological awareness, preserving cultural heritage, and supporting local economies. Herbal walks effectively foster a deeper connection between visitors and the natural environment. By educating participants about the medicinal and ecological roles of local plants, these tours promote a greater appreciation for biodiversity and the necessity of conservation. This enhanced ecological awareness encourages tourists to adopt more sustainable behaviors and advocate for environmental protection, aligning with the goals of regenerative tourism to restore and enhance natural ecosystems. The preservation of traditional knowledge is another key outcome of herbal walks. In Ubud, where traditional herbal medicine is integral to the local culture, these tours offer a vital platform for maintaining and transmitting ancient practices. Involving local healers and herbalists not only supports the continuation of these traditions but also provides a means for cultural exchange, allowing visitors to engage with and appreciate the richness of Balinese heritage. This aspect of herbal walks contributes to the broader objective of regenerative tourism to sustain and revitalize cultural practices that might otherwise be at risk of disappearing.

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DEVELOPING SUSTAINABLE RURAL TOURISM: A STRATEGY FOR THE FUTURE OF INDONESIAN TOURISM

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Abstract

In this context, rural tourism is emerging as a promising sector, offering great potential for local economic development while preserving cultural and environmental heritage. Indonesia, with its rich natural and cultural diversity, has a unique opportunity to lead in the development of innovative and sustainable rural tourism. Rural tourism can be defined as tourism activities that are located in rural areas, involve local cultural experiences, and provide direct economic benefits to local communities. However, the development of rural tourism also faces challenges such as limited infrastructure, lack of tourism management skills among villagers, and potential negative impacts on the environment and local culture if not managed properly. Rural tourism, with its focus on local communities and nature preservation, has great potential to realize this vision of regenerative tourism. Engaging and empowering local communities is fundamental in the development of sustainable rural tourism. This includes skills training, entrepreneurial support, and participation in decision-making. According to Dr. Tracey Coates in her presentation at INSPIRE 2024, the importance of “entrepreneurial strategies for addressing overtourism” is also relevant in the context of rural tourism. Entrepreneurial strategies can help local communities take control of tourism development in their area, ensuring that economic benefits remain within the community. In Traveler Experience Creating unique and meaningful tourism experiences is key to attracting travelers



to rural areas. Darren Lee, in his presentation on “Tourism Innovation”, perhaps highlighted the importance of innovation in creating attractive and sustainable tourism products. Technology can play an important role in promoting and managing rural tourism. As discussed in the topic “Exploring the Role of Technology in Shaping Future Hospitality and Tourism Trends” at INSPIRE 2024, proper integration of technology can improve the accessibility and competitiveness of rural tourism destinations. This is in line with the topic “Collaborative Partnership” raised at the INSPIRE 2024 conference, emphasizing the importance of cross-sector cooperation in achieving sustainable tourism goals. This involves careful planning, impact monitoring, and implementation of best practices in visitor management. The topic “Sustainable Entrepreneurship in Hospitality and Tourism” discussed in INSPIRE 2024 may highlight innovative approaches in the development of sustainable tourism infrastructure. I Gede Pitana in his opening remarks may emphasize the importance of diversification in creating resilient and attractive rural tourism destinations. Investment in continuing education and training for local communities and tourism professionals is key to ensuring service quality and long-term sustainability. This is in line with the topic “Human Resource Development for Tourism and Hospitality” discussed in INSPIRE 2024, emphasizing the importance of human resource development in the tourism industry. The implementation of these strategies requires a holistic and collaborative approach. Collaboration with academic institutions, as reflected in the INSPIRE 2024 conference, is also important to ensure that rural tourism development is based on research and best practices. However, with the right approach, these challenges can be overcome. In conclusion, the sustainable development of rural tourism offers a promising way forward for Indonesia's tourism industry. Through collaboration between various stakeholders, as exemplified in the INSPIRE 2024 conference, Indonesia has the potential to become a global leader in sustainable and regenerative rural tourism.

The global tourism industry is undergoing a significant transformation towards more sustainable and regenerative practices. In this context, rural tourism is emerging as a promising sector, offering great potential for local economic development while preserving cultural and environmental heritage (Lane and Kastenholtz, 2015). Indonesia, with its diverse natural and cultural wealth, has a unique opportunity to lead in the development of innovative and sustainable rural tourism.



Rural tourism can be defined as tourism activities that are located in rural areas, involve local cultural experiences, and provide direct economic benefits to local communities (Irshad, 2010). The sector offers various benefits, including diversification of rural economies, preservation of local traditions, and provision of authentic experiences for tourists. However, the development of rural tourism also faces challenges such as limited infrastructure, lack of tourism management skills among villagers, and potential negative impacts on the local environment and culture if not managed properly (Sharpley and Roberts, 2004).

In the Indonesian context, the development of rural tourism is in line with the theme “Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry” raised at the INSPIRE 2024 conference. The regenerative approach in tourism aims not only to minimize negative impacts, but also to actively contribute to the improvement of social, economic, and environmental conditions in tourist destinations (Ateljevic, 2020). Rural tourism, with its focus on local communities and nature conservation, has great potential to realize this regenerative tourism vision.

To develop sustainable rural tourism in Indonesia, several key strategies need to be implemented:

1. Local Community Empowerment Engaging and empowering local communities is fundamental in the development of sustainable rural tourism. This includes skills training, entrepreneurship support, and participation in decision-making. As expressed by Dr. Tracey Coates in her presentation at INSPIRE 2024, the importance of “entrepreneurial strategies for addressing overtourism” is also relevant in the context of rural tourism. Entrepreneurial strategies can help local communities take control of tourism development in their area, ensuring that economic benefits remain within the community (Coates, 2024).
2. Cultural and Environmental Preservation Rural tourism should focus on the preservation of cultural and natural heritage. This involves developing tourism products that respect and promote local traditions, as well as sustainable environmental management practices. Prof. Dr. Tjokorda Gde Raka Sukawati in his opening remarks at INSPIRE 2024 may have emphasized the importance of “cultural tourism” in this context, underlining how tourism can be a tool to preserve



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and promote Indonesia's rich culture (Sukawati, 2024).

3. Innovation in Tourist Experience Creating unique and meaningful tourism experiences is key to attracting tourists to rural areas. This could involve developing interactive activities such as traditional cooking classes, organic farming tours, or staycation programs with local families. Dr. Darren Lee, in his presentation on “Tourism Innovation”, perhaps highlighted the importance of innovation in creating attractive and sustainable tourism products (Lee, 2024).
4. Utilization of Technology Technology can play an important role in promoting and managing rural tourism. This includes the use of digital platforms for marketing, online reservation systems, and mobile applications to enhance the tourist experience. As discussed in the topic “Exploring the Role of Technology in Shaping Future Hospitality and Tourism Trends” in INSPIRE 2024, proper integration of technology can improve the accessibility and competitiveness of rural tourism destinations (INSPIRE, 2024).
5. Multi-stakeholder Collaboration Successful rural tourism development requires collaboration between various stakeholders, including the government, private sector, NGOs, and local communities. This is in line with the topic “Collaborative Partnership” raised in the INSPIRE 2024 conference, emphasizing the importance of cross-sector cooperation in achieving sustainable tourism goals (INSPIRE, 2024).
6. Effective Destination Management Effective destination management is essential to ensure the sustainability of rural tourism. It involves careful planning, impact monitoring, and implementation of best practices in visitor management. Dr. Megawati Santoso in her presentation may discuss important aspects of destination management that can be applied in the context of rural tourism (Santoso, 2024).
7. Sustainable Infrastructure Development Infrastructure improvements in rural areas should be done with environmental and social impacts in mind. This includes the development of eco-friendly accommodation facilities, sustainable transportation systems, and digital infrastructure. The topic “Sustainable Entrepreneurship in Hospitality and Tourism” covered in INSPIRE 2024 may highlight innovative approaches in the development of sustainable tourism infrastructure (INSPIRE,



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2024).

8. Responsible Marketing Marketing strategies for rural tourism should emphasize the values of sustainability and authenticity. This involves clear communication about the destination's sustainable practices, as well as educating tourists on how to behave responsibly during their visit. Dr. Yucita Candra in her presentation on “Hotel and Destination Marketing” may provide valuable insights on effective marketing strategies for rural tourism destinations (Candra, 2024).
9. Diversification of Tourism Products Developing a variety of tourism products can help attract different market segments and reduce dependence on one type of tourism activity. This could include ecotourism, agritourism, cultural tourism, and adventure tourism. Prof. Dr. I Gede Pitana in his opening remarks may have emphasized the importance of diversification in creating a resilient and attractive rural tourism destination (Pitana, 2024).
10. Continuing Education and Training Investment in continuing education and training for local communities and tourism professionals is key to ensuring service quality and long-term sustainability. This is in line with the topic “Human Resource Development for Tourism and Hospitality” discussed in INSPIRE 2024, emphasizing the importance of human resource development in the tourism industry (INSPIRE, 2024).

The implementation of these strategies requires a holistic and collaborative approach. The Indonesian government, through the Ministry of Tourism and Creative Economy, can play a key role in creating policies that support and provide incentives for sustainable rural tourism development. Collaboration with academic institutions, as reflected in the INSPIRE 2024 conference, is also important to ensure that rural tourism development is based on research and best practices.

Key challenges in the development of rural tourism in Indonesia include limited infrastructure in remote areas, lack of awareness and understanding of sustainable tourism among local communities, and potential conflicts between conservation and economic development interests. However, with the right approach, these challenges can be overcome.

Successful examples of rural tourism in Indonesia, such as Pentingsari Tourism Village in



Yogyakarta or Nglanggeran Tourism Village in Gunung Kidul, demonstrate the great potential of this sector. These villages have successfully integrated cultural preservation, community empowerment and environmental conservation into their tourism models, serving as clear examples of how rural tourism can contribute to sustainable development.

In conclusion, the development of sustainable rural tourism offers a promising way forward for Indonesia's tourism industry. With a focus on sustainability, community empowerment, and innovation, rural tourism can be a catalyst for economic and social regeneration in rural areas, while preserving the country's natural and cultural treasures. Through collaboration between various stakeholders, as exemplified in the INSPIRE 2024 conference, Indonesia has the potential to become a global leader in sustainable and regenerative rural tourism.

In the face of global challenges such as climate change and post-pandemic recovery, the development of sustainable rural tourism is not just an option, but a necessity. By utilizing its natural wealth, cultural diversity, and strong community spirit, Indonesia can create a rural tourism model that not only provides an extraordinary experience for tourists, but also contributes positively to the welfare of local communities and environmental preservation for future generations.

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ULUWATU BEACH GETAWAY: AN UNFORGETTABLE AND RELAXING ULUWATU BEACH EXPERIENCE

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Abstract

Known as a surfer's paradise, Uluwatu beach which is located in Pecatu Village, Badung Regency is often referred to as "surf heaven" and has become a popular tourist attraction among water sports enthusiasts. In addition to offering interesting waves for surfing, this beach also holds a variety of beautiful natural panoramas that can be enjoyed by tourists. Not only natural panoramas, tourists can also visit the temple on the edge of Uluwatu Beach to watch Kecak dance performances. The purpose of this article is to highlight the factors that make Uluwatu Beach more than just a natural tourist attraction; it is also a place that provides an unforgettable spiritual experience for tourists. The method used in this article involves collecting preferences and perceptions related to activities that offer memorable experiences. Therefore, this article will require input from the local community and tourists, whether they have visited Uluwatu Beach before or not. The results of this research show that Uluwatu Beach is not only known as an attractive surfing destination, but also as a location that offers a deep spiritual and cultural experiences so that this research confirms that Uluwatu Beach is more than just a natural tourist attraction. It also combines beauty, cultural experiences, and spiritual values that complement each other. Collaboration between tourism managers, local communities, and tourists is also key to increasing its attractiveness.

Keywords: *Uluwatu Beach, Surfers, Tourist Attraction, Spiritual, Tourist Activities.*



Introduction

Uluwatu Beach, located in Pecatu Village, Badung Regency, Bali, has long been recognised as a premier destination for surfers. With its challenging waves, this beach is often referred to as a "surfer's paradise," attracting water sports enthusiasts from around the globe. However, the allure of Uluwatu Beach extends beyond surfing activities. The stunning natural panorama, characterised by steep cliffs and crystal-clear blue waters, makes it an ideal spot for relaxation and enjoying the wonders of nature. In addition to its natural attractions, Uluwatu Beach is also rich in cultural significance. Tourists have the opportunity to explore Uluwatu Temple, one of the largest and most beautiful temples in Bali, and to witness the emotionally stirring Kecak dance performance. This experience not only provides entertainment but also offers a profound spiritual moment for many tourists.

This article aims to delve deeper into the factors that make Uluwatu Beach more than just a natural tourist destination. Through an approach that involves gathering the preferences and perceptions of local communities and tourists, this research seeks to reveal how Uluwatu can provide memorable and unforgettable experiences. The findings are expected to affirm that the beauty of nature, cultural experiences, and spiritual values at Uluwatu Beach complement one another, creating a holistic experience for tourists. Collaboration among tourism managers, local communities, and tourists is crucial for enhancing the appeal and sustainability of Uluwatu Beach as a unique tourist destination.

1.1 Background of the Research

Indonesia, as an archipelagic country, has more than 3,700 sea islands and a coastline stretching 80,000 km. As one of the most famous and exotic locations in the world, Bali encounters rapid development of the tourism industry. Bali is one of the islands that has many surfing zones with diverse characteristics. A surfing zone is an area that extends between the inside of breaking waves and the tidal limits of the waves on the beach (**Karina Santoso et al, 2019; Eryani, 2017**). The Uluwatu Beach tourism area is one of the beaches located in Bali Province. Uluwatu Beach is situated in Pecatu Village, Badung Regency, and possesses stunning natural potential, spiritual significance, and natural attractions. The aim of this research is to examine the destinations in the Uluwatu area concerning the experiences and satisfaction of tourists. Since Uluwatu is one of the best tourist destinations in Bali, many activities and attractions have received awards from Tripadvisor. Therefore, positive tourist experiences can have a beneficial impact and lead to high ratings. This will attract more tourists to this tourist destination and encourage previous tourists to return. If tourists feel satisfied and happy while visiting this cultural destination in Bali, they are also likely to return, thus increasing the number of tourists.

1.2 Research Problem

1. What makes Uluwatu Beach a prime choice for international surfers?
2. How does the appeal of natural and cultural attractions, such as surfing waves and Kecak dance performances, influence tourists' experiences?



decisions to choose Uluwatu Beach as their destination?

3. How satisfied are tourists with the accommodation and transportation facilities available in the Uluwatu area?

1.3 The Objective of the Research

1. To analyze the level of tourist satisfaction with the facilities and services available at Uluwatu Beach.
2. To analyze the relationship between service quality and tourist satisfaction at Uluwatu Beach.
3. To identify tourists perceptions of the natural and cultural attractions at Uluwatu Beach.

Literature Review

Uluwatu Beach, situated in Pecatu Village, Badung Regency, is one of the premier tourist destinations in Bali. Renowned for its challenging waves, this beach is often referred to as a "surfer's paradise" (Karina Santoso, 2019). In addition to offering surfing activities, the spectacular natural beauty, including steep cliffs and crystal-clear waters, makes Uluwatu an ideal place for relaxation and enjoying the wonders of nature (Eryani, 2017).

This article highlights the importance of integrating natural, cultural, and spiritual aspects into the tourist experience at Uluwatu. As a tourist attraction, Uluwatu Beach appeals not only to surfers but also to tourists seeking cultural experiences through the Kecak dance performance at Uluwatu Temple. Numerous studies have shown that profound cultural experiences can enhance tourist satisfaction and strengthen their decision to return to specific destinations (Smith, 2020).

In the context of tourism, previous researchers have found that the quality of unique experiences, such as those offered at Uluwatu, significantly influences tourists' perceptions of a location (Jones & Li, 2021). Uluwatu Beach provides opportunities for tourists not only to enjoy water sports but also to reflect on the spiritual values present in the area. The experiences derived from its cultural and spiritual aspects are diverse, ranging from natural beauty to deep emotional connections with the place (Williams & Soutar, 2022).

According to several experts, the interaction between tourists and the local community also plays a crucial role in creating unforgettable experiences. Local community involvement in tourism management can enhance tourists' sense of belonging and satisfaction, which, in turn, contributes to the sustainability of the destination (Bramwell & Lane, 2019). This research indicates that collaboration among tourism managers, local communities, and tourists is vital for enhancing Uluwatu's appeal as a unique tourist destination.

By considering these various aspects, this research aims to analyse the experiences and satisfaction of tourists at Uluwatu Beach. This aligns with previous studies that demonstrate the close relationship between tourist satisfaction and the quality of services and experiences offered (Chen & Rahman, 2021). This research is expected to provide deeper insights into how Uluwatu Beach can become a more sustainable and



attractive destination for tourists while reinforcing the cultural and spiritual identity of the area.

Research Methodology

This research was conducted in Bali with a qualitative method. The methodological approach was chosen to explore and estimate valuable information in the natural context of Bali. To analyse the local residents' perceptions in Pecatu and around it. The data used are primary data in the form of interviews with informants where the selection and number of informants in qualitative research is not determined in terms of numbers, but prioritizes efforts to obtain as much information as possible with deep accuracy from various sources and secondary data in the form of documents and records from various sources research place. The purpose of this data collection is to gain deeper insights into the factors that make Uluwatu Beach a place that offers spiritual and cultural experiences. Once the data were collected, analysis was conducted using NVivo to identify key themes and patterns that emerged from the participants' responses. This method enables the researcher to analyse the data systematically and organise the information according to categories relevant to the research objectives. The results of this analysis are expected to provide a more comprehensive understanding of the appeal of Uluwatu Beach as a tourist destination rich in experiences and cultural values.

3.1 Research Objective

The aim of this research is to identify and analyse the factors that make Uluwatu Beach a tourist destination offering profound spiritual and cultural experiences, as well as to explore tourists' preferences and perceptions regarding activities that enhance their experiences at this beach. This research aims to analyse the experiences and satisfaction of tourists at Uluwatu Beach, focusing on three primary objectives:

1. To assess tourists satisfaction regarding the facilities and services available at Uluwatu Beach.
2. To analyse the relationship between service quality and tourist satisfaction at Uluwatu Beach.
3. To identify tourists' perceptions of the natural and cultural attractions at Uluwatu Beach.

3.2 Data Collection Method

In this research, the data collection method employed participatory observation integrated with NVivo analysis, enabling the researcher to analyse the data systematically and in depth. The interviews were conducted in a semi-structured format, allowing for flexibility in exploring specific themes that emerged during the discussions. The results of these interviews were then analysed using NVivo software, which enables the researcher to organise, categorise, and extract significant themes from the collected data. This analysis is expected to provide deeper insights into how various factors contribute to the tourist experience at Uluwatu Beach. Here are several questions that have been prepared for the interview conducted with the source, such as:



1.3.1 *Local Community*

1. If can be compared, in your opinion, what differentiate Uluwatu Beach from other beach destinations in Bali?
2. Do local people actively participate in maintaining the cleanliness and beauty of Uluwatu Beach?
3. Based on your observations, how would you describe the interactions between tourists and the local community at Uluwatu Beach?
4. Do you have any hopes or expetations regarding the development of tourism facilities around Uluwatu Beach to enhance the tourists experience?

1.3.2 *Local and Foreign Tourist Who Have Visited*

1. What is your opinion on the the uniqueness of the culture surrounding Uluwatu Beach, and how does this affect satisfaction with your visit?
2. If you could recommend one activity at Uluwatu Beach, what would it be?
3. What other activities or experiences at Uluwatu Beach do you believe need to be promoted more?
4. What is your impressions of the Kecak dance performance at Uluwatu Temple?

1.3.3 *Local and Foreign Tourists Who Have Not Visited Yet*

1. What type of experience are you seeking when visiting a beach like Uluwatu Beach?
2. What attracts you to consider Uluwatu Beach as your travel destination?
3. To what extent do you believe that Uluwatu Beach can offer experiences beyond just natural beauty?
4. Are there any specific activities you would like to include in your plans for visiting Uluwatu Beach?

Results and Discussions

The results of this research were obtained through in-depth interviews with local residents, tourists who have visited Uluwatu Beach, and potential tourists who have not yet visited. Data analysis was conducted using NVivo software, which assisted in organising and categorising the data to identify key themes that emerged. The following are the findings from this analysis.

4.1 Appeal of Uluwatu Beach

The interviews revealed that Uluwatu Beach is not only known as a "surfer's paradise" but also as a location that offers profound cultural and spiritual experiences. The majority of respondents, both local and foreign tourists, stated that the natural beauty, such as the steep cliffs and crystal-clear waters, was a primary attraction.



Additionally, the Kecak dance performances held at Uluwatu Temple were considered unmissable experiences, with many respondents describing these moments as deeply impressive and spiritually uplifting. This aligns with findings by Jones & Li (2021), which state that unique experiences and cultural interactions at tourist sites can enhance tourist satisfaction. This research confirms that the cultural and spiritual allure of Uluwatu Beach plays a significant role in attracting tourists.

4.2 Tourist Satisfaction with Facilities and Services

Based on the data analysis, the level of tourist satisfaction with the facilities and services available at Uluwatu Beach showed varied results. Most tourists expressed satisfaction with the quality of services provided by tourism operators, although some complaints were noted regarding accommodation and transportation facilities, which were seen as areas needing improvement. Foreign tourists often compared the facilities in Uluwatu with those at other destinations, suggesting enhancements in accommodation quality to meet their expectations. This satisfaction is also related to prior research by Chen & Rahman (2021), which found that good service quality contributes to positive tourist experiences, encouraging return visits. These results indicate that tourism operators in Uluwatu should consider feedback from tourists to enhance their experiences.

4.3 Interaction between Tourists and Local Communities

The interaction between tourists and the local community at Uluwatu Beach was another compelling theme in this research. Most respondents reported positive interactions with local residents, who were often willing to assist and provide information about local culture. The local community was also involved in maintaining the cleanliness of the beach and preserving its natural beauty. Bramwell & Lane (2019) noted that local community involvement in tourism management can enhance tourists' sense of belonging and satisfaction. This research finds that collaboration among tourism managers, local communities, and tourists is key to enhancing the appeal of Uluwatu and supporting its sustainability as a tourist destination.

4.4 Expectations and Future Plans

During the interviews, many respondents expressed hopes that tourism infrastructure development around Uluwatu Beach would consider environmental and cultural impacts. They wished for new facilities that would not detract from the natural beauty that serves as a primary attraction. Respondents also showed interest in exploring more activities that could enhance their experiences, such as culinary tourism and local art workshops. This research indicates that developing activities involving local cultural experiences could enrich tourists' visits and strengthen Uluwatu's



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cultural identity.

Conclusions

This research has successfully achieved its objectives by exploring the factors that elevate Uluwatu Beach beyond a mere natural tourist destination, transforming it into a site that offers profound spiritual and cultural experiences. The qualitative approach, bolstered by NVivo analysis, enabled the collection and synthesis of data from interviews with local residents and tourists, as well as insights from various tourism journals.

The results reveal that the allure of Uluwatu Beach extends beyond its challenging waves for surfers; it encompasses breathtaking natural beauty and rich cultural experiences, particularly exemplified by the Kecak dance performances at Uluwatu Temple. Positive interactions between tourists and the local community have been shown to enhance tourist satisfaction, while also reinforcing Uluwatu's cultural identity.

Nevertheless, certain areas require enhancement, particularly regarding accommodation and transportation facilities, to align with the expectations of international tourists. There is also a clear call for sustainable infrastructure development, with a focus on minimising environmental and cultural impacts, as expressed by the respondents.

In summary, this research underscores the vital importance of collaboration among tourism managers, local communities, and tourists to enrich the appeal and sustainability of Uluwatu Beach as a distinctive and invaluable tourism destination. It is anticipated that these findings will provide valuable insights for the ongoing development of tourism in Uluwatu and its environs, serving as a foundation for future research aimed at creating more enriching and sustainable tourism experiences.

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Exploring Tourist Motivations in Spiritual Tourism: Melukat Rituals at Tirta Empul Temple in Gianyar Bali

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Abstract

Bali, renowned as the "Island of the Gods", attracts tourists with its natural beauty, cultural richness, and spiritual heritage. This study aims to explore the motivations behind tourists' participation in the melukat ritual at Pura Tirta Empul, Tampaksiring. The research focuses on uncovering the spiritual and cultural dimensions that enhance the tourist experience in Bali. Utilizing a mixed-methods approach, data was collected through observation, surveys, documentation, and literature reviews, with accidental sampling used to select tourists engaged in melukat. The data was analyzed using both qualitative and quantitative methods, with descriptive statistical techniques applied. The key research question centers on identifying the primary motivations for tourists participating in melukat. The findings reveal that "serendipitous spirituality" is the dominant motivation, suggesting that tourists view the melukat ritual as an unexpectedly profound spiritual experience that meets or exceeds their expectations. Further research should consider broader theoretical frameworks to challenge existing paradigms in spiritual tourism.

Keywords: *Tourist Motivations, Spiritual Tourism, Tirta Empul Temple, Melukat Rituals*

Introduction

The 2024 tourism trend shows a significant rise in wellness experiences, as travelers become increasingly aware of the importance of mental health and spiritual well-being, especially in the aftermath of the COVID-19 pandemic (Kemenparekraf, 2024). Spiritual tourism has become an essential part of this trend, with travelers seeking destinations that offer inner peace, meditation, and rituals to maintain physical and mental balance. Bali, often referred to as the "Island of the Gods", "Island of a Thousand Temples", and "Island of Paradise", stands out as a top destination for spiritual tourism. Its breathtaking natural beauty and deeply rooted religious traditions, passed down through generations, provide travelers with profound spiritual experiences. Many destinations in Bali now offer specialized programs to cater to the spiritual needs of modern travelers as part of their overall wellness journey (Maharani et al., 2023). This can be seen in Table 1, which highlights several frequently visited locations that are key Hindu worship sites in Bali,



such as Pura Tanah Lot, Pura Luhur Uluwatu, and Tirta Empul. One of the main activities at Tirta Empul, located in Manukaya Village, Tampaksiring District, Gianyar Regency, is the *melukat* ritual. This cleansing ritual has become a focal point for visitors, particularly those seeking a direct spiritual and religious experience.

Tabel 1.

Development of Tourist Visits in Object Areas and
 Tourist Attractions in Bali in 2023

Source: disparda.baliprov.go.id

No	The Visited Places of Interest	2023		Total
		Domestic Tourists	Foreign Tourists	
1	Tanah Lot Temple	1,322,835	823,953	2,146,788
2	Nusa Penida	2,135,555	-	2,135,555
3	Uluwatu Temple	604,628	1,119,872	1,724,500
4	Pandawa Beach	1,300,228	290,839	1,591,067
5	Penglipuran Village	858,694	112,461	971,155
6	Tirta Empul	118,372	778,534	896,906
7	Penelokan Batur	383,985	409,252	793,237
8	Mandala Suci Wanara Wana	605	731,578	732,183
9	Ulun Danu Beratan	356,340	297,831	654,171
10	Bedugul Botanical Garden	500,894	25,598	526,492

This can be seen in Table 1, which highlights several frequently visited locations that are key Hindu worship sites in Bali, such as Pura Tanah Lot, Pura Luhur Uluwatu, and Tirta Empul. One of the main activities at Tirta Empul, located in Manukaya Village, Tampaksiring District, Gianyar Regency, is the *melukat* ritual. This cleansing ritual has become a focal point for visitors, particularly those seeking a direct spiritual and religious experience. (Pujiyati & Sukaatmadja, 2020). Suryaningsih et al., (2023) It is stated that the immediate benefits of participating in the *melukat* ritual are feelings of peace and holistic well-being. Moreover, *melukat* is the main activity that attracts visitors to the site. People who embark on spiritual journeys to sacred places are often driven by the desire to seek truth, enlightenment, or authentic experiences that are deeply connected to the location they visit. (Božic et al., 2016).

Terzidou et al., (2018) It is argued that there are additional motives that



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drive travelers to engage in spiritual tourism activities, such as appreciating nature, education or culture, personal satisfaction, relaxation, self-care, and spending time in nature. Other studies indicate that the significant interest from both domestic and international tourists in participating in the melukat ritual highlights its potential to be included as part of spiritual tourism packages offered to visitors in Bali. This can also support sustainable tourism in the region. (Maharani et al., 2023). The reasons behind travelers' visits to spiritual tourism are an intriguing aspect for understanding the various motives that drive them.

Despite its popularity among tourists, understanding the motivations behind engaging in this ritual remains crucial for enhancing tourist satisfaction and loyalty. Not all tourists have spiritual objectives, as their journeys are often influenced by a range of other motives. Based on the research by McKercher (2016) and Haq and Jackson (2017) in (Pujiyati & Sukaatmadja, 2020), this study will explore the various motives that drive travelers to participate in the melukat ritual at Tirta Empul. It will investigate the factors influencing travelers' choices, emphasizing both spiritual dimensions and other elements that establish Tirta Empul as a major attraction for visitors. This analysis will enhance the understanding of the broader landscape of spiritual tourism.

Literature Review

Spiritual Tourism

Spiritual tourism, as a research field within the context of tourism, has been relatively underexplored compared to other forms of tourism, such as recreational and cultural tourism. Several studies related to pilgrimage and religious tourism have utilized the term "spiritual tourism." (Almuhri & Alsawafi, 2017). Spiritual tourism is typically viewed as a journey to sacred or historical sites with the aim of deepening one's spiritual growth, playing a significant role in an individual's beliefs or faith (Garg et al., 2021). The goal of spiritual tourism is to delve into aspects of life that transcend the individual self and to help achieve balance between the body, mind, and soul. Spirituality encompasses a range of ideas found within religious traditions, but it also exists independently, emphasizing self-balance, interconnectedness, and wholeness. These concepts focus on the search for meaning, experience, non-theistic cosmology, peace, tolerance, and similar positive values. It is said that spirituality involves a deep understanding, often religious in nature, of feelings, beliefs, a sense of peace, life purpose, relationships with others, and perspectives on the meaning of life. Therefore, spiritual retreats aim to harmonize an individual's physical, emotional, mental, and spiritual aspects. (Heidari et al., 2018) Many people also visit spiritual locations with non-spiritual motivations, such as education, knowledge enhancement, and self-awareness. Some studies categorize these recreational tourists as religious or spiritual travelers who engage in leisure journeys. Travelers in spiritual tourism are often referred to as "seekers", "pilgrims", "devotees", "pilgrimage practitioners", religious tourists, special interest travelers, cultural tourists, or "experience tourists." (Haq dan Medhekar, 2015).



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Spiritual Motivation

Motivation is viewed as a mental or biological need that drives and influences a traveler's behavior and decisions. In the realm of tourism, research on motivation aims to understand the reasons why individuals travel and to describe their behaviors while on the journey. (Li et al., 2016). The push and pull factor theory is often used to empirically analyze traveler motivation. Push factors are typically understood as internal motivations that drive individuals to seek travel experiences, while pull factors are considered external motivations that attract them to specific destinations or activities. (Liro, 2021). According to this theory, travelers are initially driven by emotional factors or internal motivations to visit a destination, and then they become attracted by external motivations such as conditions at the destination, infrastructure, and other situational factors. Both types of motivation are considered to operate independently, yet they also influence each other. Several studies have shown that push and pull motivations are crucial factors in shaping destination loyalty, tourist satisfaction, behavioral intentions, and the desire to return for future visits (Tang, 2014).

In spiritual tourism, various factors can influence the decision to choose a particular destination, such as an emotional connection to the place, cultural reasons, and notable events or festivals held there. Other factors include secular objectives, educational pursuits, culinary experiences, and the surrounding environment. (Michopoulou & Jauniškis, 2020). Visits to spiritual destinations are not always driven solely by spiritual reasons. Tourists may have secular or non-spiritual motivations that encourage their intention to visit or return to these destinations. Although some studies have identified factors influencing the intention to visit spiritual sites, there is still a lack of research examining the significance of each factor in determining visit priorities (Garg et al., 2021).

This study also integrates a new framework regarding serendipitous spirituality, where tourists experience deep spiritual moments unexpectedly. This approach aims to expand the understanding of the motivations of tourists that lead to deep engagement in spiritual rituals such as melukat at Tirta Empul. Mckercher (2016) and Haq and Jackson (2017) in (Pujiyati & Sukaatmadja, 2020) classify the "motives" of spiritual tourism, into five main parts (1) Purposeful spiritual tourist (2) Sightseeing spiritual tourist (3) Casual spiritual tourist (4) Incidental spiritual tourist (5) Serendipitous spiritual.

Melukat Ritual

The melukat ritual, a central element of this study, represents a traditional purification ceremony that holds both religious and cultural significance. Due to its unique nature, rituals are often conducted as part of religious worship, one of which is the melukat ritual (Indrian et al., 2024). According to Meranggi, (2018), The term "melukat" originates from the Kawi language of Bali, specifically the word "lukat", which means to cleanse or remove. In the Great Indonesian Dictionary (KBBI), "lukat" is defined as releasing something that is attached. With the addition of the prefix "me", "melukat"



refers to the act of releasing elements considered unfavorable through a religious ceremony, both physically and spiritually. Melukat is a process of purifying oneself from all sins, performed by sprinkling holy water that has been blessed with mantras. The development of the melukat ritual in Bali is now connected with the concept of wellness and health tourism rooted in spiritual traditions. Melukat, as a tradition practiced by the Balinese community, aims to maintain health while simultaneously cleansing the soul and body from negative influences. From a health perspective, melukat holds various meanings, ranging from the purification of the soul and body to being viewed as part of a modern lifestyle. Additionally, melukat is considered an alternative healing method within medical practices. (Artana, 2019).

Research Methodology

The object of this study focuses on understanding what drives tourists to engage in the melukat activity at Tirta Empul. The type of data used will include both qualitative and quantitative data from primary and secondary sources. Data collection techniques will consist of observation, surveys, documentation, and literature review. The research instrument will include a questionnaire in the form of a Google Form distributed offline, along with documentation and literature studies. The technique for determining respondents will employ Non-Probability Sampling and sources will be selected through Accidental Sampling. Data analysis will utilize descriptive statistical analysis techniques to identify the motivations of tourists participating in the melukat activity at the Tirta Empul tourist attraction. According to J. F. Hair et al. (2010), the sample size is determined by multiplying the number of indicators by 5 to 10. With 30 indicators for the spiritual motivation variable, a minimum of 150 respondents is required for this research, consisting of both domestic and international tourists participating in melukat activities at Tirta Empul.

Result and Discussions

The components of tourism at the Tirta Empul tourist attraction consist of several key aspects. In terms of attractions, Tirta Empul offers the Sacred Bathing Pool as its main draw, which is believed to have spiritual properties and is used in religious rituals.



Figure 1. Melukat Ritual in Tirta Empul
Source: Kemenparekraf.go.id

Additionally, the temple's architecture, with its intricate carvings, the continuously flowing natural springs, and the lush gardens and surrounding environment, serve as extra attractions.



Figure 2. Traditional Balinese purification ceremony
 Source: Personal Documentation

In terms of amenities, the available facilities include places of worship for Hindus, ample parking areas, clean public restrooms, food stalls offering traditional Balinese cuisine, souvenir shops, and tour guides who provide information about the history and significance of the temple. Accessibility to Tirta Empul is also quite easy, as it is located in Tampaksiring, Gianyar, Bali, which can be reached within 30 to 45 minutes from downtown Denpasar using various modes of transportation.



Figure 3. Sarong Rental Station
 Source: DetikBali.com

The management of this area involves the local village government, the Village-Owned Enterprises (BUMDes), and the local community, all of whom play an active role in maintaining the sustainability and cleanliness of the tourist site.

Table 1: Characteristics of Respondents
 Source: Research Result, 2024

Characteristics Respondents	Description	Number of respondents	Percentage
Gender	Male	78	52%
	Female	72	48%
Age	17-25 Years	73	49%
	26-35 Years	51	34%
	36-45 Years	18	12%
	46-55 Years	8	5%
Characteristics	Foreign Tourists	84	56%



of tourist	Domestic Tourists	66	44%
Frequency Melukat	1 Time	114	76%
	2 Times	15	10%
	3 Times	13	9%
	>3 Times	8	5%

The number of respondents shows that international tourists have a higher percentage of visits to the Tirta Empul tourist attraction, accounting for 56%, compared to domestic tourists, who make up only 44% of the visits. In terms of gender, the majority of respondents visiting the Tirta Empul tourist attraction are male, comprising 52%, while female respondents account for 48%. In terms of age, the highest percentage of respondents visiting the Tirta Empul tourist attraction falls within the 17 to 25 age range, accounting for 49%. This is followed by tourists in the 26 to 35 age range, which represents 34%. The lowest percentage of respondents visiting the Tirta Empul tourist attraction is from those aged over 55, which stands at 0%. Regarding the frequency of tourists participating in the melukat activity, the highest frequency among respondents is for those who engage in melukat only once, with a percentage of 76%. Conversely, the lowest frequency of tourists engaging in melukat is more than three times, with only 5%.

Table 2: Research Result
 Source: Research Result, 2024

Indicator	Average of Indicator	Category	Average of Motives	Category
<i>Purposeful Spiritual Tourist</i>				
Strengthening Spiritual Connections	3.19	Agree	2.68	Agree
Deepening The Overall Experience	2.19	Disagree		
Providing Clearer Direction In Life	2.11	Disagree		
Part Of The Search For Life's Meaning	2.37	Disagree		
A Form Of Cleansing From Negative Energy	3.20	Agree		
A Way To Learn About The Spiritual Realm	3.00	Agree		
<i>Sightseeing Spiritual Tourist</i>				
A Sacred Place To Observe The "Melukat" Ritual.	3.04	Agree		
An Essential Part Of My Spiritual Journey.	2.15	Disagree		



Watching Others Participate In The "Melukat" Procession.	3.38	Strongly Agree	2.99	Agree
Gaining A Deeper Understanding Of The "Melukat" Ritual.	2.50	Disagree		
Witnessing The "Melukat" As A Unique Spiritual Practice.	3.40	Strongly Agree		
A Place To Experience The Positive Energy Of "Melukat".	3.47	Strongly Agree		
<i>Casual Spiritual Tourist</i>				
Looking To Try A Different Spiritual Experience During My Holiday	3.48	Strongly Agree		
Participating In "Melukat" As A Way To Honor Local Rituals	2.60	Agree	3.17	Agree
"Melukat" As An Intriguing Experience	2.90	Agree		
A Cultural Activity To Enrich My Vacation	3.10	Agree		
"Melukat" Offers A Calming Spiritual Atmosphere	3.49	Strongly Agree		
An Activity I Can Share With My Friends Or Family	3.43	Strongly Agree		
Visiting Tirta Empul For "Melukat" Because I Happened To Be Nearby	2.10	Disagree		
An Interesting Way To Spend My Free Time	2.46	Disagree		
An Opportunity To Learn About Spiritual Practices	2.30	Disagree		
Just An Activity To Do During My Holiday	3.10	Agree		
A Spontaneous Activity That Added To My Vacation Journey	2.17	Strongly Agree	2.54	Agree
"Melukat" didn't Have Much Impact On My Spiritual Life	3.10	Agree		
<i>Serendipitous Spiritual</i>				



Bringing Unexpected Inner Peace	3.42	Strongly Agree	3.34	Strongly Agree
A Moment To Feel A Spiritual Presence	3.10	Agree		
Feeling Happiness During The "Melukat" Ritual	3.40	Strongly Agree		
Experiencing Tranquility While Performing "Melukat"	3.53	Strongly Agree		
Opening The Door To Unexpected Spiritual Experiences	3.20	Agree		
Sensing A Positive Aura	3.41	Strongly Agree		

Tabel 5.1 The above describes the perspectives of spiritual tourists in five categories: Purposeful, Sightseeing, Casual, Incidental, and Serendipitous Spiritual. The findings reveal that spiritual tourists have differing responses to the melukat experience at Pura Tirta Empul.

Purposeful spiritual tourists agree that the ritual strengthens spiritual connections and cleanses negative energy; however, there is less consensus on whether melukat deepens spiritual experiences or provides life direction, indicating that not all visitors are primarily driven by spiritual motives. Idris, (2019) findings that many tourists undertake journeys for educational purposes, cultural experiences, or simply to immerse themselves in the sacred atmosphere of a location. This indicates that, although there are spiritual elements involved, not all tourists have a primary motivation that is spiritual in nature.

Sightseeing spiritual tourists express greater interest in the positive aura of the ritual than in its significance to their spiritual journey, aligning with Kemenko Marves, (2022) convey the melukat ritual has become a trend among tourists, serving not only as a spiritual practice but also as a tourist attraction.

Casual spiritual tourists view melukat as a relaxing cultural activity, often enjoyed with family or friends, enriching their holiday experience. This perspective supported by Suarja et al., (2023) that emphasizes that the melukat ritual is not only viewed as a spiritual activity but also as a cultural experience that can be enjoyed with close friends and family.

Incidental spiritual tourists show low responses across most indicators, indicating that these visitors are not motivated by unplanned or incidental events, which aligns again with Suarja et al., (2023) findings that many visitors are not driven by unplanned or incidental events, but rather by a desire to experience cultural and social interactions.



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Meanwhile, the "Serendipitous spiritual tourists" motif received the highest level of agreement among the tourists. The results reveal that the motivation for visitors to participate in the melukat ceremony at Pura Tirta Empul is to seek unexpected spiritual experiences, find inner peace, happiness, and a positive aura. It can be concluded that the motivation variable for Serendipitous spiritual tourists, with a score of 3.34, is the highest among the other variables. The research conducted I Gusti Agung Riza Dwi Kusuma & Ida Ayu Suryasih, (2016) findings that tourists who engage in spiritual activities gain various benefits, including a greater sense of calm, safety, and peace. Additionally, it enhances new experiences for international tourists, particularly in their spiritual tourism activities. Based on the impressions and experiences of tourists visiting Pura Tirta Empul, the melukat activity provides a deeply meaningful experience. Tourists feel a physical refreshment and inner peace during the ceremony.

They describe feelings of comfort, safety, and tranquility both during and after the melukat, as well as sensing a flow of positive energy around them. Similar to the melukat ritual, Ganga Aarti in India, where participants engage in ceremonial worship at the Ganges River by lighting lamps and chanting prayers, which promotes spiritual rejuvenation and purification. Also, Japan's Shinto purification rituals, known as misogi, involve washing with water before entering sacred spaces, allowing visitors to cleanse their spirits and prepare for prayer. Both the Ganga Aarti and Shinto rituals demonstrate how spiritual tourism, like melukat, encourages personal connections and cultural understanding while offering opportunities for spiritual rejuvenation and purification that in line the statement above (Aulia & Badruzaman, 2023).

In addition to offering a spiritual experience, this activity also strengthens their connection to Bali's traditions and culture. Tourists see it as an opportunity to learn, discover profound spiritual values, and experience the richness of Balinese culture firsthand. The melukat experience also positively impacts personal relationships, including strengthening family bonds and improving relationships with others. The results from the data collection regarding the messages and impressions of tourists who participate in the melukat ceremony at the tourist attraction Pura Tirta Empul align with the findings of research conducted by Arta Widana, (2023), which proves that the main purpose of tourists participating in this ritual is to enhance their personal spirituality and fill a sense of emptiness.

The findings of this study reveal that many tourists report experiencing profound and unexpected spiritual moments during the melukat ritual, which aligns with the previously discussed concept of serendipitous spirituality. This indicates that, in addition to planned motivations, spontaneous experiences also play a significant role in their spiritual journeys.

Conclusions

Tourists engaging in the "melukat" ritual are typically driven by a desire to seek inner peace, gain spiritual insight, and experience positive energy. According to impressions and feedback gathered through questionnaires, the experience of "melukat" at Tirta Empul Temple brings about physical rejuvenation, inner calm, and positive changes in personal relationships, social interactions, and perspectives on life. During the cleansing process,



tourists feel a sense of tranquility and comfort that transcends the material world, suggesting the experience is neither random nor merely coincidental. This positive impression aligns with one of the highest spiritual motivations, referred to as "Serendipitous Spiritual", which indicates that tourists strongly agree that the "melukat" experience at Tirta Empul Temple meets and even exceeds expectations for a profound and unexpected spiritual journey.

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FEASIBILITY STUDY FOR THE DEVELOPMENT OF UMRAH PRODUCTS AT PT. RAJAWALI ASHAB MANDIRI TOUR AND TRAVEL

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Abstract

Mohamad Zayyad, 2023. Feasibility study of Umrah product development at PT. Rajawali Ashab Mandiri Tour And Travel. This study aims to determine the feasibility of developing Umrah products at PT Rajawali Ashab Mandiri Tour And Travel based on market and legal aspects. So, to achieve the intended goal, the writing of this final project uses a descriptive qualitative method, which describes the object clearly and systematically. The authors used interview techniques, literature study, and documentation to obtain research data. The informants in this study were the Director of PT Rajawali Ashab Mandiri Tour And Travel, the Umrah Travel Organizer (PPIU) in Palu City, and the Palu City Religious Office. The results of this study show that the development of Umrah products at PT Rajawali Ashab Mandiri Tour And Travel is feasible to run based on market aspects and legal aspects because the company already has a transparent market and valid legal legality so it can run the company's operational activities properly and smoothly.

Keywords: *Feasibility Study, Market Aspect, Legal Aspect*

Introduction

The tourism industry is one of the critical sectors that significantly contributes to Indonesia's national economy. Tourism provides many benefits in terms of increasing public income, job creation, government revenue, and foreign exchange receipts. Given this sector's importance, the tourism industry's development and improvement must be carried out sustainably. In this case, travel agencies play a crucial role by providing adequate information and services for tourists to make their experience during the trip enjoyable. Tourist satisfaction is one factor that can increase travel agencies' success and profits.

As a country with the largest Muslim population in the world, Indonesia also plays an important role in religious tourism, especially the implementation of Hajj and Umrah pilgrimages. Every year, Indonesia sends the most significant number of pilgrims to Saudi Arabia. Hajj is an obligation for Muslims who can afford it, but due to limited quotas and high demand, the waiting time for Hajj can be very long. As a result, many people choose to carry out Umrah first because Umrah can be done at any time of the year. The Government of Indonesia has also regulated the implementation of Umrah. Law No. 13 of 2008 supports the role of travel agencies in facilitating this worship.



PT. Rajawali Ashab Mandiri, a travel agency located in Palu, Central Sulawesi, has been operating since 2003. Initially, this company was only engaged in the sale of conventional airline tickets. However, with the development of technology and the emergence of online travel agents (OTAs) such as Traveloka, Tiket.com, and Pegipegi, PT. Rajawali Ashab Mandiri faces stiff competition. To overcome this challenge, the company has made various innovations, such as online ticket booking services, payment method options, and payment deadlines for regular customers. However, the company's customers are still declining due to fierce competition with OTAs.

Based on data from the Directorate General of Hajj and Umrah Implementation of the Ministry of Religion of the Republic of Indonesia, the longest waiting time for the most extended duration of the queue for pilgrims is in Bantaeng Regency, South Sulawesi, with a waiting time of 47 years. Seeing this condition, PT. Rajawali Ashab Mandiri seeks to diversify its business by expanding into the organisation of Umrah pilgrimage trips. This is driven by the high demand of the people of Central Sulawesi for Umrah and the long waiting time for Hajj, which is up to 47 years. The company plans to target customers who are highly loyal to their airline ticket services. In addition, in Palu, competition in organising Umrah is still limited, with only six travel agencies having official permits from the Ministry of Religious Affairs. This condition provides an excellent opportunity for PT. Rajawali Ashab Mandiri to develop Umrah services.

A business feasibility study is an activity that studies in depth a business or business being run to determine whether the business is feasible to run. The existing data and information will be carefully researched and then measured, calculated, and analysed using specific methods. The feasibility of a business means that in-depth research is carried out to determine whether the business to be run can provide more significant benefits than the costs incurred. In other words, the business or business that is run can provide profits according to the desired goals (Kent, 2018:3).

Before further developing this business, PT Rajawali Ashab Mandiri realises the importance of conducting a feasibility study. This study will focus on two main aspects: the market and the legal aspects. In terms of the market, companies need to study potential demand, target markets, and effective marketing strategies. Meanwhile, from the legal aspect, the company must ensure that all licensing documents are complete and legal so that legal problems do not occur in the future.

Based on this background, the researcher is interested in conducting a study titled "Feasibility Study of Umrah Product Development at PT. Rajawali Ashab Mandiri Tour And Travel."

Literature Review

Business Feasibility Study

A business feasibility study is an activity that involves studying a business or business that is being run in detail to determine whether or not it is feasible. (Kasmir and Jakfar (2016).



Market Aspects

In a narrow sense, the market can be interpreted as a place where sellers and buyers meet to make transactions. In other words, the market has a particular place or location that allows sellers and buyers to transact. The market is a set of genuine and potential buyers of a product. In other words, the market contains the meaning of a collection or set of genuine buyers and potential buyers of the services or products purchased (Kasmir and Jakfar, 2013).

Legal Aspects

The legal aspect of the feasibility study reviewed the legal provisions that must be fulfilled before running a business. According to Kasmir and Jakfar (2012), a company's feasibility study generally starts with the legal aspect, although many also consider other factors. The purpose of the legal aspect is to examine the validity, perfection, and authenticity of the documents owned.

Research Methodology

In this study, the author uses a qualitative approach because this approach emphasises an in-depth understanding of a problem more than looking at the problem for generalisation research. Furthermore, the researcher will describe the data descriptively, and the researcher is the crucial instrument in presenting the data found at the research location.

As for this study, the main subject is the director of PT. Rajawali Ashab Mandiri Tour And Travel because it has authority and is responsible for everything that happens in the company. So that the director can more easily provide essential company data to make research easier; in addition, the researcher will collect data from directors of Umrah Pilgrimage Organizing Companies (PPIU) in Palu City who have been operating first related to their business conditions, especially in market and legal aspects, namely PT Babussalam Citra Mandiri, PT Bina Wisata Citra Mandiri, PT Annisa Sam Alamin, PT Dar Alhijrah Group, and PT Abadi Tour And Travel. Then, the researcher will also take data on the current condition of Umrah pilgrims in the city of Palu from the Palu City Religious Office.

This study used interviews, literature studies, and documentation as data collection techniques. Then, data reduction, data display, and verification were used as data analysis techniques.

In this study, the researcher used the triangulation technique to obtain the validity of the data. According to Sugiyono (2015:83), data triangulation is a data collection technique that combines various existing data and sources.

Results and Discussions

Business feasibility analysis is a method used to determine whether a business entity or company is feasible in running its business, whether a business will continue in the future, or whether it will stop due to various inappropriate strategies. The following is an analysis of the feasibility of developing Umrah products at PT Rajawali Ashab Mandiri Tour And Travel, which was reviewed from market and legal aspects.

1. Market Aspects



Before running a business, analysis of the market aspect plays a vital role because the primary source of income comes from the sale of products the company offers. Market aspect analysis is closely related to the market demand for a product so that the established company can meet the market demand. This analysis of market aspects aims to determine the size of the market, demand growth, competition analysis, and how companies determine segmentation, targeting, and positioning.

a. Market Research

Through this research, it can be known that the main thing that must be done before operating a business is to consider the market situation to understand the marketing conditions of related products or services and see opportunities in the field. This aligns with what Alvin J. Silk stated: market research is vital in helping companies identify market opportunities.

So, in this case, based on data that has been found previously, the market condition in the field of Umrah Travel in Palu City is excellent and has huge opportunities for companies engaged in the field of Umrah. It is characterised by the number of people who carry out Umrah in Palu City. The government still expects an increase in new PPIU companies officially headquartered in Palu City. Moreover, PT Rajawali Ashab Mandiri Tour And Travel has a pretty good market: people with middle and lower economic conditions. This is because Mrs. Hikmah has been running a business related to tourism for a dozen years, which is very profitable for this company.

Fredrick and Wanza (2014) studied a new product from a company in Kenya called Rift-Valley Bottlers Ltd. New products never last long due to technological advancements, revenue levels, and lack of marketing strategies. Therefore, the first step taken by Mrs Hikmah is to approach the people of Palu City by socialising with companies that have become regular customers of PT Rajawali Ashab Mandiri Tour And Travel, such as the Central Sulawesi Provincial DPRD office, Palu City DPRD, Governor of Central Sulawesi, Central Sulawesi BPKP, Central Sulawesi Bank, and the closest people such as friends, family, relatives of Mrs. Hikmah herself so that they hope they will get to know Umrah products from PT Rajawali Ashab Mandiri Tour And Travel and can disseminate this information to others.

b. Competitor analyst

After conducting Market Research, competition analysis is also needed so that opportunities and ways to prepare company strategies to reach the desired market can be achieved.

According to M. Porter (2008), in his book *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, businesses can identify unmet market opportunities and threats that may arise through competitor analysis.

Based on the analysis carried out previously, PT Rajawali Ashab Mandiri Tour And Travel competes with five other companies that already have an official license as an official



PPIU company in Palu City: PT Babussalam Citra Mandiri, PT Bina Wisata Citra Mandiri, PT Annisa Sam Alamin, PT Dar Alhijrah Group, and PT Abadi Tour And Travel.

The analysis includes how the package price is determined, the facilities provided, the service to potential customers, and how the company makes customers trust their services.

So, from the research results, each company has its market and strategy; it is hoped that PT Rajawali Ashab Mandiri Tour And Travel will be able to compete healthily when the business is run because it has conducted clear market research beforehand.

c. Market Segmenting

Segmentation allows marketing activities to be carried out based on a plan with the maximum possible results to increase consumer satisfaction. Market segmentation can be interpreted as dividing the market into several different groups of buyers so that within the market, a particular product can be targeted to a market that suits buyers' needs, desires, and characteristics. According to Kotler (2002:292), segmenting the market will increase the accuracy of the Company's marketing.

Based on the data collected, each PPIU company in Palu City has different market segments ranging from people with an upper-middle economy to those with a lower. PT Rajawali Ashab Mandiri Tour And Travel will also take markets from other companies in the market division. Still, not severely, PT Rajawali Ashab Mandiri Tour And Travel takes market share in general through healthy competition in the market, where the company is more concerned with the comfort, satisfaction, and demand of prospective pilgrims. PT Rajawali Ashab Mandiri Tour And Travel will determine its market segment to people with an upper-middle-to-upper economy, such as officials, entrepreneurs, and people with a middle-to-lower economy, to produce a more diverse market.

d. Targeting

Market determination must be done to reduce the risks posed to the company in the future. Targeting is carried out to assess interests and interests that come from various market segments. Then, you can determine which market segment you want to be the target market itself.

The target issue set by PT Rajawali Ashab Mandiri Tour And Travel will focus first on the company's regular customers previously, such as the Central Sulawesi Provincial DPRD office, Palu City DPRD, the Governor of Central Sulawesi, BPKP Central Sulawesi, Bank Sulawesi, and the closest people such as friends, family, relatives because they are considered to have had a good relationship with PT Rajawali Ashab Mandiri Tour And Travel so that the Umrah products offered will be more It is easy to accept because the company already has a good track record and image in their eyes then slowly moves to



different markets. Then, the company will also reach the market to other areas outside Palu City, such as Donggala, Sigi, Poso, Morowali, and other places through approaches to taklim council groups, mosque imams, and others in the local area.

e. Positioning

Positioning influences how a market segment assesses a product or service compared to market competition. It is also a strategy to seize a position in the minds of consumers, so this strategy concerns building customer trust, confidence, and competence.

The position desired by PT Rajawali Ashab Mandiri Tour And Travel is a company that is trusted, responsible, and can satisfy all prospective pilgrims. The company maintains its chosen market position by improving its customer service. The Director of PT Rajawali Ashab Mandiri Tour And Travel also often interacts directly with the company's regular customers when they want to transact or offer products to increase customer trust in the company.

In addition, the company is ready to help materially and non-materially with various activities carried out by agencies or companies that are regular customers of PT Rajawali Ashab Mandiri Tour And Travel and provide discounts or commissions on certain transactions. So that customers do not want to move to another company, that's how the company maintains the target market that has been chosen.

f. Target Market Strategy

In today's modern era, competition is inevitable, so companies must continue to innovate so that the target market is not lost from reach. PT Rajawali Ashab Mandiri Tour And Travel has several strategies to maintain its market, namely, providing a variety of Umrah package product offerings based on a price range ranging from cheap to higher prices adjusted to the available facilities. The goal is for prospective pilgrims to be able to change which type of package to choose according to their choice. The company will also provide a choice of Umrah plus packages, namely visiting other Islamic tourist destinations in other countries such as Turkey, Dubai, Egypt, and so on.

Then, the company also strives to maintain good relations with pilgrims who have used the services of PT Rajawali Ashab Mandiri Tour And Travel before by keeping a group chat to ask each other how they are doing so that pilgrims can feel that the services provided by the company are not only during the trip but also after the Umrah pilgrimage trip is completed. The company also intends to give a commission to every pilgrim who succeeds in getting a new pilgrim for PT Rajawali Ashab Mandiri Tour And Travel so that the pilgrim concerned can benefit financially and indirectly from the company and get free promotion from the pilgrim.

In addition, to increase public trust, PT Rajawali Ashab Mandiri will also collaborate with study groups, taklim councils,



and several Islamic boarding schools because there are people or religious leaders who are already known by the community so that when the company collaborates in carrying out the Umrah pilgrimage, other people will be interested in participating and feeling trusted.

2. Legal Aspects

In this legal aspect, it is necessary to analyse its feasibility so that when the business has been run and when the new business is started, it can run well and not violate applicable regulations. In the legal aspects that are discussed, the issue of the integrity and validity of company documents ranges from the form of a business entity to the permits it has. The completeness and validity of the document are essential because they are necessary legal bases. If there are problems in the future, please pay attention to get protection from the party who issued the document. In this legal aspect, it is necessary to analyse its feasibility so that when the business has been run and when the new business is started, it can run well and not violate applicable regulations. In the legal aspects that are discussed, the issue of the integrity and validity of company documents ranges from the form of a business entity to the permits it has. The completeness and validity of the document are essential because they are necessary legal bases. If there are problems in the future, please pay attention to get protection from the party who issued the document.

The establishment and operation of PT Rajawali Ashab Mandiri Tour And Travel's travel service business has received approval from the local government, which is legalised by a notary approval letter and a business establishment permit. The company run by Mrs Hikmah is already a legal entity, and the industry is in the form of a PT, so the legal aspects of the industry already exist. It has a license as a company engaged in Travel Agencies. Furthermore, to obtain a permit as an Umrah pilgrimage organising company (PPIU), PT Rajawali Ashab Mandiri Tour And Travel must complete several special requirements, including:

- a. The Company's Application Letter signed by the President Director is submitted to the Minister of Religious Affairs.
- b. Letter of recommendation from the local government agency of the province and/or district/city in charge of tourism that is still valid
- c. Letter of Recommendation from the Regional Office (Kanwil) of the Ministry of Religious Affairs of the local Province

Conclusions

Based on the results of the author's research at PT Rajawali Ashab Mandiri Tour And Travel on the Feasibility Study of Umrah Product Development based on market aspects and legal aspects, the following conclusions can be drawn:

1. Market aspects must be researched before the business is run. So, based



on the market aspect, PT Rajawali Ashab Mandiri Tour And Travel has been feasible and meets the requirements to develop Umrah products because the company has had clear market research and a transparent target market, namely the people of Palu City, especially several companies that have become regular customers of PT Rajawali Ashab Mandiri Tour And Travel before. Middle to lower. The company also sees considerable market potential from several districts in Central Sulawesi Province, such as Sigi, Donggala, Tojo Una-Una, Banggai, Poso, and Morowali Regencies so that the company wants to expand for the people in these areas.

2. For the legal aspect, the company also has complete legalisation that can facilitate access in carrying out operational activities because it has been officially recognised, getting guarantees for the sustainability of the company, such as having legal protection facilities, promotional facilities, and so on. The purpose of the legalisation of this company is that if there is a dispute that the company cannot resolve in the future, then the settlement party can be transferred to a third party, such as the police and lawyers.

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Investigating Solutions for Plastic Waste Reduction in the ASEAN Tourism Industry

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Abstract

ASEAN countries have become popular tourist destinations, especially coastal areas, attracting international visitors since the 1980s. However, this has led to a significant increase in plastic waste. This research aims to inventory the current state of research on different solutions to plastic waste circularity in the hospitality industry (Hotel and Restaurant) in ASEAN countries. The methodology used was a systematic literature review to inventory and group based on key problem questions by focusing on six ASEAN countries namely, Indonesia, the Philippines, Vietnam, Thailand, Malaysia, and Cambodia. The results show 41 different solutions identified to reduce plastic waste in the hospitality sector. A total of 34 of these solutions focused on eliminating unnecessary plastic content, reducing single-use plastic products (SUP), switching to reusable models and focusing on product reduction and recycling. Specifically in hotels, solutions focused on removing plastic packaging from hotel room amenities and switching to sustainable materials. Fiscal measure (Tax) and providing guidelines for the hospitality industry were suggested to support the implementation of these solutions. Overall, the findings are in line with global trends that the elimination of single-use plastics and promote the adoption of reusable alternatives.

Keywords: Plastic Waste, Circular Economy, Hospitality Industry, ASEAN, Tourism



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Introduction

Marine plastic litter is recognized as a growing global pollution problem that affects all of the world's oceans and coastal areas (Galgani et al., 2015; Ryan, 2015; Thompson, 2015). At least 14 million tons of plastic enter the ocean each year. The large amount of waste in the oceans shows that plastic waste is the largest contributor, accounting for 80 percent of all marine debris found in the water (IUCN, 2024). According to Chen (2015), marine debris comes from three main sources: land-based, river-based, and ocean-based sources (Galgani et al., 2015; Browne, 2015; Jambeck et al., 2015). Of these three main sources, land-based sources are the largest contributor to marine plastic litter (GESAMP, 2016). The global annual production of plastics was reported to be 400.3 million metric tons in 2022, and the production trend is expected to increase annually (PlasticsEurope, 2024).

Marine plastic debris has a wide range of negative environmental, economic, social and public health impacts (Newman et al., 2015). It harms marine life through ingestion, entanglement and habitat degradation, disrupting marine ecosystems. The presence of plastic debris can result in economic losses to coastal communities, affecting shipping, tourism and fisheries. Many instruments have been adopted at international and regional levels to address the problem of marine plastic pollution. Recognizing the potential degradation of the marine environment, particularly plastic pollution, ASEAN member states are also seeking effective strategies to address these issues. In this regard, ASEAN, as the competent regional organization, has initiated regional cooperation among Southeast Asian states in combating marine plastic debris through institutional frameworks and subsidiary working groups that have adopted two regional soft law instruments, namely the Bangkok Declaration on Marine Debris and the ASEAN Framework for Action on Marine Debris.

The Global Plastics Outlook (OECD, 2022) reported that 82% of the total plastic leakage to the environment is caused by waste mismanagement. The ASEAN region still has the problem of plastic waste management. Some countries in ASEAN were placed in the top 20 worldwide in terms of the quantity of mismanagement plastic waste, such as Indonesia (second), Philippines (third), Vietnam (fourth), Thailand (sixth), Malaysia (eighth), and Myanmar (seventeenth). An estimated 1.4 to 3.54 million metric tons (MMT) of plastic waste are released into the environment each year by these six nations combined (Jambeck et al., 2015). Mismanagement of waste in Southeast Asian seas leads to severe ecological impacts within the Southeast Asian seas. For instance, the accumulation of plastic debris on the coastlines, the formation of plastic debris hotspots in the ocean, and the finding of plastic debris that got entangled and swallowed by marine life (Aur lie V. Duhec, et al., 2015).

The tourism industry, particularly coastal tourism, is a major driver of the economies of coastal cities around the world (Mejjad et al., 2022; Schaffer



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& Tham, 2019; Scherrer, 2020). Coastal and marine tourism generates approximately 50 percent of all global tourism, equivalent to \$4.6 trillion or 5.2 percent of global gross domestic product (GDP) (Ocean Panel, 2020). Plastic pollution generated by ever-increasing tourism activities is one of the greatest environmental threats (Darvishmotevali & Altinay, 2022; Grelaud & Ziveri, 2020, Tsai et al., 2021; Thushari & Senevirathna, 2020). For example, marine debris in the Mediterranean region has increased by 40 percent during peak tourist seasons (Galgani F. et al., 2014).

ASEAN countries are becoming a region with quite popular tourist destinations visited by global tourists. According to the ASEAN Tourism Strategic (2021), the tourism industry is a major economic driver in the ASEAN Economic Community. In 2019, the travel and tourism sector accounted for 12.1 percent (\$380.2 billion) of the region's gross domestic product (GDP) and 13.3 percent of total employment (42.3 million jobs). Coastal areas are crucial in modern tourism with significant numbers of international visitors to tropical regions where tourism infrastructure is often concentrated in specific locations.

The hospitality industry, encompassing hotels and restaurants, is vital for economic revitalization but also contributes to environmental degradation in ASEAN's coastal areas due to its diverse business practices. This is largely due to the limited application of sustainability principles in the hospitality industry, especially among SMEs, which tend to rely on single-use plastic products (SUPs) such as plastic bags, packaging, straws, and bottles (Uddin et al., 2023). Poorly managed plastic waste can pollute the ocean and the surrounding environment, ultimately reducing the appeal of these tourist destinations. Several empirical studies have been conducted to see the perspective of tourists who visit beaches full of plastic waste, they prefer not to come to the place again next time and in the short term, it has an impact on the rating of the area (Schuhmann, 2013; Jang et al., 2014; Atmanti and Purwanti, 2021; Koliotasi et al., 2023).

To address this, the hospitality industry, especially hotels and restaurants in tourism areas should minimize single-use plastics, implement recycling, and promote sustainable alternatives. By reducing plastic waste and keeping beaches clean, they can improve tourist experiences, protect the environment, and ensure long-term profitability. Based on the background above, this study on Circular Plastic Best Practices in ASEAN Tourism Industry: Solutions for Reducing Marine Plastic Pollution will focus on the six countries in ASEAN. These six countries are Indonesia, the Philippines, Vietnam, Cambodia, Thailand, and Malaysia. Since the 1980s, coastal areas in ASEAN have attracted a large number of international tourists, especially in the three coastal tourism hosts in ASEAN, namely Indonesia, Malaysia, and Thailand. The increasing number of tourists has a positive impact on the economic growth of the environment around the tourism sites.

The high number of international tourists in the coastal areas of ASEAN has an impact on the increase of plastic waste. Five of the six



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countries selected in this study are in the top 10 countries that contribute the most unmanaged plastic waste to beaches and end up in the ocean except Cambodia (Jambeck et al., 2015). However, Cambodia continues to face significant challenges in managing plastic waste effectively, with inadequate waste collection and recycling systems contributing to environmental pollution, as highlighted by recent studies (Srinivasan et al., 2023). Therefore, a study is needed that can provide policy recommendations and precise solutions to deal with the problem of plastic waste in the tourism industry, especially in the hospitality industry. This study would be particularly valuable for policymakers, private sectors in the tourism industry, and other relevant stakeholders such as academia involved in combating marine plastic pollution. Such a review of solutions is essential for increasing the adoption of plastic waste reduction measures among businesses in the hospitality industry (hotels and restaurants).

Literature Review

The Circular Economy Concept

The Circular Economy (CE) concept is the latest attempt to integrate a sustainable concept of economic activity and environmental well-being (Valavanidis, 2018). It can be interpreted that CE emphasises on process redesign and material recycling, which can contribute to more sustainable business models and maximise ecosystem function and human well-being (Murray et al., 2017). In a circular economy, resources are never wasted and the environment is regenerated. In a circular economy, products and resources are kept in circulation by recycling, composting, refurbishing, reusing and maintaining. It is designed to minimise the production of waste while maintaining the value of goods, materials and resources at their maximum usability and value for as long as economically feasible (European Commission, 2015). According to the World Economic Forum, by 2025, a global circular economy may save up to \$1 trillion in material (technical and biological) costs annually (Ellen MacArthur Foundation & McKinsey & Company, 2014).

The circular economy (CE) represents a transformative economic system aimed at replacing the traditional concept of end-of-life by focusing on reducing, reusing, recycling, and recovering materials across all stages of production, distribution, and consumption. The application of CE spans multiple levels: the micro level (products, companies, consumers), meso level (eco-industrial parks), and macro level (cities, regions, countries, and beyond), with the goal of achieving sustainable development (Kirchherr et al., 2017). By integrating circular principles, this system promises to simultaneously enhance environmental quality, economic prosperity, and social justice, ensuring the well-being of both present and future generations (Kirchherr et al., 2017).

Circular Economy can be defined as "a regenerative system in which resource input and waste, emission, and energy leakage are minimized by



slowing, closing, and narrowing material and energy loops” (Geissdoerfer et al., 2017: 759). This regenerative approach requires the careful strategic design of business processes to regulate resource inputs and outputs, including waste, emissions, and energy (Geissdoerfer et al., 2017). A primary objective of CE is to reduce natural resource consumption and lower the reliance on landfills and incineration by optimizing the use of resources already within the economic cycle.

Circular Economy for Plastic Waste

Plastics are useful materials, but our usage of them is very wasteful. To produce plastic items, which are frequently made to be used just once, we extract oil and gas from the earth and then discard them. This kind of model is known as a linear *take-make-waste* model. The current economic model for plastic products is linear, extracting finite raw materials (such as fossil fuels), resulting in products that become waste. The circular economy is therefore an alternative model. It promotes waste as a 'resource'. The circular economy approach, which keeps plastic within the economy by design, is being promoted to reduce plastic pollution and may be a more environmentally responsible option.

The circular economy has garnered substantial theoretical backing in addressing the issue of plastic pollution and possesses the capacity to draw diverse stakeholders to sustainability initiatives (Korhonen et al., 2018). On the other hand, supportive laws and initiatives are needed to make the shift to a circular economy. Furthermore, scientific research is needed to ensure that the environmental impacts of a circular economy work toward sustainability (Korhonen et al., 2018). Barra & Leonard (2020) provides several examples of how these objectives have been achieved in recent science and innovation:

1. Produce plastics from alternative feedstocks

Most plastics made today come from feedstock derived from fossil fuels. Replacing plastic raw materials made from alternative feedstocks such as naturally occurring biopolymers, greenhouse gases, sewage sludge, food waste, and bio-based sources such as sugarcane, oil, and cellulose.

2. Plastic waste as a resource

Recycling plastic waste to create new plastics or transform it into other useful goods. For example, for the production of bricks and composites (Ahmetli et al., 2013), for building roads (Khan et al., 2016), furniture, clothing, and shoes. Additionally, plastic waste has been transformed into liquid fuel (Panda et al., 2010) and burnt in a waste-to-energy cycle (Sun et al., 2017).

3. Redesign and innovation

Design plastic goods with after-use, asset recovery, waste and pollution prevention integrated from the start to improve lifetime, reusability, recycling, and waste prevention. For example, of redesign is the bulk delivery of cleaning and personal care products supplied with refillable plastic containers, thereby eliminating single-use bottles.



4. **Business and consumer cooperation**

Cooperation among companies and customers, whereby waste or byproducts from one industry or customer are used as raw materials to create new goods.

5. **Sustainable Business Models**

The adoption of business models that promote items as services, incentivize product sharing and leasing can optimize product use and reduce the quantity of manufactured goods produced.

6. **Robust information platforms**

Ensure the flow of data and information on plastics through robust information platforms connecting consumers and industry.

7. **Policy instruments**

The implementation of policies and regulations, including direct surcharges, taxes, extended producer responsibility, required circular/eco-design criteria and standards, and the prohibition of certain plastic kinds.

Circular Economy and Hospitality Industry

Despite the growing body of literature on circular economy, much of the research has been concentrated in sectors like manufacturing, packaging, and construction, often within developed economies (Geissdoerfer et al., 2017). Sectors like hospitality, which also have significant environmental impacts, have been relatively overlooked (Preston et al., 2019). However, studies such as that by Julião et al. (2019) have explored how CE principles can be applied to the hospitality industry. Their findings emphasize that circular practices, which aim to balance environmental conservation with economic growth, are often viewed as constraints to industrial activities rather than opportunities for sustainable growth. Nevertheless, there is ample evidence that integrating environmentally sustainable solutions can yield competitive advantages (Kam-Sing Wong, 2012).

Circular economy research has been led by production and manufacturing sectors due to their substantial material resource flows (Manniche et al., 2017). However, sectors like tourism and hospitality could greatly benefit from adopting CE principles (Manniche et al., 2017; Vargas-Sánchez, 2018). Given that tourism contributes around 7.6% of global GDP and employs one in every ten people worldwide (WTTC, 2023), its adoption of CE could play a pivotal role in promoting both economic growth and sustainability. While research on CE in the tourism sector remains limited (Rodríguez et al., 2020), efforts have been made to explore green and sustainable practices within the industry (Julião et al., 2019).

According to Vargas-Sanchez (2018), CE can transform tourism into a more sustainable industry due to its capacity to create circular flows among suppliers and customers, and its substantial role in economic transformation. Despite its classification as part of the service sector, tourism is heavily reliant on finite natural resources, making the adoption of CE principles especially relevant (Manniche et al., 2021). Some scholars have highlighted how tourists'



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practices could support the development of CE in tourism by shifting their behaviors rather than merely focusing on products and services (Sorensen and Baerenholdt, 2020). Meanwhile, Rodríguez-Anton and Alonso-Almeida (2019) examined various CE activities—reduction, reuse, recycling, redesign, replacement, and rethinking—within the tourism sector. Their research revealed that, although reduction, recycling, and reuse were prevalent, CE principles were not widely adopted even among major hotel chains worldwide.

ASEAN nations, in particular, are beginning to embrace CE principles in the hospitality sector. Countries like Singapore, Thailand, and Indonesia are incorporating circular economy concepts into national policies, encouraging industries to adopt sustainable practices that contribute to long-term resource security (ASEAN Secretariat, 2021). Within the hospitality industry, efforts are increasingly focused on reducing food waste, transitioning to renewable energy, and eliminating single-use plastics (World Travel & Tourism Council, 2020).

The circular economy has the potential to make the hospitality sector more sustainable, but there are challenges in terms of infrastructure, cost, and business adaptability. More research is needed to understand the practical applications of the circular economy in the hospitality sector. The hospitality industry can successfully implement circular economy strategies with increased financial support for small and medium-sized businesses, creative policy frameworks, and multi-stakeholder collaboration. This can create a more resilient and sustainable model that improves social well-being while lowering environmental effects. Adopting circular economy principles will be crucial for the hospitality sector's long-term success.

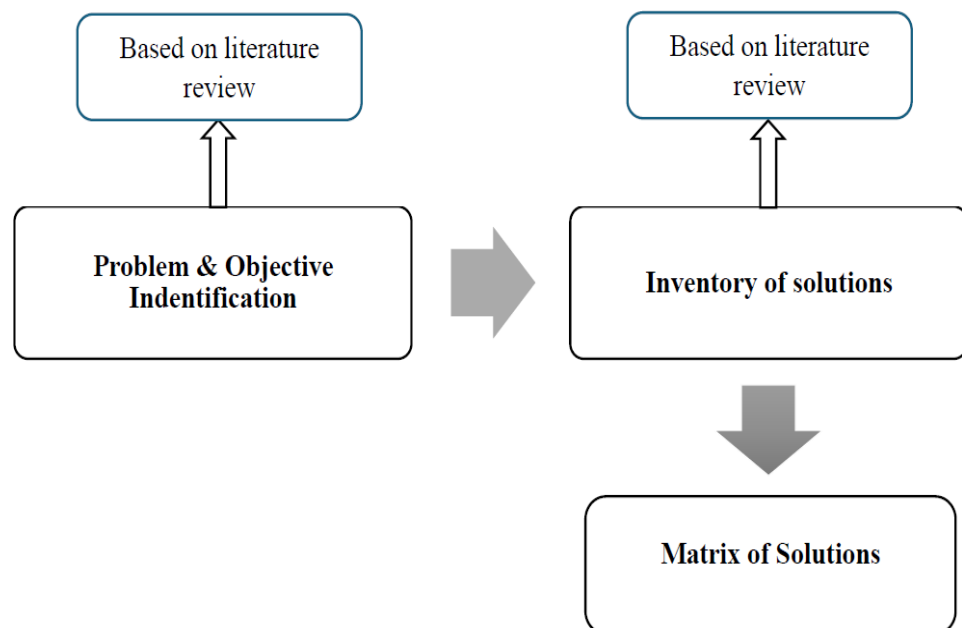


Research Methodology

This study used secondary data. The secondary data was gathered from literature review. Literature review helps to integrate findings and perspectives from many empirical findings and guidelines (Snyder, 2019). According to Tranfield et al. (2003), a literature review that employs content analysis is a generally accepted method for evaluating the body of information that is currently accessible and posing novel questions to further increase the general public's understanding of the issue.

The literature review process helped to find a wide range of solutions that has a similar specific aim. Furthermore, this process helped to give an overview of which solutions that have been recommended for widely applied. A literature review will be carried out to inventory best practices of aimed at reducing plastic waste in the hospitality industry (hotels and restaurants). The steps taken in this study are depicted in figure 1.

Figure 1. Steps of Research Method

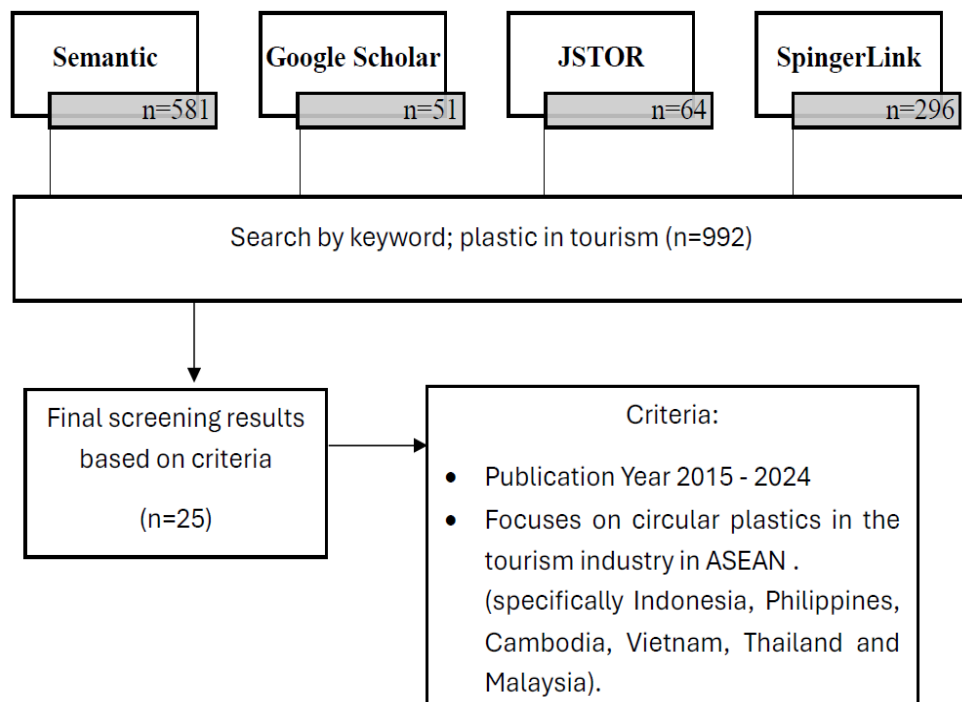


The literature review uses published reports and scientific literatures as



our main source information. The study will use Google Scholar, Semantic, JSTOR and SpringerLink for searching published reports and scientific literatures. The keywords that will be used for searching the information are plastic in tourism. The literature review step in this study show in figure 2.

Figure 2. The literature review step



The Grouping and description of solutions step serves to provide information about solutions and their responsible actors to reduce plastic pollution generated from the hospitality industry. In this step, best practices were provided to give a more detailed overview on how solutions can be implemented. The study will use the following 3R (Reduce, Re-use, Recycle) for the assessment:

- Reduce (prevent): reducing or eliminating the use of unnecessary plastic
- Re-use: using reusable models or reusable alternatives
- Recycle: recycling (recirculating) plastic items.

The study will assess them based on their implementation setting. They can be specifically implemented in the hotel or restaurants industry. Furthermore, the study will also collect information related to their best practice examples and country of implementation. The last two pieces of information are crucial for providing our guideline with a concrete example of their implementation and a general overview of how common they are practiced within the hospitality industry (hotels and restaurants) in the ASEAN region.



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Results and Discussions

Plastic waste in the hospitality industry

Plastic waste produced from the hospitality industry, especially hotels and restaurants are due to the high usage of disposable plastic products. The plastic products that provided for the convenience of guests have a variety of plastic products offered as service products. In this section, we will explain several types of plastic products produced in the industry related to the specifics of the place, namely for hotels we focus on Bedroom and Bathrooms. Then for specifics in restaurants, we focus on the backhouse area consisting of storage, kitchen, and dining area).

Plastic waste from hotels usually comes from rooms and bathrooms. In hotel rooms, especially in bedrooms, there are a variety of products that use plastic, often disposable for convenience, hygiene, and packaging purposes. Based on the results of the literature review, some plastic products that are still often provided by hotels are amenities. In general, examples of these amenities that are still often found using plastic materials are slippers, manicure sets, sewing kits, shaving kits, pumice, shoe mitts, plastic jars, shoeshine, cotton buds, cotton pads, vanity kits, combs (Global Tourism Plastics Initiative, 2023; Putra, 2024). Additional, in hotel bathrooms, there are also a large number of products and packaging that are disposable or non-environmentally friendly plastic materials and contribute to the generation of plastic waste in tourism areas.

Similar to hotels, restaurants are one of the hospitality industries that contribute significantly to the generation of plastic waste in tourism areas, especially in the sea and beaches. Especially restaurants that are at the middle to lower level, plastic is still commonly used in various stages of its operations. there is three restaurant areas where the most common are usually plastic products, namely from food storage, kitchen area, and dining area. Dining area in restaurants is an area where customers or tourists enjoy their meals, where services order food either for on-site or take-away, and other activities to relax. Understanding the sources and practices that lead to plastic waste in restaurant settings can help identify solutions to reduce the environmental impact. From the research results of Aarnio and Hämäläinen (2008) through Do et al. (2021), the dining area is the place that contributes the most to single-use plastic waste compared to other areas in the restaurant at 39%, the kitchen area at 36%, and 25% in the rest of the restaurant area. Disposable cups and bottles are convenient at the restaurant. Tourists use these plastic products wherever they carry them, be it at the restaurant, or brought to the coast to relax. They are unaware of the safety hazards of these products when they become waste and most do not have the awareness to dispose of them where they belong. Globally, about 500 billion single-use plastic cups are consumed annually with the recycling rate not reaching a satisfactory result for the majority (Futouris, 2023).



Solutions for plastic waste reduction in the hospitality industry

The literature review conducted, the researcher has classified this study using the 3R principles (reduce, reuse, recycle) to inventory plastic waste reduction solutions in the hospitality industry (hotels and restaurants) in six ASEAN countries as shown in Table 1.

Based on the grouping of the literature review results as shown in Table 1, this study shows 41 different solutions have been identified to reduce plastic waste, with 34 of them focusing on eliminating unnecessary plastic content, single-use plastic products, and plastic packaging from hotel room facilities, while also shifting to reusable models such as water dispensers and adopting eco-friendly and sustainable materials such as cotton and bamboo for various facilities, in an effort to promote long-term environmental sustainability and minimize the industry's reliance on single-use plastic products.

Table 1. Matrix of Solutions with 3R Principles (Reduce, Reuse, Recycle)

Reduce		
Hotel	Room	<ul style="list-style-type: none"> • Replace Plastic Bottles for guest • Eliminate Plastic Straws • Replace Plastic room key card • Removed plastic packaging from amenities accessories • Replace plastic combs • Replace plastic toothbrushes • Replace Plastic stirrers • Reduce Cotton buds with plastic stems • Replace disposable slippers • Replace bin bags to reusable material • Sustainable tourism certificate/ Sustainable hotel certificate • Replace single-use coffee capsules • Reduce Products that have a multi wrapping (especially plastic) • Replace hangers with plastic material • Provide water stations/water dispenser
	Bathroom	<ul style="list-style-type: none"> • Replacing small single-use amenities with refillable containers (e.g. shampoo and body wash)



		<ul style="list-style-type: none"> • Eliminate small plastic toiletry
Restaurant	Dining Area	<ul style="list-style-type: none"> • Regulation for Ban on plastic bags • Reduce on plastic straws and provided only by request • Replace plastic food packaging with natural packaging • Reduce take away plastic cup • Plastic Tax • Provide self-serve condiments/sauce • Eliminate food/seasoning in sachets • Reduce plates and cutlery plastic and use biodegradable plates and cutlery • Reduce Products that have a multi wrapping (especially plastic)
	Kitchen	<ul style="list-style-type: none"> • Replacing plastic packaging with reusable glass or porcelain jars for condiments and foods. • Replacing plastic packaging with reusable glass or porcelain jars for condiments and foods • Replace single-use coffee capsules • Replace plastic bags with reusable cooking tanks • Use coffee with bulk purchase size • Replacing plastic coffee bags • Replace Compostable/biodegradable coffee capsules • Implement bulk sales for food stock (e.g., fish, meat, vegetables) • Incentive who bring their own food containers from home
Reuse		
Hotel	Rooms	<ul style="list-style-type: none"> • Reusable laundry bags made from garments or cassava • Reusable Bottles / glass • Reusable glass or porcelain jars
	Bathroom	<ul style="list-style-type: none"> • Refillable containers for amenities (shampoo and bodywash)



Restaurant	Dining Area	<ul style="list-style-type: none"> • Provision of reusable containers with a deposit return system
Recycle		
Hotel	Rooms & Bathroom	<ul style="list-style-type: none"> • Recycle of all plastic waste that can't be eliminated • Sorting the plastic waste and make a handicrafts or accessories • Recycle plastic waste to energy with a technology-based waste management process
Restaurant	Dining Area & Kitchen	<ul style="list-style-type: none"> • Recycle of all plastic waste that can't be eliminated • Sorting the plastic waste and make a handicrafts or accessories

The findings from the literature review conducted across six ASEAN countries, including Indonesia, the Philippines, Malaysia, Cambodia, Vietnam, and Thailand, revealed results that align with global trends, emphasizing the urgent need to eliminate plastic products and advocating for the replacement of single-use plastics with more sustainable or reusable alternatives as a recommended solution. In addition, these results are also in line with The Global Tourism Plastic Initiative (GTPI) (led by UNEP and WTO) commitments number 1, 2, and 5 to eliminate problematic and unnecessary plastic packaging and/or items immediately, move from single-use models to reuse models or reusable alternatives, and collaborate and invest to increase plastic recycling and composting rates.

The plastic pollution problem facing marine and coastal ecosystems, particularly in ASEAN, is no longer the sole responsibility of beachfront hotels and restaurants. However, they can play an important role in solving the problem. By eliminating single-use plastics from their operations, hotels and restaurants can encourage their competitors to follow suit. They can indirectly encourage and persuade their visitors to use less plastic while on holiday and continue to do so when they return home. To tackle the problem of plastic pollution, the role of all actors or stakeholders is needed:

- a) Increased push motivation through restrictions (e.g., bans on plastic products) and disincentives (e.g., taxes) to eliminate unnecessary plastic packaging and/or items and to shift from single-use to reusable models or alternatives.
- b) Clean-up events serve as models for raising awareness and demonstrating commitment to reducing plastic pollution within the tourism industry.



- c) Increased pull motivation through training and education within the hospitality industry (hotel and restaurant) to eliminate unnecessary plastic packaging or items and to shift from single-use to reusable models or alternatives.
- d) Enablement and environmental restructuring interventions are recommended to increase opportunities for collaboration and investment to boost recycling and composting rates for plastics.
- e) Raising awareness among tourists through education and incentives such as discounts on reusable containers will motivate tourists to help reduce plastic pollution in the hospitality industry.

Conclusions

The hospitality industry, particularly hotels and restaurants, significantly contributes to plastic waste through the high usage of disposable plastic products. Both sectors rely heavily on single-use plastics for convenience and hygiene, with hotel rooms and bathrooms generating significant plastic waste from amenities, and restaurants contributing largely through operations in dining, kitchen, and storage areas. Solutions to reduce plastic waste include shifting from disposable to reusable models, adopting sustainable materials, and increasing recycling efforts. Global initiatives like the GTPI and regional studies in ASEAN emphasize eliminating unnecessary plastics and adopting reusable alternatives. Hotels and restaurants, through education, incentives, and restrictions, can play a key role in reducing plastic pollution and encouraging sustainable practices among tourists.

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IMPLEMENTATION OF A CONVENTIONAL CATERING SYSTEM IN IMPROVING THE EFFECTIVENESS OF KITCHEN OPERATIONS (CASE STUDY AT WARUNG BU OKI JIMBARAN)

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ABSTRAK

Penelitian ini bertujuan untuk meningkatkan efektivitas operasional Warung Nasi Ayam Ibu Oki di Jimbaran, Bali, melalui implementasi sistem catering konvensional. Dalam mengatasi masalah ini, penelitian mengusulkan integrasi sistem berbasis teknologi dengan metode Cook and Chill guna meningkatkan efisiensi pemrosesan pesanan, mengoptimalkan manajemen inventaris, dan memperbaiki layanan pelanggan. Penelitian ini menggunakan pendekatan mixed methods, yaitu survei untuk mengukur tingkat kepuasan pelanggan dan wawancara mendalam dengan karyawan serta pemilik warung untuk memahami tantangan operasional. Hasil penelitian menunjukkan bahwa pelanggan puas dengan kualitas makanan, namun terdapat keluhan terkait keterlambatan pesanan, terutama pada pemesanan catering mendadak dalam jumlah besar dan pada jam sibuk seperti makan siang dan menjelang makan malam di waktu sore hari. Sistem manajemen stok yang tidak terintegrasi secara real-time juga menyebabkan kekurangan bahan baku saat permintaan tinggi, namun warung Bu Oki memberlakukan manajemen stock dengan mengambil stok dari cabang lain apabila terdapat situasi kehabisan stok. Dengan menerapkan teknologi, warung dapat mengurangi kesalahan manusia, mempercepat pemrosesan pesanan, dan meningkatkan kepuasan pelanggan.

Kata Kunci: *sistem catering, manajemen stok, efisiensi operasional, teknologi, kepuasan pelanggan*

ABSTRACT

This research aims to improve the operational effectiveness of Warung Nasi Ayam Ibu Oki in Jimbaran, Bali, through the implementation of a conventional catering system. In addressing these issues, the research proposed the integration of a technology-based system with the Cook and Chill method to increase order processing efficiency, optimise inventory management, and improve customer service. This research uses a mixed methods approach, namely surveys to measure customer satisfaction levels and in-depth interviews with employees and shop owners to understand operational challenges. The results showed that of customers were satisfied with the quality of the food, but there were complaints related to order delays. A stock management system that is not integrated in real-time also causes shortages of raw materials when demand is high. By implementing technology, the warung can reduce human errors, speed up order processing, and increase customer satisfaction.

Keywords: *catering system, stock management, operational efficiency, technology, customer satisfaction*

Introduction

The culinary industry in Bali, particularly in Jimbaran, continues to grow as the demand for catering services for large events such as weddings, seminars, and family gatherings increases. Warung Nasi Ayam Ibu Oki, as one of the catering providers in the area, combines conventional catering methods with the Cook and Chill system to meet customer needs more efficiently. The Cook and Chill system allows for the preparation of raw ingredients and pre-cooked meals, which are then refrigerated and stored for re-serving when needed. This aims to cut down on serving time, especially when facing a surge in orders.

The implementation of this method has proven effective in speeding up service time for large pre-planned orders. However, for impromptu orders, there are still delays as the conventional system requires longer preparation. Overall, customers who order with sufficient preparation time are more satisfied as the food can be served faster and remains in a fresh condition. The application of technology, such as real-time order and inventory management systems, can also improve efficiency, reduce errors, and increase customer satisfaction, as revealed in several previous studies (Li et al., 2022; Kurniasari, 2022).

However, the challenges in implementing the Cook and Chill system at Warung Nasi Ayam Ibu Oki are still related to higher labour requirements at times of peaking order volumes, especially in the manual management of raw materials and delivery processes. Increased use of technology for automated integration of ordering and stock management can further optimise these processes, provide better assurance to customers, and improve business competitiveness amidst the increasingly competitive culinary industry in Bali.

Thus, the conventional catering system combined with the Cook and Chill method is proven to be effective in improving operational efficiency and customer satisfaction, especially when supported by better management technology to cope with sudden orders and speed up delivery time.

Literature Review

Catering services have become an important element in the culinary industry, especially to meet the demand for food in big events. According to Vera Kurniasari (2022), challenges in managing raw material inventory are crucial, especially in providing fresh food to customers. The utilisation of technology can help real-time inventory management and reduce the risk of stock shortages when demand increases. Li et al. (2022) highlighted the importance of an integrated catering system not only in improving operational efficiency, but also to provide a better experience to customers. This includes systems that allow customers to place orders online, monitor order status, and provide feedback, which is very relevant to be applied to Warung Nasi Ayam Bu Oki.

Technology in the culinary industry continues to grow rapidly. A study by Kholmi and Prasetyo (2023) showed that the adoption of technology such as web-based applications can help catering businesses to compete in an increasingly competitive market. This technology enables integration between order management, inventory management, and sales trend analysis which helps in strategic decision making. The study by Komang et al. (2023) discusses data analysis in catering management. Data related to customer preferences and sales trends can help business owners in designing menus that match market demand. An integrated system can provide accurate information related to raw material stocks and monitor overall operations.

Pratiwi and Koto (2023) developed the MOORA (Multi-Objective Optimisation on the basis of Ratio Analysis) method to assist the selection of catering food menus by

considering several criteria such as price and speed of serving. This can be applied in the development of catering services at Warung Nasi Ayam Bu Oki to better accommodate customer preferences. In previous research, Pérez Cañado et al. (2023) discussed how the use of technology can improve the efficiency of catering services. They highlighted the importance of automation systems to reduce manual errors and increase order processing speed. This research is relevant in the context of Warung Nasi Ayam Bu Oki, where sudden spikes in orders can affect service quality.

Palupi et al. (2024) in a study discussing food safety in catering in Yogyakarta found that most catering workers did not have sufficient knowledge regarding proper hygiene practices. This underscores the importance of periodic training to ensure food quality and safety, especially in a catering business like the one run by Warung Nasi Ayam Bu Oki.

Research conducted by Yosephine (2018) on the application of HACCP (Hazard Analysis Critical Control Point) in food processing shows that the implementation of strict food safety standards is essential to maintain product quality in the catering industry. This is important for Warung Nasi Ayam Bu Oki to maintain its reputation in the midst of intense competition.

Guritno et al. (2017) investigated the application of Fuzzy Tsukamoto method in a decision support system to select raw material suppliers in a catering business. Their research is relevant to the inventory management system at Warung Nasi Ayam Bu Oki, especially in making decisions for the procurement of quality raw materials. Then according to Akmal (2020) in his research developed a recommendation system based on the SMATER algorithm for catering menu selection. This system considers several criteria such as price and portion size, which can help Warung Nasi Ayam Bu Oki in determining menu choices that match customer demand.

Research Methodology

This research uses a qualitative approach to get a comprehensive picture of existing operational problems and customer satisfaction with catering services. The methods used include surveys, interviews, observations. The research was conducted at Warung Nasi Ayam Ibu Oki, Bali, for three days from 15 September to 18 September 2024. Observations were made during operating hours, and surveys to customers were conducted through direct interviews at the location. The object of the research location is Warung Nasi Ayam Ibu Oki Surga Kuliner located at Jl. Celagi Basur No. 3Y, Jimbaran, Kec. Kuta Sel, Badung Regency, Bali 80361.

Results and Discussions

The results of this study illustrate the gaps that arise in the implementation of a conventional catering system at Warung Bu Oki Jimbaran. Based on the data collected through in-depth interviews and participatory observations, the following gap conditions were identified:

1. Gaps in Operational Efficiency

The conventional catering system currently used at Warung Bu Oki has limitations in handling the increasing demand for catering, especially when there is a spike in orders for large events such as weddings, seminars, and family gatherings. The manual workflow implemented still relies on handwritten notes and direct coordination between employees, which causes several problems. Order processing delays in some cases, large catering

orders could not be processed on time due to the absence of an automated system that could manage the high volume of orders. Lack of efficient raw material stock management inventories were done manually, so there was a risk of raw material shortages that were not detected in advance. This resulted in the inability to fulfil large rush orders.

2. Gaps in Customer Satisfaction

Interviews with several customers revealed that they often face difficulties in placing orders, especially on a large scale. The ordering process, which is still done in person and manually through phone calls or visits to stalls, slows down the customer experience. Some of the common complaints found were that there is no online ordering system that makes it easy for customers to view the menu, check availability, and place an order. Slow delivery time in some cases, delivery delays occur due to the catering system not being well integrated in distribution management. These gaps indicate the need for the implementation of a technology-based system, such as an application or website, that allows customers to place orders easily and quickly, as well as provide a more accurate estimation of delivery time.

3. Gaps in Raw Material and Inventory Management

Through participatory observation, it was found that the management of raw material stocks at Warung Bu Oki is still manual. This condition causes difficulties in monitoring the real-time availability of raw materials, especially fresh ingredients needed in catering. As a result, shortages of raw materials occurred on several occasions, especially when there were sudden large catering orders. Waste of raw materials is also found due to the absence of organised management, where materials that are not used immediately become damaged.

4. Gaps in Technology Use

This research also revealed that Warung Bu Oki has not fully utilised technology in its operational system. The absence of a digital-based information system or application for ordering, raw material management, and delivery, is one of the obstacles in optimising catering services. The inability to compete with other catering providers who already utilise digital technology for their management. Limitations in data analysis warung Bu Oki does not have a system to analyse sales data, orders, and customer preferences, which reduces its ability to conduct strategic planning based on demand trends. This provides an opportunity for the application of digital technology in catering operations, such as a cook and chill system integrated with an online ordering app and an inventory management platform to monitor stock and distribution.

There were obstacles encountered while conducting the research as follows:

1. Long Waiting Time for Rush Orders

Although the conventional catering system at Warung Nasi Ayam Bu Oki keeps the food quality optimal, the waiting time for rush orders is often longer. This is especially true during times of high order volume, such as on weekends or holiday seasons, when the kitchen has to manage many orders at the same time.

Customers who order on the spur of the moment should be prepared to wait longer than those with pre-confirmed orders. This is because the kitchen has to prioritise pre-arranged orders to ensure quality and serving times are up to standard. Amidst the surge in orders, although the kitchen staff is working with high efficiency, there is still a capacity limit to

maintain the freshness and quality of each dish. Therefore, customers who require catering services for large events or large orders are advised to confirm at least 8 hours in advance, so that orders can be managed properly and served on time.

2. High Labour Demand

The process of cooking individually per order requires more labour in the kitchen, especially during lunch hours and weekends, to ensure orders can be completed on time. The individual cooking process per order at Warung Nasi Ayam Bu Oki requires more labour in the kitchen, especially during lunch hours and weekends, when orders peak. Each dish is carefully prepared to ensure consistent flavour and quality, but this also means that the kitchen team has to work extra hard to handle the high volume of orders. At times like these, coordination and task sharing between kitchen staff is key to maintaining efficiency.

The per-order cooking process requires more manpower, as each step from ingredient preparation to serving is done fresh according to the customer's request. To keep orders completed on time, the kitchen team works in an organised manner, with a clear division of roles to ensure each order is processed quickly without compromising on quality. Although labour challenges increase when order volumes are high, Warung Nasi Ayam Bu Oki maintains its commitment to providing a satisfying culinary experience for every customer.

3. Operational Pressure on Staff

A sudden surge in orders, especially during the holiday season, means that the kitchen staff at Warung Nasi Ayam Bu Oki have to work harder to meet the significantly increased demand. In these situations, the challenge of managing orders becomes even greater, as the kitchen must maintain the quality of each dish while ensuring efficient serving times. Although the kitchen team is well-trained and experienced, a sudden increase in workload can increase the risk of serving errors, such as incorrect order placement or discrepancies in portions. In addition, the serving time tends to become longer, especially for customers who place impromptu orders. To minimise this impact, coordination between staff is crucial, as well as close monitoring of the food preparation and serving process. Warung Nasi Ayam Bu Oki is committed to continuously improving its operational systems to cope with the surge in orders without compromising on service quality, but still advises customers to book early to ensure an optimal dining experience during peak season.

Discussion

Overall, the results of this study show that Warung Nasi Ayam Ibu Oki has many opportunities to improve its operational efficiency through the implementation of technology and a more integrated management system. One of the main weaknesses of the current system is the reliance on manual processes that cause delays and inaccuracies in the management of orders and raw materials. By implementing a technology-based system, this warung can improve its service quality, especially in terms of ordering and inventory management. In addition, the adoption of the Cook and Chill system will provide greater flexibility in handling order spikes without compromising on food quality. The use of technology, such as ordering apps and inventory management systems, will help reduce manual workload, improve customer satisfaction, and ensure higher efficiency in daily operations.

This research also demonstrates the importance of innovation in the catering business in the digital era, where technology plays an important role in improving competitiveness and maintaining customer loyalty. As confirmed by previous studies (Kholmi & Prasetyo, 2023; Komang et al., 2023), investment in technology not only helps

internal operations, but also provides a better customer experience and improves business reputation in the long run.

Conclusion

Based on the research results regarding the implementation of a conventional catering system at Warung Bu Oki Jimbaran, it can be concluded that there are several significant gaps that affect operational efficiency and customer satisfaction. Some of the key findings highlighted are as follows:

1. The conventional catering system that still relies on manual processes has caused delays in order processing and raw material stock management. The use of manual methods also increases the risk of errors in order processing and distribution.
2. The lack of an integrated online ordering system causes customers to face difficulties in placing orders and getting certainty regarding delivery times. This resulted in a decrease in customer satisfaction levels, especially during spikes in catering demand.
3. Limitations in real-time stock monitoring resulted in raw material shortages and wastage that affected the smooth operation of the stalls. The manual inventory system was unable to support the sudden increase in catering demand.
4. Warung Bu Oki has not fully utilised digital technology to facilitate operational management, such as ordering, stock management, and sales data analysis. The use of this technology is essential to improve the efficiency and effectiveness of the catering business.

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IMPLEMENTATION OF FOOD AND BEVERAGE MENU DESIGN AT SIGNA CAFE

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Abstract

This study aims to analyze the implementation of the food and beverage menu design at Signa Cafe, which combines Western and Russian culinary elements. The study explores how the design is implemented in every aspect of the operation, from planning to serving, to menu innovation. The research used qualitative methods, including direct observation, in-depth interviews with the executive chef, and analysis of a checklist designed to assess menu consistency and quality. The results show that Signa Cafe has successfully implemented food design in accordance with its theme, where the quality of raw materials, balance of taste and nutrition, and aesthetics of presentation are the main focus. Innovation is carried out regularly by introducing new menus every few months to maintain relevance to market trends and customer tastes. Despite facing challenges such as limited local raw materials and price fluctuations, Signa Cafe is able to overcome them through efficient ingredient sourcing strategies and menu adjustments. The study also found that staff service and their understanding of the menu concept contributed significantly to customer satisfaction and the cafe's operational success.

Keywords: Menu Design Implementation, Culinary Innovation, Menu Consistency, Raw Material Quality, Customer Satisfaction, Signa Cafe, Restaurant Management

Introduction

Times are evolving rapidly, advances in all fields are unquestionable, especially in the field of food and beverages. In this rapidly developing era, many people spend time outside the home, either to relieve fatigue or for work. Cafes and restaurants have become popular gathering places, where people can socialize while enjoying food and drinks. (Sihombing in Tondang, 2023) stated that cafes are one of their choices because cafes are considered not only to sell food and drinks but also to offer comfort. selling food and drinks but at the same time



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offering comfortable facilities for visitors. This makes visitors even spend hours either to hang out with friends or to drink. just to hang out with friends or family or even meeting with clients.

Café, which is often also called coffeehouse, coffee shop, or café, refers to a place that offers coffee or other hot beverages. Cafés have the same characteristics as bars or restaurants, but differ from cafeterias. Many cafés provide coffee and tea along with snacks, but there are also restaurants and cafés that only offer main meals (not snacks) (Sukarno & Nirawati, 2016). The existence of cafes contributes to the improvement of the community economy in the food and beverage industry, which has an impact on people's lifestyles. Some of the suggested menus are unique and the various facilities available to customers include wifi, private rooms, musholla, to music turned on from speakers. This is supported by a unique interior design, comfortable layout, warm atmosphere, and an attractive outside for Instagrammable photo spots that can create a pleasant Cafe Atmosphere. (Lestari and Faizin in Aniza, 2023)

This increasingly modern era is changing not only in terms of places, the development of the times also brings instruments in the cafe to change, such as menus for example. The menu that we used to know in the form of a book or large paper has now changed in the form of technology and food ordering that customers can do from home. Especially when the internet is increasingly easily accessible through mobile devices such as cell phones, easy to use, and can be accessed anywhere, making users increasingly dependent on it. The advancement of mobile devices today is accelerating. Android-based tablets or smartphones allow you to order food and drinks from the comfort of your home, making it one of the most widely used mobile devices today. To meet their business needs, cafes have looked to smartphones and modern technology. The ordering process of cafes is done in person. Customers come to the cafe, the waiter offers them the menu and records their order. Then, the waiter takes the order record to the chef to prepare. This ordering process usually causes customers to wait a long time to be served, especially during holidays or lunch hours. A cafe should use menu ordering technology to make it easier for customers to order food and drinks from home and avoid problems that can occur with manual systems. (Suryadin, 2022)

One of the things that attracts consumers to order food is through the menu list. Each cafe displays a menu list that matches the menu offered at the cafe. The menu list design needs to have a visual strength that attracts the attention of consumers and to be able to compete with other cafes. Design in the menu list is important, because its existence is not limited to the menu information offered but as an attraction of the café(Nuriyanti et al., 2017). Menu design where the waiter will initially menu, then the customer will choose the menu while the waiter waits while taking the order, then the order is submitted to the kitchen. In some restaurants, there are several problems that often occur, such as employees are mistaken in delivering orders, they rarely offer best seller menus, they are not dexterous, and they are not friendly with customers. On the other hand, customers feel that they are not getting good service, guests



feel uncomfortable and bored when waiting for dishes that take too long to be served, and customers feel dissatisfied with the lack of innovation to improve restaurant services (Faisal in Ardianto & Adiguna, 2023). Now such a system is rare, to facilitate ordering food in restaurants, a solution or concept was created that uses QR Code technology that is directly connected to an Android smartphone. QR Code technology allows food ordering to be done with an Android smartphone. which is at each dining table, as well as to view the customer's menu. You can choose the desired menu by simply scanning the available QR code. because with the QR Code technology that can allow customers to order food directly from their respective cell phones, then their orders will automatically be entered into the kitchen system, and the food will be served, enter the kitchen system, and the food can be delivered to their table.

Therefore, researchers chose Signa Cafe to be the object of research because researchers believe that Signa Cafe is present as part of this development, present to be a place that accommodates its customers to unwind or for work matters. With a variety of menu variants that will accompany customers at Signa Cafe in carrying out their activities. Through the location of Signa Cafe which is at the midpoint of tourist mobility and also this cafe is still relatively new, with this research it is hoped that researchers can describe how the application of menu design at Signa Cafe is enforced.

Literature Review

1. Previous Research

Caniati et al. (2017) studied the implementation of a web-based food and beverage ordering information system in a cafe in Bandung. The findings show that web-based ordering simplifies, speeds up, and improves the accuracy of the ordering process.

Suharianto et al. (2020) studied the efficiency of QR Codes in food ordering in restaurants, demonstrating a significant increase in service efficiency.

Laksono & Widiyari (2023) investigated the implementation of a web-based ordering system with QR Code technology at Kedai Lemans Coffee. The findings show that the system reduces queues and simplifies transaction processes.

2. Theoretical Framework

a. Menu Design Concept

- Menu Design: A creative process involving art and aesthetic achievements to arrange a list of food items. The menu must be visually appealing and effectively communicate the offerings to customers.
- Menu Function: A strategic tool to attract customers and guide their dining experience, combining both aesthetic and technical elements.
- Theoretical Support:



Jones & Mifli in Ozdemir & Caliskan (2015) stated that the menu has two main functions: offering food and beverages and communicating with customers through its design. The word "menu" also originates from the French "le menu," which means a list of food served.

b. Types of Menus

- A la Carte Menu: Each food item is listed with a separate price, giving customers the freedom to choose according to their preferences.
- Table d'Hote Menu: A complete meal with a fixed price, usually consisting of several courses with limited choices.
- Special Party Menu: A menu designed for specific events like wedding parties, Christmas dinners, etc.
- Meal Types: Menus based on the time of day (Breakfast Menu, Luncheon Menu, Tea Time Menu, Dinner Menu, Supper Menu, Banquet Menu, Buffet Menu).

c. Menu Writing

- Menu Item Positioning: Studies show that items placed at the top or bottom of the menu are more frequently chosen by customers (Dayan and Bar-Hillel in Ozdemir & Caliskan (2015)).
- Menu Item Description: Customers prefer specific information about ingredients, nutritional value, and cooking methods. A good description can increase customer interest (McCall and Lynn in Ozdemir & Caliskan (2015)).
- Menu Item Labels: The use of suggestive labels, like "family" or "tradition," can increase sales and create a positive perception of dishes (Wansink et al. in Ozdemir & Caliskan (2015)).
- Menu Card Characteristics: Includes the use of color, font, images, and layout that influence customer experience and sales. For example, using images can increase interest in certain items (Guéguen et al. in Ozdemir & Caliskan (2015)).

d. Customer Perception of Menu Design

- Value Perception: Customers tend to feel that dishes with detailed descriptions have higher value. A well-crafted description can enhance customers' positive perceptions (Wansink et al. in Ozdemir & Caliskan (2015)).
- Quality Perception: Customers assess food quality based on descriptions and labels. More complex descriptions tend to increase perceived quality (McCall and Lynn in Ozdemir & Caliskan (2015)).
- Taste Perception: Suggestive names on menu items can influence customer expectations and their evaluation of the dish's taste (Wansink et al. in Ozdemir & Caliskan (2015)).



- Health Perception: Health information, such as calories and nutritional content, is important for health-conscious customers. This information can influence healthier food choices (Hwang and Lorenzen in Ozdemir & Caliskan (2015)).

e. Types of Café Food Styles

- Fusion: Combines elements from various cultures, creating innovative and unique menus like sushi burritos or pizza with kimchi toppings.
- International: Serves dishes from different countries, offering customers a global culinary experience.
- Local/Traditional: Focuses on local recipes and ingredients to promote the culinary heritage of the area.
- Healthy/Organic: Offers low-calorie, organic, and nutrient-rich dishes.
- Vegan/Vegetarian: Serves dishes free of animal products, appealing to customers concerned with health or food ethics.
- Comfort Food: Simple dishes that offer comfort, typically familiar homemade meals.
- Street Food: Quick, easily-served dishes like tacos, kebabs, or fish and chips.

f. Café Ingredients and Food Quality

- Sourcing Ingredients: Using local, fresh ingredients to maintain food quality and taste. Good sourcing practices also support environmental sustainability.
- Quality of Ingredients: High-quality ingredients enhance taste, texture, and food presentation, leading to higher customer satisfaction.
- Impact on Taste and Presentation: High-quality ingredients improve both the flavor and the visual appeal of dishes.
- Health and Nutrition: With growing health awareness, customers expect nutritious, low-calorie menu options.
- Consistency and Quality: Consistency in preparation and use of high-quality ingredients is important to maintain service standards and customer satisfaction.

3. Research Framework

The study employs qualitative methods as the main research method, including direct observation, interviews with the Executive Chef, and analysis of the implementation of food and beverage menu design at Signa Café.

Research Methodology

This study uses qualitative data, which is often referred to as a naturalistic research method because it focuses on the study of phenomena in their natural environment. Qualitative methods, such as this, are also known as ethnographic approaches, which were initially widely



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used in cultural anthropology research. By utilizing qualitative data, this study provides in-depth insights into the phenomena being studied, allowing for a comprehensive understanding (Sugiyono 2013). This method is also known as an artistic method, considering that the research process is more fluid and interpretive, where field data is creatively analyzed to obtain meaningful interpretations. In this study, primary data were collected through interviews and observations.

Interviews were conducted with Mr. Agus Manggala, Executive Chef at Signa Cafe, to gather information about the creative process in menu design, ingredient selection, and presentation techniques. Secondary data, such as customer reviews, were also used to assess the implementation of menu design, creativity, and presentation at Signa Cafe. These secondary data were obtained through interviews, social media platforms, Google Reviews, and the cafe menu itself. The data collection process was carried out through interviews, direct observation, and the use of an observation checklist to ensure accurate and representative findings.

Data collection instruments included semi-structured interviews with open-ended questions, which allowed for deeper exploration based on responses from participants. Direct observation was also used, with the researcher taking a non-interventionist approach to observe the daily operations at Signa Cafe. This involved recording key details related to food and beverage presentation, staff-customer interactions, and how the menu design was implemented. The results of these observations were documented using a checklist that covered elements such as food and beverage concepts, presentation, taste, quality, consistency, menu innovation, service, customer experience, and challenges in implementing the design.

Result and Discuss

Signa Cafe serves food and beverages with an approach that is consistent with its modern Western menu design, while maintaining local appeal. Presentation of dishes is done with aesthetics and presentation in mind, so that each plate is not only appetizing but also visually appealing. Signa Cafe's signature presentation is also evident in the use of fresh and local ingredients, which not only support the flavors but also reinforce the sustainability of the menu design. Each dish comes with information on where the ingredients come from and how they are prepared, giving customers a deeper understanding of the food they are enjoying. For beverages, Signa Cafe offers a variety of coffees and teas served with special attention to detail, such as serving temperature and proper brewing techniques. They also prioritize the customer experience by providing innovative and interesting drink options, such as unique flavor blends that combine local elements with Western styles. Signa Cafe determines the order of serving food and beverages in a systematic and quality-oriented manner to provide an optimal dining experience for customers.



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Signa Cafe faced some of the biggest challenges in consistently implementing its food and beverage menu design, particularly in relation to communication and managing customer expectations. One of the main challenges stems from the interaction between the chef and the owner who have Russian backgrounds, where cultural differences and flavor preferences can lead to difficulties in reaching agreement on presentation and seasoning. Another challenge arises from the need to maintain consistency in the quality and presentation of dishes despite variations in customer demand. Signa Cafe must strike a balance between menu innovation and staying true to its modern Western menu design. To ensure that every customer is satisfied with the menu options, Signa Cafe prioritizes clear and transparent communication. They explain to customers the diversity of their menu offerings and how each dish can cater to individual needs and preferences. Signa Cafe also endeavors to maintain consistency in the quality and presentation of dishes despite variations in customer requests. They ensure that each dish served is of high quality and attractive presentation, thus creating a memorable culinary experience for each customer. Signa Cafe evaluates menu success in a holistic way, considering both customer and internal perspectives. Firstly, from a customer perspective, Signa Cafe considers guest comments as the main reference for assessing menu success. They collect feedback from customers through various channels, such as social media reviews, customer surveys, and on-site comments. Internally, Signa Cafe conducts regular menu checks every month to find out which menus are the least and which ones are the best sellers. They use sales data and statistical analysis to identify trends and customer consumption patterns. Signa Cafe also applies menu engineering principles to maximize menu success. They use menu analysis that involves identifying the popularity and profitability of each menu item, and make strategic changes to increase sales and customer convenience. Signa Cafe uses customer feedback effectively to develop or adjust future menus to stay relevant in a systematic and quality-oriented way. Signa Cafe uses guest comments as the main reference for customizing their menu. They collect feedback from customers through various channels, such as reviews on social media, customer surveys, and on-site comments. Signa Cafe applies menu engineering principles to maximize menu success. They use menu analysis that involves identifying the popularity and benefits of each menu item, and make strategic changes to increase sales and customer convenience. In this way, Signa Cafe is able to offer a culinary experience that is memorable and consistent with customer needs, while still improving operational efficiency and business profits. Signa Cafe regularly innovates its menu to remain attractive to customers by adding 2 to 3 new menus every three months, without changing the overall menu design that has been implemented. Signa Cafe's food and beverage menu design is developed with guest needs and preferences as the main inspiration. The restaurant has been operating for 7 months and offers a daily menu of predominantly Western and Russian food. The main inspiration behind the menu design was that the majority of the guests are Westerners, as well as the owner being Russian. Signa Cafe, with its "Signature" menu design, offers a complex



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and multi-faceted philosophy through its food and beverage menu. Firstly, Signa Cafe's main theme is related to modern culture and healthy food trends. The restaurant follows the healthy food trend that is currently very popular, offering balanced and nutritious menu options.

The role of nutritional requirements in menu planning at Signa Cafe is very important and strategic. Firstly, Signa Cafe understands that a balanced and nutritious menu not only enhances the quality of the dishes, but also fulfills the nutritional needs of the customers. They ensure that each plate contains at least 100 carbohydrates, and serves a balanced combination of carbohydrates, protein and vegetables. Signa Cafe also pays attention to nutritional aspects in more specific menus such as fruit bowls. By serving a wide variety of fruits, Signa Cafe not only offers delicious choices, but also provides customers with options that are rich in vitamins and minerals. The role of nutritional needs in menu planning at Signa Cafe is also reflected in the use of the "Daily food" menu design. By offering a variety of balanced and nutritious meals, Signa Cafe allows customers to make choices that are healthy and suitable for their needs. Signa Cafe considers the use of seasonal and local ingredients in menu planning, although they are not limited to these ingredients. By partnering with suppliers, Signa Cafe ensures consistent availability of ingredients, thereby avoiding operational disruptions due to ingredient shortages. When seasonal ingredients are not available, Signa Cafe adjusts the menu by applying the principle of "daily food" which makes it easier for them to get ingredients from the local market. Overall, Signa Cafe demonstrated that considering seasonal and local ingredients is an integral part of their menu planning. This not only creates better relationships with local communities and suppliers, but also provides a unique and sustainable culinary experience for customers.

Signa Cafe uses barcode technology to collect feedback from customers. Using barcodes, customers can leave reviews and ratings after ordering food. This data is invaluable in helping Signa Cafe understand how their menu is received by customers and whether it fits the desired theme. Signa Cafe also pays attention to the aspect of attractive and informative menu design. They ensure that each menu presented not only offers delicious options, but also provides accurate descriptions and complete information about each dish. The menu at Signa Cafe is given in the form of a QR code, which when guests arrive will be given by the restaurant in the form of a card that has two different sides. The first side is a menu barcode and the second side is feedback for customers. Signa Cafe offers a wide selection of complete and indulgent menus, starting from a new menu entitled Try New Item which gives visitors the opportunity to try the latest creations from the kitchen team. There is also an All Day Breakfast that is available throughout the day, so guests can enjoy breakfast dishes at any time. Another exciting feature is the Creative Your Meal, where guests can design their own customized meal by selecting their choice of protein, sides, sauces, bread and beans. Meals at signa café range from IDR 55,000 to 85,000.



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Other categories include Soups, Appetizers and Salads to start your meal with a selection of fresh and delicious starters. For pasta and pizza lovers, Signa Cafe presents creative and authentic menu options. The Main Course section offers a variety of main courses that focus on modern flavors and presentation, complemented by a sweet Dessert to cap off the meal perfectly. Beverages range from fresh juices, smoothies, milkshakes, coffee, tea, to soft drinks. For alcoholic beverage lovers, there is a selection of Cocktails, beers, and Spirits that can be enjoyed to complete the ambience.

Signa Cafe also pays attention to food safety by ensuring that every dish used is not contaminated with unwanted ingredients. By using a clear "cross contamination" principle, Signa Cafe can ensure that the dishes offered are safe for consumption by customers with special dietary needs. Signa Cafe calculates food portions in a systematic and quality-oriented manner to ensure that every customer is satisfied. Firstly, they set consistent portion standards, such as serving an average of 250 grams per plate for main courses. Signa Cafe conducts a careful costing analysis to determine the right price for each portion of food. They set operating costs at 30% of the total production cost, which allows them to offer competitive prices without compromising on the quality of the dishes.

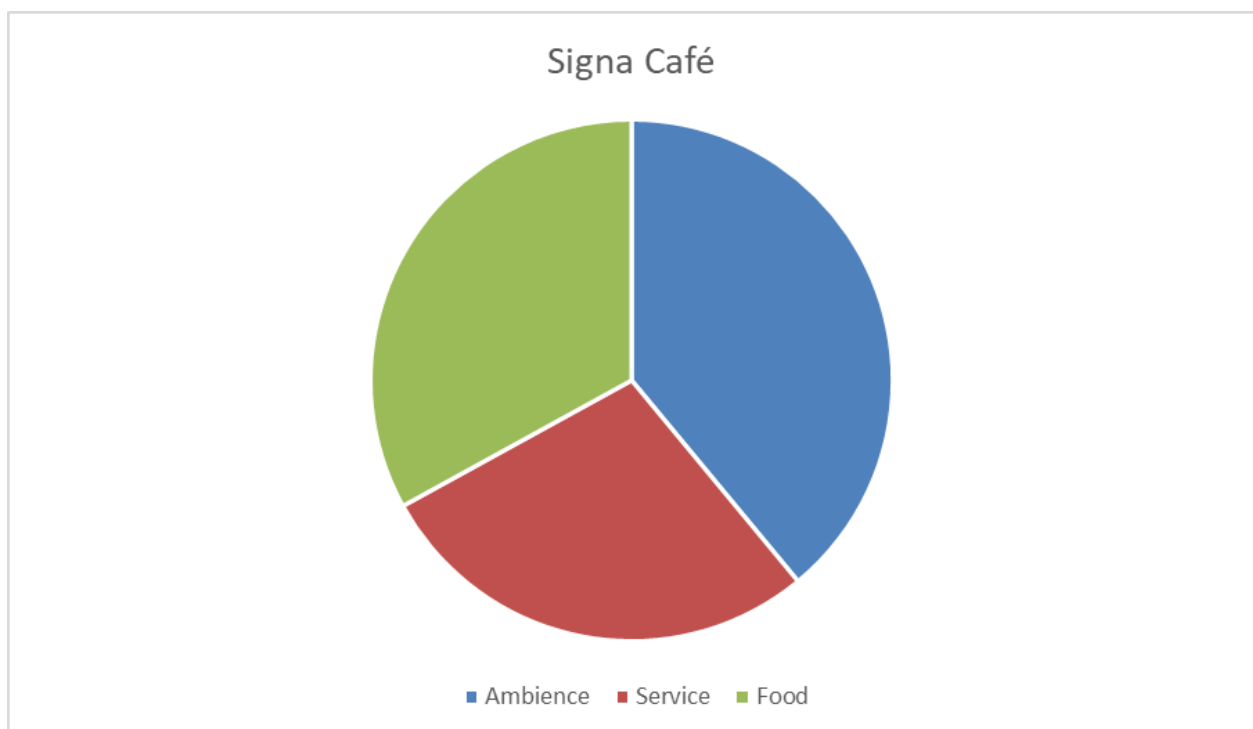
Signa Cafe ensures that food quality and freshness are maintained with several systematic and quality-oriented strategies. Firstly, they apply the First In First Out (FIFO) system to manage food ingredients. Every morning, newly arrived food ingredients are immediately removed and stored with a clear date. Signa Cafe pays close attention to the food storage aspect. They store food ingredients such as meat in safe conditions, such as by using vacuum before being stored in metal boxes. These food ingredients are then put into the freezer to maintain freshness and quality. Signa Cafe manages the storage of raw materials with strict procedures to ensure that the ingredients remain fresh and meet the expected quality standards. For freezer storage, the ingredients are first vacuumed before being put into the metal box, and then stored in the freezer. This process not only keeps the ingredients fresh but also prevents excessive freezing, and they conduct periodic checks every 12 weeks to ensure the quality is maintained. On the other hand, for ingredients stored in the chiller,

Signa Cafe uses plastic boxes and wraps them well without cutting them first. This way, the ingredients remain protected from contamination and moisture loss. The ingredients are washed only when they are to be used, thus maintaining cleanliness and freshness until the time of serving. This approach demonstrates Signa Cafe's commitment to the quality and safety of the food they serve. With an organized and regularly inspected storage system, Signa Cafe not only reduces raw material wastage but also ensures that every dish served to customers meets high standards of taste and quality. Signa Cafe also implements an effective inventory management system to monitor the availability of food ingredients in real time. Using advanced technology and information systems, Signa Cafe is able to monitor ingredient stocks and detect possible shortages before they occur. This allows them to conduct more accurate and effective



procurement planning, thus ensuring that food availability is always maintained and daily menus can be fulfilled smoothly.

Signa Cafe is rated 4.7 out of 5 stars. In total, Signa Cafe has a total of 319 reviews including positive and negative reviews. Of the 319 reviews, the most frequently mentioned were breakfast, atmosphere, interior, lemon tart, shrimp, day, shakshuka, zucchini, salmon, and music.



With 39% of the total reviews, ambience is the element that customers pay the most attention to. This shows that the atmosphere of the cafe is very influential to the overall experience. With 28% of the total reviews, service is also an important factor in the customer experience. This shows that customers value interactions with staff and the quality of service provided. Food received 33% of the total reviews, indicating that food quality is a major concern for customers. Flavour, menu variety, and presentation are some of the aspects that are rated.

Conclusions

The application of menu design at Signa Cafe shows that menu design is not just a list of dishes, but also a strategic tool in attracting customers' attention. This design includes a balanced and diverse selection of items, as well as an arrangement that makes it easy for



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customers to choose. Signa Cafe can utilize effective menu design principles, such as the use of attractive colors and typography, to guide customers' attention to certain menu items and enhance their dining experience. In addition, good management of raw materials is key to ensuring the quality of each dish served, so that it can meet customer expectations.

Creativity in menu design at Signa Cafe is evident from the effort to present innovation in the presentation of food and beverages. This includes the use of local ingredients and unique cooking techniques, as well as visually appealing presentations. Signa Cafe can continue to innovate by introducing seasonal menus or collaborations with guest chefs to create a different culinary experience. This innovation not only increases the appeal of the menu but also provides added value to customers, encouraging them to share positive experiences on social media

Customer perceptions of Signa Cafe's food and beverage menu are generally positive. Customers appreciate the variety of choices available as well as the quality of the taste of the dishes served. Customer feedback indicates that they are satisfied with the service and ambiance of the cafe, which contributes to their decision to return. However, it is important for Signa Cafe to continue to survey and analyze customer perceptions in order to identify areas for improvement and tailor the offerings to meet their expectations.

Overall, Signa Cafe has great potential to continue to grow through the implementation of strategic menu design, creative innovation in presentation, and attention to customer perception. With this approach, Signa Cafe will be able to increase its competitiveness in the increasingly competitive culinary market.

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ANALYSIS OF THE APPLICATION OF CONVENTIONAL AND ASSEMBLE-SERVE CATERING SYSTEMS IN THE INDEPENDENT PADANG RESTAURANT

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Abstract

This study aims to explore the implementation of the catering system and operational challenges faced by Rumah Makan Merdeka Masakan Padang. Using a qualitative approach, the study analyzes key aspects such as the application of a conventional and assemble-serve catering system, food stock management, workflow efficiency, customer experience, and the quality of ingredients used. The observations indicate that Rumah Makan Merdeka implements a set menu with direct serving from the food display without reheating, affecting service speed and customer satisfaction. The main challenge encountered is overstocking, leading to food waste.

However, the leftover food is either repurposed for other dishes or given to employees as a solution to reduce waste. Additionally, the study found that an unstructured workflow and issues with timely service during peak hours impact operational efficiency. Despite this, customers are generally satisfied with the taste and quality of the food, which is maintained through the daily use of fresh ingredients. This study recommends optimizing stock management and structuring the workflow to improve operational efficiency and enhance customer experience, particularly in terms of service speed during busy hours.

Key word : Catering System, Conventional and assemble -serve catering system, Padang Restaurant

INTRODUCTION

Padang restaurants have become one of Indonesia's culinary icons, known for their rich and varied flavors. The presence of Padang restaurants in Bali adds to the culinary richness on the Island of the Gods and can attract

domestic and foreign tourists. According to Syuhardi (2018) "the Padang restaurant business is one of the leading creative businesses because of the distinctiveness of the taste and the use of a variety of spices native to Indonesia".

However, competition in this sector is getting tighter, thus encouraging business actors such as the independent Padang Restaurant to continue to innovate in food service and presentation.

A survey by Nielsen (2020) shows that 70% of respondents prefer restaurants that offer fast service. Therefore, it is important for Merdeka Padang Restaurant to adopt a serving system that can meet these demands.

The conventional system allows restaurants to serve food quickly without sacrificing quality, where all menu items are cooked simultaneously. This is especially important during peak hours when the number of diners increases. On the other hand, the assemble-serve method gives customers the flexibility to choose food components that suit their preferences, creating a more personalized dining experience. According to Smith & Jones (2012), "the assemble-serve method not only increases customer satisfaction but can also reduce food waste because customers can choose portions according to their needs".

This research will delve deeper into the impact of the implementation of conventional and assemble-serve catering systems on service and customer experience. This research needs to explore the challenges arising from inefficient stock management, and its impact on food quality. The research will examine the relationship between food preparation time, serving speed, and customer satisfaction, as well as how to optimize time during peak working hours.

This research aims to explore the application of conventional and assemble-serve systems at Rumah Makan Padang Merdeka in Nusa Dua as a solution to the existing challenges and capitalize on opportunities in the increasingly competitive culinary scene. Through a qualitative approach, it is hoped that this research can provide insight into how innovation in food presentation can increase the competitiveness of restaurants and create a better dining experience for customers.

LITERATURE REVIEW

Included in the results of the analysis of how Merdeka Padang Cuisine Restaurant Nusa Dua serves food, where they use fresh ingredients every day which



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are cooked on the same day and served directly to customers without going through a repeated cooking process. This method is in line with two systems of serving food in the catering world, namely the conventional system and the assemble-serve system. Research was conducted to support this analysis. Conventional catering system or also called conventional food service research conducted by Nurmasari, Widyastuti. (2018) regarding the conventional catering system which states that in this model, food is prepared freshly on the spot and served directly to consumers without going through a long-term storage process in the refrigerator or re-cooking. This system is more often found in various food organizations such as restaurants, cafeterias, hospitals, campuses / schools.

Food is produced according to customer demand and distributed at service points close to the place of production, as has been done at Merdeka Padang Cuisine Restaurant in Nusa Dua. This research also highlights that the use of fresh local ingredients can improve the quality of the taste of the food and minimize waste, giving the impression to consumers that the quality of food is more guaranteed. Assemble-serve system research by Yudi, Arimba. (2019) is a method of serving food where food that has been prepared previously on the food display is immediately served on a plate and served to customers. The application of this system provides several advantages, including reducing labor costs because food ingredients are purchased in fully prepared form so as to reduce the amount of labor and processing equipment when the food is served. production, and also in terms of serving time it becomes faster because the food ingredients are all cooked, so they are simply mixed and do not need to be processed again but the food ingredients are not easily stale, Nurmasari, Widyastuti. (2018)

RESEARCH METHODOLOGY

The data collected in this study were obtained through semi- structured interviews, which involved direct interaction between students as interviewers and employees as respondents. According to Sugiyono. (2017) states that Interview is a qualitative data collection technique that involves direct interaction between the interviewer and the source. The aim is to explore information, perspectives, and experiences of sources in depth. The purpose of the interview was to explore information, perspectives and experiences of respondents in depth. Interviews were conducted face-to-face, with a duration of about 10 to 15 minutes. The interview process was recorded with a recording device with the respondent's permission. This research aims to find out what catering system the restaurant operates, by asking questions on various operational aspects such as the application of set menus, management of food stocks, workflow in the food preparation process, as well as guest satisfaction and experience with food service and taste.

The technique used in this research is thematic analysis. According to Yuli Asmi Rozali (2020), thematic analysis is one of the methods applied in analyzing qualitative research data by finding patterns or themes that arise from interview data in verbatim form. Based on this statement, we conducted data transcription before

carrying out thematic analysis. This process involved converting all the data from the recordings into written form, then understanding the data in depth by reading and reviewing the interviews carefully. The thematic analysis technique was used to identify, analyze, and report patterns or themes that emerged from the interview data by marking important parts of the data that were relevant to the research focus.

RESULTS AND DISCUSSIONS

Results

Rumah Makan Padang Merdeka successfully implements both conventional and assemble-serve catering systems, which is evident in the process of serving and processing food. In practice, they use a set menu-like system, where food is prepared and processed on-site, then served in the form of food displays. With this approach, guests can easily choose from a wide selection of pre-prepared dishes, giving them flexibility and comfort for visitors.

Research conducted by Nurmasari, Widyastuti. (2018) supports these findings by stating that in the conventional catering model food is prepared fresh on-site and served directly to consumers. This process does not involve long-term refrigerated storage or re-cooking, thus maintaining food quality and freshness. This approach is instrumental in creating an authentic and satisfying culinary experience for customers. In addition, Yudi, Arimba. (2019) added that the assemble-serve system is a serving method in which pre-prepared dishes are served directly to customers. This method not only speeds up the serving process but also ensures that the food remains in optimal condition when it reaches the consumer.

The results show that the level of customer satisfaction with the taste of food at Rumah Makan Padang Merdeka is very high, with many customers giving an average rating of 4.8 on Google Reviews. The authentic taste of Padang cuisine, which results from the use of fresh ingredients and selected spices, is one of the main factors that satisfy guests. According to Dwi Aryanti and colleagues (2013), speed of service is one of the key factors in determining guest satisfaction. Customers generally expect fast and efficient service, especially in restaurants with a high volume of visitors. Although the implementation of the conventional catering and assemble-serve system at Rumah Makan Padang Merdeka aims to improve efficiency, this study shows that the system has not been able to fully improve the speed of serving, especially during peak visitation. This indicates the need for further adjustments in workflow management to optimally meet customer expectations.

One of the main challenges faced by Rumah Makan Padang Merdeka is overstocking, which has the potential to cause waste of raw materials. This overstocking often occurs due to uncertainty in the estimated number of visitors, especially on peak days. To overcome this challenge, Rumah Makan Padang Merdeka adopts several strategies.

One of them is sharing food leftovers to employees, as well as processing leftover ingredients into additional menu items. This not only helps reduce waste, but also provides added value for employees. In addition, the stock management done by purchasing fresh local ingredients every morning contributes to the maintenance of ingredient quality and ensures operational efficiency.

DISCUSSIONS

Rumah Makan Padang Merdeka has successfully integrated conventional catering and assemble-serve systems in its operations. By implementing a set menu system, they not only serve food that has been prepared and processed directly on site, but also offer a food display model that makes it easier for guests to find their way around. Choosing a dish. This approach is in line with Nurmasari and Widyastuti's (2018) findings that emphasize the importance of serving food fresh on the spot, without going through a long-term storage or re-cooking process. This contributes to an authentic and satisfying culinary experience, which is further enhanced by the selection of quality ingredients.

High level of customer satisfaction, with an average rating of 4.8 on Google Reviews, indicating that Rumah Makan Padang Merdeka is successful in meeting taste expectations. The use of fresh ingredients and selected spices are key factors that improve food quality and customer satisfaction. However, although the quality of taste is maintained, there are complaints about the speed of serving, especially when the restaurant is crowded. Dwi Aryanti et al. (2013) highlighted that speed of service is an important element in guest satisfaction. This suggests that while the catering system implemented has the potential to improve efficiency, challenges in serving speed still need to be addressed to meet the expectations of customers who want fast and efficient service.

One significant challenge is overstocking, which can lead to wastage of raw materials. Uncertainty in the estimated number of visitors, especially on busy days, is often a major cause. This can lead to inefficient stock management and unwanted wastage. To overcome this challenge, Rumah Makan Padang Merdeka adopted some innovative strategies, such as distributing leftover food to employees and processing leftover ingredients into additional menus. This not only reduces waste, but also provides added value to employees, creating a more positive working environment.

Stock management by purchasing fresh local ingredients every morning demonstrates Rumah Makan Padang Merdeka's commitment to quality and operational efficiency. This method helps ensure that the ingredients used are always in optimal condition, while supporting local economic growth. However, the success of this management must be balanced with adjustments in workflow and serving strategies to improve service speed, especially when visitor volumes



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increase.

CONCLUSIONS

Rumah Makan Padang Merdeka successfully implements a conventional and assemble-serve catering system which serves or offers fresh food without long-term storage or re-cooking so that customers get quality food. Rumah Makan Padang Merdeka also implements a set menu system with food displays to increase customer comfort and satisfaction. This research shows a high level of customer satisfaction with an average rating of 4.8 on Google Reviews, thus authentic flavors from fresh ingredients are key to success. However, this poses challenges related to serving speed during peak visitation and over stocking. Rumah makan Padang Merdeka should further adjust the workflow and serving strategy to improve efficiency and speed of service, in addition to overcoming overstocking can be done by distributing leftovers to employees so as to meet customer expectations and improve operational efficiency.

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MERDEKA". This report is the result of qualitative research at Rumah Makan Merdeka, which aims to explore the implementation of both catering systems and identify the operational challenges faced. Through in-depth observations and interviews with staff, this research reveals important aspects related to food stock management, workflow efficiency, and customer satisfaction. It is hoped that this report will benefit the development of knowledge in the field of restaurant management and serve as a reference for culinary industry practitioners. We realize that this report is far from perfect, so constructive criticism and suggestions are highly expected for future improvements. Our thanks go to Kak Yanthi as an employee of Rumah Makan Merdeka who has given permission to conduct research, as well as to Ni Luh Gde Sri Sadjuni, SE., M.Par. as the lecturer in charge of the course.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

MANAGEMENT



Cross-cultural planning: key behaviours of global meeting planners

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Abstract

Meeting planners' behaviors and expectations are heavily influenced by cultural differences, which play a crucial role in the success of international events. Understanding these cultural variations is essential for effective cross-cultural collaboration and event planning. This study aims to examine the key behaviors of meeting planners from North America, Europe, Asia, Australia, and the Middle East, focusing on regional priorities and trends. A comparative analysis of global meeting planners was conducted, highlighting differences in communication styles, flexibility, negotiation practices, and cultural sensitivity. Additionally, common trends such as sustainability, technology integration, and attendee experience were examined. The findings reveal that while certain global trends are shared, regional variations in planning practices are significant, particularly in relationship-building, adaptability, and professional priorities. The study concludes that successful international event planning requires a flexible, culturally sensitive approach that fosters strong relationships and ensures compliance with local regulations. These insights provide valuable strategies for planners to enhance cross-cultural collaborations and deliver globally resonant events.

1.1 Background

Meeting planners worldwide play a key role in organizing events, and their behavior is shaped by the culture and business practices of their regions. Understanding these diverse behaviors is crucial for effectively managing international events, leading to better collaboration, smoother planning, and improved results. Culture influences planners' expectations, preferences, and communication styles, requiring event organizers and vendors to adjust their approaches. This presentation aims to highlight the key behaviors of meeting planners from different regions, providing insights for successful cross-cultural event planning. In today's globalized world, understanding different cultures is essential for building strong relationships, especially in international event planning. Global meeting planners must navigate cultural differences to create events that resonate with diverse participants. Respecting stakeholders' backgrounds fosters trust and successful partnerships. To ensure the success of international events, planners need to adapt to local customs and preferences, showing flexibility. Embracing cultural diversity helps organizers deliver unique and memorable experiences, enhancing the overall attendee experience. This commitment to inclusivity improves event outcomes and supports long-term success. Based on the background described above, the Research Question of this research would be as follows: How do global meeting planners adapt their behaviors and strategies to effectively manage cross-cultural differences during international events?

1.2 Research Methodology



For the topic “Cross-cultural planning: key behaviors of global meeting planners,” the Descriptive Research methodology was used to understand the behaviors and practices of meeting planners in a global, cross-cultural context. The goal of the research was to describe the key behaviors of global meeting planners when dealing with cross-cultural planning, aiming to identify common practices and strategies used to handle cultural differences in international meetings without explaining why those behaviors happened. The research involved three main methods: surveys, case studies, and observations. Surveys were sent to meeting planners worldwide, asking about their experiences, strategies, and challenges in cross-cultural event planning. Case studies were conducted on selected global meetings, showing real examples of how planners adjusted their behaviors to cultural differences. Observations of actual international meetings allowed researchers to see how planners managed cultural differences in real-time. Data was collected in both qualitative and quantitative forms, including detailed descriptions from surveys and observations, as well as statistics on how often certain strategies were used or how many cross-cultural events the planners had organized. The outcome provided a clear picture of the key behaviors and strategies used by global meeting planners in cross-cultural settings, describing common practices and challenges, without delving into the reasons behind these behaviors.

1.3 Why Cross-Cultural Understanding Matters

Cultural differences significantly impact the success of events, as these differences influence planners' expectations, decision-making processes, and overall event priorities. Understanding these cultural nuances is crucial because meeting planners' behavior is often a reflection of their local business customs and societal norms. For instance, planners from different regions may have varying preferences for communication styles, negotiation tactics, and the importance of specific event elements, such as formality, technology, or sustainability. By adapting approaches to meet these diverse expectations, event organizers can foster better relationships with international planners, avoid misunderstandings, and tailor events to better align with regional expectations. This adaptability enhances the likelihood of a successful event by ensuring that all aspects, from planning to execution, resonate with the cultural and business practices of the participants. Moreover, recognizing and respecting cultural differences helps in creating more engaging, inclusive, and effective events that are well-received by global audiences.

2.1 Key Behaviors of North American Meeting Planners

North American meeting planners are characterized by a strong focus on efficiency and innovation, which drives their approach to organizing and executing events. They prioritize streamlined processes and effective time management to ensure that every aspect of the event runs smoothly and meets deadlines. This emphasis on efficiency often leads to the adoption of cutting edge solutions and practices to enhance event planning and execution. A key expectation among North American planners is the integration of advanced technology. They are highly receptive to incorporating the latest tech tools, such as event management software, virtual and hybrid event platforms, and interactive engagement tools. This focus on technology not only enhances operational efficiency but also improves the attendee experience by providing seamless digital interactions and



up-to-date information. Attendee experience and networking opportunities are central to North American events. Planners place significant emphasis on creating engaging and meaningful experiences for attendees, which includes well designed programs, interactive sessions, and ample networking opportunities. They believe that a successful event should facilitate valuable connections and foster positive interactions among participants. Flexibility and adaptability are also crucial traits of North American meeting planners. They are accustomed to managing dynamic environments where last-minute changes and unexpected challenges may arise. Planners are expected to be agile, quickly adjusting plans and logistics to accommodate new requirements or resolve issues as they occur, ensuring that the event remains successful despite any disruptions.

2.2 Key Behaviors of European Meeting Planners (UK & Continental)

European meeting planners, both in the UK and across the continent, exhibit a preference for structure, punctuality, and professionalism. They value well organized and methodical planning processes, ensuring that every aspect of the event is meticulously arranged and executed. Punctuality is highly regarded, with a strong emphasis on adhering to schedules and deadlines to maintain a smooth and professional event flow. This structured approach reflects a commitment to high standards and reliable execution. A notable characteristic is their focus on quality over quantity. European planners prioritize delivering high standards in every aspect of the event, from venue selection to catering and service. They are less concerned with the scale or size of the event and more focused on ensuring that every detail meets or exceeds expectations, reflecting a commitment to excellence and superior experiences for attendees. Sustainability and eco-friendly practices are increasingly important to European meeting planners. There is a growing emphasis on implementing environmentally responsible practices, such as reducing waste, using sustainable materials, and incorporating green energy solutions. Planners seek venues and suppliers that align with these values, reflecting a broader commitment to environmental stewardship and reducing the carbon footprint of their events. Diplomatic communication and value for money are key aspects of interactions with European planners. They approach negotiations and communications with a diplomatic and respectful tone, valuing clear and transparent discussions. Additionally, they are focused on obtaining the best value for their investment, balancing cost considerations with the quality of services provided. This ensures that they achieve a favorable outcome while maintaining high standards of professionalism and service.

2.3 Key Behaviors of Asian Meeting Planners (China, India, Singapore)

China

Meeting planners in China place a significant emphasis on relationship building, known as **guanxi**, which involves cultivating strong personal and professional connections. These relationships are crucial in facilitating successful business dealings and ensuring trust between parties. Negotiation is also a key aspect of their approach; planners are skilled in bargaining to achieve favorable terms and often seek value for money. Additionally, there is a notable focus on prestige, with planners prioritizing high-status venues and services that reflect well on their organization and convey a sense of importance and success.



India

Indian meeting planners emphasize cost-effectiveness while ensuring that the event delivers substantial value. They are adept at balancing budget constraints with the need for quality services and impactful experiences. Personal relationships play a crucial role in their planning process, where building strong, trust-based connections with vendors and partners is vital for smooth operations. Cultural sensitivity is another important factor; planners are attentive to diverse cultural practices and traditions, ensuring that events are respectful and inclusive of various cultural norms and preferences.

Singapore

Planners in Singapore are known for their focus on efficiency and innovation. They strive to streamline processes and implement the latest technological solutions to enhance event management and attendee engagement. High standards are a hallmark of their approach, with a strong commitment to delivering exceptional quality across all aspects of the event. Additionally, there is a significant emphasis on compliance, as Singaporean planners ensure that all regulatory requirements, including health, safety, and legal standards, are meticulously followed to guarantee a successful and well-regulated event.

2.4 Key Behaviors of Australian Meeting Planners

Australian meeting planners are known for their pragmatic and efficient approach to event management. They prioritize practical solutions and streamlined processes, aiming to maximize effectiveness while minimizing unnecessary complications. This practical mindset ensures that events are executed smoothly and meet their objectives without excessive bureaucracy or inefficiency. Sustainability and eco-friendly practices are also critical to Australian planners. There is a strong emphasis on incorporating environmentally responsible measures into event planning, such as reducing waste, choosing sustainable materials, and implementing energy-saving solutions. Planners seek out venues and suppliers that share these values, reflecting a broader societal commitment to environmental stewardship. Attendee well-being and work-life balance are key considerations for Australian planners. They aim to create events that respect attendees' time and provide opportunities for relaxation and well-being. This can include incorporating wellness activities, ensuring reasonable event schedules, and providing comfortable environments that contribute to a positive and balanced experience for participants. Communication with Australian planners tends to be open, direct, and informal. They appreciate straightforward and honest interactions, valuing transparency in negotiations and planning discussions. While maintaining professionalism, Australian planners often adopt a relaxed tone, fostering a friendly and approachable atmosphere that facilitates effective collaboration and reduces formal barriers.

2.5 Key Behaviors of Middle Eastern Meeting Planners

Middle Eastern meeting planners place a strong emphasis on luxury, prestige, and high-quality service. They often prioritize high-end venues, exclusive services, and premium amenities to ensure that events reflect sophistication and grandeur. The focus is on delivering a high level of comfort and elegance, enhancing the overall



experience and aligning with the expectations of attendees who value opulence and refined service. Building strong, long-term relationships is crucial for Middle Eastern planners. They invest significant effort in developing and maintaining trust-based partnerships with vendors, clients, and stakeholders. These relationships are seen as essential for successful collaboration and future business opportunities, making networking and rapport-building key components of their planning approach. Cultural and religious sensitivity is another important aspect of Middle Eastern event planning. Planners are acutely aware of and respectful towards local customs and traditions, including religious practices and gender dynamics. They ensure that events are designed in a manner that is culturally appropriate, accommodating specific dietary restrictions, prayer times, and gender considerations to create an inclusive and respectful environment. Punctuality and adherence to formality are highly valued in Middle Eastern business culture. Planners expect strict adherence to schedules and formal protocols, reflecting a commitment to professionalism and respect for established norms. This attention to detail ensures that events run smoothly and meet the high standards expected in the region.

3.1 Comparative Overview

In examining the behaviors of meeting planners from different regions, several common trends emerge. **Sustainability** is increasingly a shared priority across the globe, with planners from various regions emphasizing the importance of eco-friendly practices, such as reducing waste, using sustainable materials, and minimizing environmental impact. **Technology** integration is also a universal trend, as planners seek to leverage the latest tools and platforms to enhance event management, improve attendee engagement, and streamline operations. Additionally, the **attendee experience** is a central focus for planners worldwide, with a strong emphasis on creating memorable, engaging, and personalized experiences that cater to the needs and preferences of participants. Despite these commonalities, there are key differences in approach that reflect regional variations. **Negotiation styles** can vary significantly; for example, North American planners may engage in direct and straightforward negotiations, while Asian planners might employ more nuanced bargaining tactics influenced by relationship-building. **Communication preferences** also differ, with European planners favoring formal and diplomatic interactions, while Australian and American planners often prefer a more casual and direct approach. **Flexibility** in managing changes can be another area of divergence, with planners in some regions displaying greater adaptability to lastminute adjustments compared to others who may adhere more strictly to pre-defined plans. Adapting to the globalized nature of event planning requires an understanding of these regional differences and commonalities. Planners and vendors must be able to navigate and integrate diverse cultural expectations and practices, leveraging common trends while respecting and accommodating local preferences. This adaptability ensures that events are not only globally relevant but also locally resonant, enhancing the overall success and impact of international events.

3.2 Strategies for Successful Cross-Cultural Event Planning To excel in cross-cultural event planning, several strategies are essential for ensuring that events are both effective and respectful of diverse cultural contexts:



3.2.1 Research and Understand Cultural Norms

Thorough research into the cultural norms and business practices of the region where the event will take place is crucial. This includes understanding local customs, traditions, etiquette, and preferences. For example, knowing the significance of certain rituals or dietary restrictions can help tailor the event to meet local expectations and show respect for cultural practices. Additionally, understanding communication styles and decision-making processes can enhance interactions with local planners and stakeholders.

3.2.2 Build Strong Relationships with Planners and Vendors Establishing and nurturing strong relationships with local meeting planners and vendors is key to successful cross-cultural event planning. Building trust and rapport can facilitate smoother collaboration and negotiation. This involves engaging in regular, respectful communication, showing commitment to mutual goals, and demonstrating reliability. Long-term relationships often lead to better cooperation and more favorable outcomes, as well as insights into local best practices and resources.

3.2.3 Be Flexible and Adaptable to Local Preferences

Flexibility and adaptability are critical when managing cross-cultural events. Planners should be prepared to adjust plans and strategies based on local preferences and feedback. This might involve modifying event schedules, formats, or content to better align with regional expectations. Being open to change and responsive to local needs ensures that the event remains relevant and engaging for the target audience.

9.4. Ensure Compliance with Local Laws and Regulations

Adherence to local laws and regulations is essential for the smooth execution of events. This includes complying with legal requirements related to safety, health, permits, and environmental standards. For instance, ensuring that venues meet safety regulations or that sustainability practices are in line with local policies is crucial. Being informed about and compliant with these regulations helps prevent legal issues and demonstrates a commitment to responsible event management.

By implementing these strategies, event planners can navigate the complexities of cross-cultural settings, creating successful events that respect and integrate diverse cultural elements while meeting high standards of professionalism and effectiveness.

4. Conclusions

Cross-cultural understanding is essential for establishing and maintaining strong, lasting relationships with global meeting planners. By appreciating and respecting the diverse cultural backgrounds and business practices of planners from different regions, event organizers can build trust and foster effective collaborations. This mutual respect and understanding lay the foundation for successful partnerships and ongoing business opportunities. Achieving success in international event planning involves adapting strategies to align with the cultural, business, and personal preferences of planners from various regions. This means customizing approaches to meet regional expectations, embracing local customs, and accommodating specific needs. By being flexible and responsive to these diverse preferences, planners can ensure that their events



are relevant and resonate with participants, enhancing the overall effectiveness and impact of the event. Embracing diversity not only enriches the planning process but also contributes to creating memorable and impactful international events. By incorporating a range of cultural perspectives and practices, event planners can craft unique and engaging experiences that appeal to a global audience. This inclusivity not only fosters positive attendee experiences but also reflects a commitment to global awareness and cultural sensitivity, ultimately leading to more successful and meaningful events.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

"GREEN BEHAVIOR IN SANUR HOTELS: WHY EMPLOYEES ARE KEY TO SUSTAINABLE PRACTICES"

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Abstract

This study aims to analyze the implementation of green behavior in star and non-star hotels in the Sanur area of Bali. Green behavior refers to employee behaviors that support environmentally friendly principles, essential to achieving sustainability in hotel operations. Using survey, documentation, and literature study methods, data was collected from 160 respondents who are employees of star and non-star hotels in Sanur. The data analysis technique used in this research is a quantitative analysis technique using descriptive analysis. The results showed that star hotel employees are more consistent in applying green behavior, especially in avoiding environmental damage, taking environmentally friendly initiatives, resource conservation efforts, influencing colleagues' green behavior, and working sustainably. Meanwhile, non-star hotel employees still need help in some aspects of green behavior. These findings emphasize the importance of environmental knowledge and awareness in promoting employees' green behavior to achieve sustainability goals in the hospitality sector.

Keywords: *green behavior, employee, hotel, sustainable*

Introduction

Along with the rapid development of tourism today, environmental issues arising from tourism businesses have become a global issue. Sustainability is becoming popular in various aspects of life, including development and operations, especially in the tourism and hospitality sectors. It is vital for all tourism businesses, especially in the hospitality sector, to implement and understand the concept of a sustainable environment (Upadhyay *et al.*, 2016). This is stated in Presiden Republik Indonesia, (2009) concerning Tourism, which states that one of the principles of implementing tourism is to preserve nature and the environment. Therefore, every tourism business actor is responsible for caring for the environment and maintaining its health, cleanliness, beauty, and sustainability (Pramono, 2016). One way to maintain environmental sustainability is by implementing green tourism.



Several countries have promoted green tourism to reduce carbon emissions from tourism management and hotel operator practices (Niedziółka, 2010). The impact of business activities that can cause damage to the environment results in increased pressure for companies (Raditya, et.al., 2024; Anggoro, et.al., 2023) so companies must make green initiatives as part of their corporate CSR programs (Yanti & Nawangsari, 2019). In line with this spirit, maintaining environmental sustainability is also a significant agenda for hotel managers. Protecting the environment helps hotels increase their competitiveness with a green image and creates various opportunities (Chen & Chang, 2013). Green practices also encourage consumers to use products and services from environmentally responsible organizations. This encourages organizations to pay greater attention to the green behavior of their employees. The successful endeavor to become a green hotel will depend on its operational executors, namely employees. One crucial aspect that must be owned by employees who run operations is behavior that supports green principles (Darmaputra, et. al., 2020). Employee green behavior directly affects the effectiveness of environmental protection by the company and is a critical factor in promoting sustainable practices within the company itself (Agrawal & Pradhan, 2023).

Today, hotel development as tourism infrastructure has proliferated in Bali. Based on data processed from the Bali Provincial Statistics Agency report in 2023, it was recorded that the total number of star hotels in Denpasar City in 2022 was 40 hotels, and non-star hotels were 153.

Since establishing the Bali Beach Hotel in the 1960s, it has affected the Sanur area, one of the most famous and favorite tourist areas in Bali to date. Due to the development of several hotels in the coastal area, hotel development in Sanur needs to apply the concept of green hotels by implementing employee green behavior. Therefore, this research was conducted to determine how green behavior is implemented in Sanur's and non-star hotels.

Literature Review

1. Sustainable

Sustainability is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Keeble, 1988). This definition emphasizes the importance of optimizing the use of natural resources and reducing environmental impacts to improve the quality of human life sustainably. A sustainable environment has principles that emphasize sustainability, including (i) protecting life support systems, (ii) protecting and increasing biotic diversity, (iii) maintaining or enhancing ecosystem integrity, and developing and implementing rehabilitation measures for severely damaged ecosystems. (iv) developing and implementing preventive and adaptive strategies to respond to the threat of global environmental change.



In the ecological sphere, (Daly, 2017), who was one of the early pioneers of ecological sustainability, proposes that:

- a. For renewable resources, harvest rates should not exceed regeneration rates (sustainable yield).
- b. The waste generation rate from projects should be, at most, the assimilation capacity of the environment (sustainable waste disposal).
- c. Depletion of non-renewable resources shall require the development of comparable renewable substitutes for those resources.

2. Behavior

The main element of employee behavior is some activity, whether physical or mental (Sastradipoera, 2003). Employee behavior is a series of activities. At the same time, these activities are always goal or goal-oriented. Therefore, they must be fostered and given motivation.

Behavior is whatever a person does; talking to superiors, typing letters, keeping files, serving customers, and so on shows a person's behavior (Suprihanto et al., 2020). To understand how individuals behave in organizations, a manager must know why there are differences in behavior among employees. Opinions expressed by experts about individual behavior still have contradictions. Some argue that a person's behavior is more determined by heredity or innate traits, and some say that environmental variables influence behavior more.

3. Green Behavior

Goleman, et.al., (2013) explains that green behavior is human behavior in protecting and maintaining the environment in their immediate environment. Green behavior arises because of human awareness of loving the universe. One's awareness of loving the universe must be instilled early in children, one of which is through eco-literacy. Syaodih, et.al., (2015) explained that green behavior needs to be grown early in children so that in the future, children will become adults with green behavior and love the universe. The form of growing green behavior in early childhood is to provide a form of project learning to foster critical thinking skills in children, foster problem-solving skills in children, and make children independent learners. Children are given knowledge accompanied by practice about the importance of protecting the surrounding environment, such as how to save water, maintain plants, and sort organic and non-organic waste.

Green behavior is a reflection of responsibility and concern for the environment that must exist and be owned by every human being. The formation of human behavior towards the environment is related to attitudes and values that come from knowledge, feelings, and tendencies to act. From this, human actions toward the environment are based on decisions derived from environmental information, background experience, and attitudes toward the environment.

4. Employee

Organizational development cannot be separated from performance. Every employee must work well to achieve the company's main objectives. This, indeed, must be balanced with the quality and performance of employees in carrying out their work. This is the responsibility of employees. According to



(Riniwati, 2016; Rivaldo, 2022), performance is the process of people's actions when carrying out a task that produces thoughts and products to achieve the goals they are working on. Performance appraisal is needed to achieve the goals that must be achieved for the benefit of the company and employees, and some elements must be met for performance appraisal. Human resources are integral to achieving performance because they affect an organization's processes. Performance results from work and work actions to complete the tasks and responsibilities within a certain period (Kasmir, 2016; Supriadi *et al.*, 2022).

5. Hotel

Hotels used to come from the word Hospital (Latin), meaning guest room; over a long period, the word hospital underwent a process of changing its meaning and distinguishing between Guest House and Mansion House (large house), which developed at that time, the large houses were called Hostels. The mansions were then rented out to the general public so they could stay and rest for a while. During their stay, guests had to abide by all the rules set by the house owner. As the word hostel evolved and demanded more and more, the word hostel gradually changed. The letter "s" in the word hostel was removed and became the word "hotel."

A hotel is a field of business that uses part of the building explicitly provided for everyone who stays, eats, gets services, and uses other facilities. A hotel is a building or an institution that provides rooms to stay, eat and drink, and other services for the public. Hotels can also be a means of general residence for tourists by providing room services, food and beverage providers, and accommodation on payment terms (Lawson, 1995). In Indonesia, based on the Decree of the Minister of Transportation of the Republic of Indonesia No. PM 10 / PW - 301 / Phb. 77, dated December 12, 1977, A hotel is a form of commercially managed accommodation provided for everyone to obtain lodging services, such as eating and drinking. The Director General of Tourism-Depparpostel also defines hotels as accommodations that use part or all of the parts for lodging services, food and beverage providers, and other services for the general public that are managed commercially. A unique feature of a hotel is having a restaurant managed directly by the hotel management. The class of hotels in Bali province is determined by the Regional Tourism Office (Diparda).

Research Methodology

The research was conducted in the Sanur area, specifically in star and non-star hotels. Data collection in this study was carried out using survey techniques, documentation, and literature studies. This study has 16 indicators, so the minimum number of respondents (if multiplied by 5) is 80 respondents, both star hotel employees and non-star hotel employees in Sanur. So, the total number of respondents in this study was 160. The criteria for respondents in this study are as follows: at least 17 years old because that age is said to be able to make decisions; physically and mentally healthy; work in one of the star and non-star hotel departments in the Sanur area. The data analysis technique used in this research is a quantitative analysis technique using descriptive analysis.



The Operational Definition of Variables used in this study can be seen in Table 1

Table 1. Operational Definition of Variables

No	Variables	Variable Definition	Sub-Variables
1	<i>Avoiding Harm</i>	Minimize or avoid adverse environmental and societal impacts caused by certain activities or products.	<ul style="list-style-type: none"> • Preventing Pollution • Monitoring environmental impact • Strengthening ecosystem
2	<i>Taking Initiative</i>	Active and proactive engagement in efforts to improve and enhance environmental sustainability	<ul style="list-style-type: none"> • Putting Environmental interest first • initiating programs and policies • lobbying and activism
3	Conserving	Efforts to preserve and maintain existing resources	<ul style="list-style-type: none"> • reducing use • reusing • repurposing • recycling
4	Influencing Others	Focuses on influencing others to adopt more environmentally sustainable behaviors.	<ul style="list-style-type: none"> • encouraging and supporting others • educating and training for sustainability
5	Working Sustainably	Encourage organizations and companies to prioritize sustainability in all operations, from supply chains to workforce management.	<ul style="list-style-type: none"> • changing how work is done • choosing responsible alternatives • creating sustainable products and processes • embracing innovation for sustainability

[Source: (Ones and Dilchert, 2012)]

Results and Discussions

The Sanur area offers a wide selection of hotel accommodations classified by star rating, ranging from 1-star to 5-star. 1-star hotels in Sanur generally offer basic amenities with services that are adequate for travelers on a budget. 2-star hotels provide an upgrade in comfort and amenities, such as a restaurant or a small swimming pool. 3-star hotels often have more services and better recreational facilities, perfect for travelers seeking a balance between price and quality. 4-star hotels in Sanur provide a more luxurious experience with full amenities such as spas, fitness centers, and 24-hour room service. Meanwhile, 5-star hotels offer the ultimate luxury with premium services and facilities, including spacious rooms, a wide selection of restaurants, and exclusive personalized service.



Employee Green Behavior at Star Hotels

Table 2. Tabulated Results of Green Behavior of Star Hotels

Variables	Indicator	Average	Description	Average	Description
Avoiding Harm	AH1	2.64	Agree	2.91	Agree
	AH2	2.95	Agree		
	AH3	2.99	Agree		
	AH4	3.08	Agree		
Taking Initiative	TA1	2.93	Agree	2.96	Agree
	TA2	2.95	Agree		
	TA3	2.93	Agree		
	TA4	2.98	Agree		
	TA5	2.90	Agree		
	TA6	3.08	Agree		
Conserving	C1	2.94	Agree	2.86	Agree
	C2	2.88	Agree		
	C3	2.83	Agree		
	C4	2.76	Agree		
	C5	2.60	Agree		
	C6	3.06	Agree		
	C7	2.79	Agree		
	C8	3.05	Agree		
Influencing Others	IN1	2.99	Agree	2.98	Agree
	IN2	2.96	Agree		
Working Sustainably	W1	2.88	Agree	2.81	Agree
	W2	3.03	Agree		
	W3	3.03	Agree		
	W4	3.09	Agree		
	W5	2.71	Agree		
	W6	2.56	Agree		
	W7	2.43	Disagree		
	W8	2.78	Agree		

[Source: The Results of Data Processing, 2024]

Based on the results of data tabulation in Table 2 on the **Avoiding Harm** sub-variable, the highest indicator is obtained by AH4 with an average of 3.08 and the lowest indicator is obtained by AH1 with an average of 2.64. Overall, the Avoiding Harm sub-variable obtained an average score of 2.91. This shows that Star Hotels in Sanur employees agree that they take action to avoid harm to the hotel environment, including waste management, reducing pollution, and maintaining the beauty of plants around the hotel. This aligns with research (Upadhyay *et al.*, 2016), which shows the importance of avoiding practices that



damage the environment as part of green behavior.

In the **Taking Initiative** sub-variable, TA6 obtained the highest indicator with an average of 3.08, and the lowest indicator was obtained by TA5 with an average of 2.90. Overall, the Taking Initiative sub-variable obtained an average score of 2.96. This shows that Star Hotels in Sanur employees agree they often take initiatives for a better hotel environment, including using hotel electricity, drinking Tumbler, and sorting types of organic and inorganic waste. This also aligns with the research results (Satyaputra & Shalim, 2019), showing that environmental knowledge significantly influences employees' environmentally friendly behavior. Being proactive in taking initiatives is part of this behavior, indicating that good environmental knowledge and awareness encourages employees to be more active in implementing environmentally friendly practices. In the **Conserving** sub-variable, the highest indicator is obtained by C6 with an average of 3.06, and C5 obtains the lowest with an average of 2.60. Overall, the Conserving sub-variable obtained an average score of 2.86. This shows that Star Hotels in Sanur employees agree that they make conservation efforts to save resources and energy in the hotel environment, including using lights when not in use and recycling bottles, cans, and paper. This is in line with research by (Francoeur *et al.*, 2021) showing that conservation behavior is a dominant part of green behavior in the workplace. This research also emphasizes the importance of consistent and systematic conservation actions for better environmental sustainability.

In the **Influencing Others** sub-variable, the highest indicator was obtained by IN1 with an average of 2.99 and the lowest indicator was obtained by IN2 with an average of 2.96. Overall, the sub-variable Influencing Others obtained an average score of 2.98. This shows that Star Hotels in Sanur employees agree that they try to influence coworkers to behave environmentally friendly at the hotel, including knowledge and encouragement regarding environmentally friendly actions. This aligns with the research results by (Khan *et al.*, 2022), showing that employees behave environmentally friendly and influence their coworkers.

In the **Working Sustainably** sub-variable, the highest indicator is obtained by W4 with an average of 3.09, and W7 obtains the lowest with an average of 2.43. Overall, the Working Sustainably sub-variable obtained an average score of 2.81. This shows that Star Hotels in Sanur employees agree that they work in a way that supports environmental sustainability at the hotel, including using hotel water, environmentally friendly products, and reducing the use of plastic. While some things, such as the use of electric buggies for the mobility of goods in hotels, still need to be optimally done. Research (Mensah, 2013) emphasizes the importance of integrating sustainable practices into daily work routines to achieve long-term environmental goals.



Employee Green Behavior at Non-Star Hotel

Table 3. Tabulation Results of Green Behavior of Non-Star Hotels

Variables	Indicator	Average	Description	Average	Description
Avoiding Harm	AH1	2.51	Disagree	2.62	Agree
	AH2	2.43	Disagree		
	AH3	2.75	Agree		
	AH4	2.79	Agree		
Taking Initiative	TA1	2.58	Agree	2.74	Agree
	TA2	2.70	Agree		
	TA3	2.83	Agree		
	TA4	2.75	Agree		
	TA5	2.84	Agree		
	TA6	2.78	Agree		
Conserving	C1	2.60	Agree	2.60	Agree
	C2	2.44	Disagree		
	C3	2.34	Disagree		
	C4	2.56	Agree		
	C5	2.34	Disagree		
	C6	2.91	Agree		
	C7	2.74	Agree		
	C8	2.90	Agree		
Influencing Others	IN1	2.68	Agree	2.68	Agree
	IN2	2.68	Agree		
Working Sustainably	W1	2.71	Agree	2.57	Agree
	W2	2.61	Agree		
	W3	2.79	Agree		
	W4	2.66	Agree		
	W5	2.33	Disagree		
	W6	2.53	Agree		
	W7	2.24	Disagree		
	W8	2.73	Agree		

[Source: The Results of Data Processing, 2024]

Based on the results of data tabulation in Table 3, there are sub-variables Avoiding harm, AH4 obtains the highest indicator with an average of 2.79, and AH2 obtains the lowest indicator with an average value of 2.43. Overall, the avoiding harm sub-variable has an average score of 2.62. This shows that they Agree to take environmentally friendly actions to minimize or avoid negative impacts on the environment, which include reducing potentially polluting activities and maintaining the beauty of plants around the hotel. However, some activities, such as tree planting and homestay operational waste management, could improve their performance. (Ones and Dilchert, 2012) Say employee behavior aims to strengthen various ecosystems to offset or protect against potential damage caused by economic, industrial, and organizational activities. Then, on the sub-variable of **taking initiative**, pro-environmental daily behavior,



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such as bringing your drinking bottle, cleaning and sorting garbage, throwing garbage in its place, being wiser in the use of electricity by turning off the air conditioner when not in use, received solid support with an average of 2.74. This shows that homestays or non-star hotels in the Sanur area are already actively and proactively involved in efforts to improve and enhance environmental sustainability. This aligns with previous research, which shows this is important because individual organizational initiatives can improve overall environmental performance (Kim *et al.*, 2019). In the sub-variable of taking initiative, the highest indicator is obtained by TA5 with an average of 2.84, and TA1 obtains the lowest with an average of 2.58.

The **conserving** activities in homestays or non-star hotels in the Sanur area are also quite good, with an average value of 2.60. This shows efforts to preserve and maintain existing resources through recycling packaging cans, reusing disposable paper, turning off lights when not in use, printing documents on both sides of the paper, and not using items that produce hazardous waste. This aligns with previous research that shows conservation efforts are a vital component of environmental sustainability strategies in the hospitality sector (Chan, 2013). However, some activities still need to improve performance, such as recycling paper that has been used, recycling beverage bottles that have been used, and reusing food waste into fertilizer. In the Conserving sub-variable, the highest indicator is obtained by C6 with an average of 2.91 and the lowest indicator is obtained by C3 and C5 with an average value of 2.34.

This aligns with previous research that shows that influencing others is essential because social influence can strengthen an environmentally friendly culture in organizations (Zientara & Zamojska, 2018). Employees of homestays or non-star hotels in Sanur also know environmentally friendly actions and encourage other employees to participate in greening or recycling activities. The average value of the Influencing others sub-variable of 2.68 indicates this.

The **working sustainability** sub-variable obtained an average score of 2.47. W3 obtained the highest indicator with an average of 2.79, and the lowest indicator was obtained by W7 with an average score of 2.24. This includes buying disposable equipment or supplies, using environmentally friendly products, choosing to walk for mobility in hotels, using water more wisely in hotels, choosing virtual meetings instead of traveling, and using electric motors instead of oil-fueled motors. Meanwhile, some things, such as reducing the use of plastic in hotel products and using electric buggies for the mobility of hotel goods, still need to be optimized. This is based on research emphasizing the importance of integrating sustainable practices into daily work routines to achieve long-term environmental goals (Mensah, 2013).

Comparison of Employee Green Behavior of Star and Non-Star Hotels

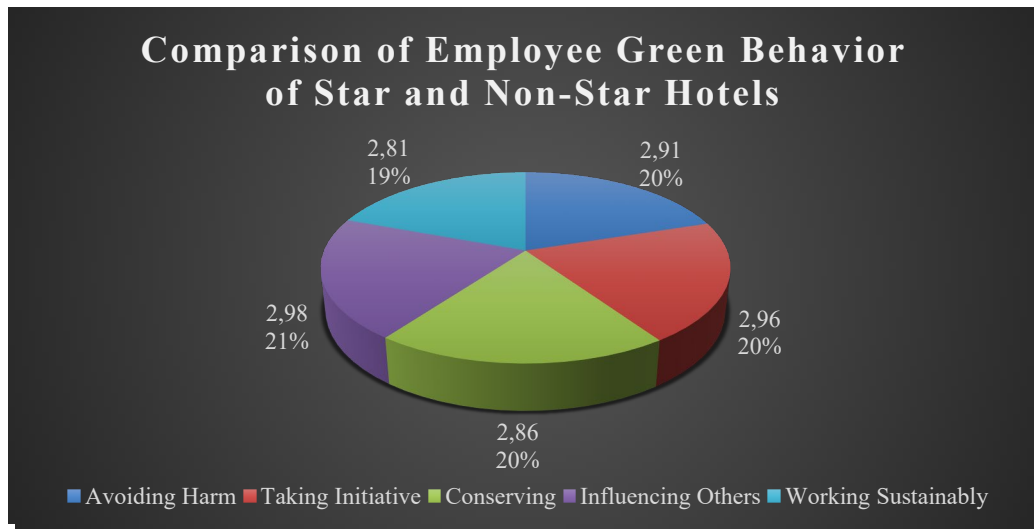


Figure 1. Comparison of Employee Green Behavior of Star and Non-Star Hotels

[Source: The Results of Data Processing, 2024]

Comparing the Green Behavior of Star Hotels and Non-Star Hotels in Sanur employees. It can be seen that the Avoiding Harm variable of starred hotel employees (2.91) is higher than that of non-starred hotel employees (2.62). This shows that starred hotel employees carry more pro-environmental behavior than non-starred hotel employees. Star hotel employees pay more attention to environmentally friendly operational activities to minimize or avoid adverse environmental and societal impacts. Also seen in the statement of planting trees and monitoring waste, non-star hotel employees stated, "Disagree." This shows that non-star hotel employees must still fully carry out waste management.

The Taking Initiative variable shows the same thing. The initiative behavior of star hotel employees (2.96) is higher than that of non-star hotel employees (2.74). However, this variable has the highest average value in non-star hotel employees. This shows that star hotel and non-star hotel employees have a sense of initiative to keep their work environment free from waste and implement small things such as sorting organic and inorganic waste and using electricity more wisely.

In the Conserving variable, the conservative behavior of star hotel employees (2.86) is higher than that of non-star hotel employees (2.60). This is supported by several "Disagree" statements by non-star hotel employees, such as recycling paper and plastic bottles and utilizing food waste for fertilizer. At the same time, Star Hotel employees have implemented the 3R concept (Reuse, Reduce, Recycle) well, with a special place for solid and liquid waste treatment, sorting organic and inorganic waste, and utilizing leftover food ingredients for coenzymes.

In the Influencing Others variable, both star hotel employees (2.98) and non-star hotel employees (2.68) have knowledge of environmentally friendly behavior



and a willingness to invite their colleagues to carry out environmentally friendly behavior jointly.

In the Working Sustainably variable, the behavior of star hotel employees (2.81) is higher than that of non-star hotel employees (2.57). This is indicated by the need for non-star hotel employees to be more conscious of reducing the use of plastic in each of their products, such as drinking water bottles. Although some star hotels still use plastic drinking water bottles, star hotel employees are more prepared to recycle plastic. Another statement that states "Disagree" on both employees is using buggies for hotel operations because not all hotels use buggies for their operational activities.

Conclusions

Green behavior among employees of star and non-star hotels must be implemented. This is not merely to keep the environment clean; more than that, it is done to achieve sustainable tourism. The results show that the Green Behavior of starred hotel employees is better and more prepared than that of non-starred hotel employees. The implementation of green behavior of starred and non-starred hotel employees highlights the level of awareness, access to resources, and commitment to sustainability. In star hotels, employees are often more likely to implement green behaviors because they have been trained and accustomed to strict environmental standards. They are provided with specialized training on green practices and have more access to facilities and resources that support such efforts, such as solar panels, energy-saving systems, or sound waste management systems.

On the other hand, in non-star hotels, it is more challenging to implement green behavior. This could be due to limited resources, including funds for initial investment in green technology or staff training. Nevertheless, many non-star hotel employees remain passionate about contributing to environmental sustainability, and they can take simple steps such as reducing water and electricity usage if given the right direction, segregating waste properly for organic and inorganic waste, and starting to implement the 3R concept (Reduce, Reuse, Recycle) properly. The conclusion also highlights the importance of investing in education and training to encourage green awareness and practices at all levels of hotels. Although challenges differ between starred and non-starred hotels, efforts to shift the corporate culture towards sustainability can provide significant long-term benefits for the environment and the overall image and sustainability of the business. It also emphasizes the importance of a structured and tailored approach to each hotel's condition in implementing green behavior.

Managerial Implications

The study highlights the critical role of employee behavior in advancing



sustainability within hotels. Managers should prioritize developing and implementing targeted training programs to cultivate green practices among staff. Additionally, creating incentive systems that reward eco-friendly behavior can enhance employee engagement and motivation. By fostering a culture of sustainability, hotels can not only reduce their environmental footprint but improve their brand reputation and competitive edge in the market.

Limitations

This study is limited by its focus on a specific geographical area, the Sanur region, which may only partially represent the diversity of hotel operations in other regions. Additionally, the research relies on self-reported data from employees, which may be subject to bias. The findings might also be influenced by the varying levels of environmental awareness and resources available in star and non-star hotels, potentially limiting the generalizability of the results to other contexts. Future research could address these limitations by expanding the scope to include a broader range of locations and incorporating more objective measures of green behavior.

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PLANNING FOR THE DEVELOPMENT OF TOURISM AREA IN MELASTI BEACH TOURIST ATTRACTIONS IN BADUNG

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Abstract

Bali is one of the regions in Indonesia with a name that is already known worldwide as a very attractive tourist destination and Badung Regency is one of the regencies in Bali Province with the largest income from the tourism industry. This study uses a qualitative approach supported by zoning analysis which after the study was conducted found that Melasti Beach can be divided into three areas, namely, the tourism zone, the conservation zone, and the cultural zone which are considered to be able to provide a clear framework for the development of the Melasti Beach tourism area. This zoning division is based on the concept of sustainability from the identification of land use areas using the tripartite concept which divides the tourism zone into three parts starting with the tourism zone which can be better managed to provide an optimal tourism experience considering its function as the main tourism zone in Melasti Beach, then there is a conservation zone that can protect natural diversity and preserve the environment, while the cultural zone can promote and maintain local cultural heritage. The strategy with these three zones is considered capable of forming the sustainability of Melasti Beach tourism and maintaining not only the ecological aspect but also maintaining the culture which is still maintained by the local community.

Keywords: *Tourist Attractions, Melasti Beach, Zoning*

Introduction

The impact of tourism on the economy of the surrounding community is shown by data released by the Bali Tourism Office in 2019, from the tourism sector in the form of foreign tourist arrivals, it has an impact on foreign exchange earnings of 1.768 billion USD in 2012 and 3.578 billion in 2018. Tourist arrivals to Indonesia based on research conducted by (Muktaf & Zulfiana, 2018) are divided into 67.5% which aim to see culture, such as seeing the original life of local residents with a division of 28.7%, participating in ritual ceremonies 25.2%, seeing and learning local crafts 22.5%, eating local specialties 13% and enjoying and learning Indonesian arts 10.6%. Something similar happened in Bali, that the motivation for foreign tourist visits to Bali 71.17 percent was the attraction of culture and traditional ceremonies. The development of the tourism sector in Indonesia has begun to become an aspect that is considered by the Government, both local and national. Which is the current development



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of tourism has several objectives, not only boosting state and regional tax revenues, but also creating new jobs to reduce unemployment, and being used to improve business prospects. In addition, if assessed from an economic perspective, tourism can improve the standard of living of residents around tourist locations by creating or improving infrastructure that serves and offers recreational facilities for visitors. The growth of tourist attractions must also be consistent with cultural, historical, and economic objectives.

The island of Bali is one of Indonesia's fastest growing tourist destinations thanks to its culture, customs, natural beauty and friendly people. Bali is now receiving special attention from the Government in terms of increasing tourism because it is a popular tourist destination in Indonesia. The main attraction of tourist destinations (DTW) on the island of Bali is the unique arts and culture passed down from the local population and the splendor of the natural scenery consisting of a combination of valleys, mountains, beaches and terraced rice fields. One of the regencies in Bali Province that has the largest income from the tourism sector is Badung Regency, this is due to the many tourism potentials, including beautiful and very attractive beach tourism such as in Ungasan Village.

Tourist visits to Melasti Beach increase every year, in addition to bringing positive impacts, it certainly has the potential to trigger negative impacts in the form of damage to the ecological ecosystem and disruption of local culture, considering that Melasti Beach is often used as a place for sacred rituals by local people, if the management of tourist destinations does not pay attention to careful planning such as the division of tourist zones, identification of tourist objects and the potential for tourism development, then over time the appeal of Melasti Beach will not be sustainable in the future. Therefore, the right strategy related to the development and maintenance of the Melasti Beach tourist area that focuses on sustainable tourism must be truly considered by both tourism managers, the community and the local government.

Literature Review

Sustainable tourism according to (Siakwah et al., 2020) is the economic, social, and environmental welfare of natural and cultural resources that have existed for some time must be considered in all stages of development, management, and tourism. For this reason, sustainable tourism needs serious attention from the Government, so that vital resources for tourism that are to be enjoyed in the future or the present can be protected and to reduce negative impacts by maximizing existing potential (Subadraarasan, 2018). Sustainable tourism development according to (Bakker et al., 2020) is the development of the tourism industry that meets current needs without endangering the ability to meet the needs of future generations. Meanwhile, according to (Arief, 2018), sustainable tourism is a tourism system that offers benefits that are considered optimal, which can be obtained sustainably and can only be implemented with the help of a comprehensive and integrated strategy (policy).



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The development of sustainable tourism is based on the principle of sustainable development. According to (Menton et al., 2020), the sustainable development process aims to achieve development without damage and depletion of resources. Another way of thinking about sustainable development is as development that is carried out fairly to meet the needs of the present and future generations. To improve the welfare of society and meet the needs and aspirations of individuals, sustainable development according to (Menton et al., 2020).

The zoning system is the division of an area into several zones. Zoning itself comes from the word zone, namely an area or region that has specific environmental functions and characteristics (Atsnansyah & Dewi, 2018). Meanwhile, according to (Gunardi, 2020), zoning is a clear division of land with the aim of providing zoning directions for each area that is used as a conservation area and other areas. In its implementation, the zoning concept must consider several aspects as stated by (Muflihah & Natalia, 2020) which consist of: First, Utilization of the natural and cultural potential of the community according to the carrying capacity and environmental capacity. Second, protection of cultural heritage sites from the past. Third, restrictions on the construction of buildings only to support tourism activities. Fourth, provisions prohibiting the construction of buildings other than those referred to in the third aspect.

Research Methodology

The object of research in this study is the strategy for developing a tourist area at Melasti Beach, in Ungasan Village, Badung Regency, Bali. The location of this research is in the Melasti Beach area, which is located in Ungasan Village, Badung Regency, Bali. Qualitative data in a study can be in the form of a general description of the object to be studied including data including a brief history and geographical conditions. Quantitative data in this study comes from the results of literature studies and documentation. This study uses two data sources, namely primary data sources and secondary data sources. Informants are people who can provide information about the situation and conditions of the research environment.

This study uses a technique for determining informants with purposive sampling, namely a sampling technique based on certain objectives (people), namely people who are selected as informants really have the criteria or standards as samples. Informants who have been selected are required to understand the conditions that are in accordance with the strategy for developing the Melasti Beach tourist area in Badung Regency.

In this qualitative study, to determine informants who meet the criteria will be assisted using a side purposive technique. The informants in this study were the head of the local management body, namely the manager of Melasti Beach, BUPDA (Bhaga Utsaha Padruwen Desa Adat) of Ungasan Village and the local community of Ungasan Village. The division is into key informants, main informants and supporting informants where the key informant of this study is the manager of Melasti Beach, the main



informant is BUPDA, while the supporting informants in this study are the local community of Ungasan Village. This study was conducted by means of direct observation at the research location, namely Ungasan Village on Melasti Beach. This study uses recording, documentation, and interview techniques. data collection is carried out by means of questions and answers with the parties who have the authority in this study who are also key informants in this study, namely BUPDA Ungasan, Melasti Beach Manager.

Results and Discussions

Zonasi Kawasan Wisata Pantai Melasti



Figure 1: Zonasi Pantai Melasti
[Source : Google Earth & Data processed, 2024]

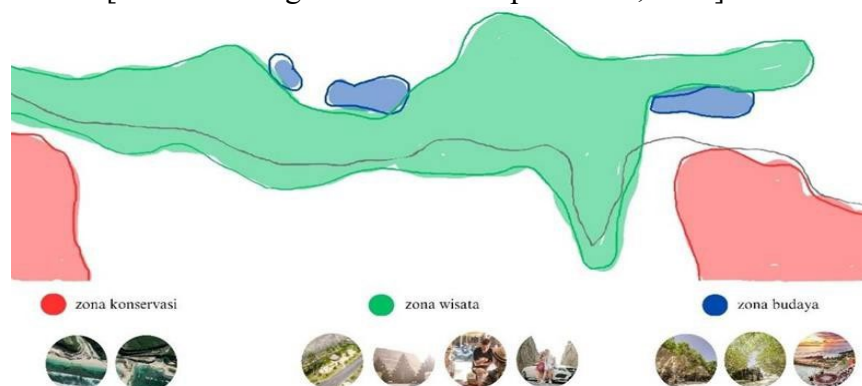


Figure 2: Zonasi Pantai Melasti
[Source : Google Earth & Data processed, 2024]

The zoning of the Melasti Beach tourist area can be divided into several zones, depending on the characteristics and purpose of each zone. There is a Tourism Zone which is the main area dedicated to recreational and tourism activities. In this zone, facilities such as play areas, seating, gazebos, and picnic areas are provided. Conservation Zone, this zone is intended for the preservation of the ecosystem and biodiversity of Melasti Beach. Visitors in this zone must have limited access or are only allowed with special supervision. This zone can also be used for research and environmental



monitoring activities and finally there is the Cultural Zone, this zone aims to introduce and preserve the cultural heritage associated with Melasti Beach. In this zone, visitors can experience and learn about local culture through art performances, cultural exhibitions, or participate in traditional activities such as regional dances or music performed on the Praharsacitta cultural stage. This zoning division, if correlated with the concept of arranging tourist attractions with the concept of sustainability from the identification of land use areas using the Tripartite Concept from the research put forward by (Sukmadewi et al., 2019), will divide the three areas into a service zone which in the zoning division is referred to as a tourist zone where all activities and supporting facilities are placed or grouped. Then, the buffer zone which in this study is referred to as a cultural zone where this area plays a role in separating the service zone from the core zone with its own attractions in the of local culture which is still maintained to this day and is also an additional attraction of Melasti Beach. Finally, there is a core zone which in this study is referred to as a conservation zone which must be protected to preserve biodiversity and its ecosystem as the theory put forward by (Sukmadewi et al., 2019).



Figure 3: Rute Akses Zonasi Pantai Melasti
[Source : Google Earth & Data processed, 2024]

The tourism and recreation zone is an area where visitors can enjoy various tourist attractions around the beach, such as beach clubs and restaurants. The tourism zone can also include parking areas and other supporting facilities. In this zone, visitors can enjoy the beauty of the beach and various fun activities.

- a) Allowed activities: Visitors can enjoy beach facilities, such as beach clubs and restaurants that have been provided.
- b) Prohibited activities: visitors are prohibited from carrying out activities that can damage the beach environment, such as littering or damaging coral reefs.
- c) Usage time: the tourist zone can be used by visitors throughout the day.
- d) Maximum capacity: The maximum capacity will be determined by the beach management based on the size of the zone and visitor safety.
- e) Visitor Management in the tourist zone:
 - 1) Access and Entry Arrangement: Entry and access points for tourists to the tourist or recreational area at Melasti Beach. This is available from gates, entrance tickets, or security systems that control the



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number of visitors entering. Entry and exit access are available from 2 locations that sometimes experience obstacles/congestion due to lack of parking space and narrow roads.



Figure 4: Distance from Entrance Gate to Parking Area
[Source : Google Earth & Data processed, 2024]

- 2) Capacity Management: Setting the maximum capacity of visitors allowed at one time to prevent crowding and ensure a comfortable experience for tourists. This can be done with a limited ticket booking system or monitoring the number of visitors entering.
- 3) Infrastructure Facilities: Ensuring the availability of adequate facilities for tourists such as public toilets, trash bins, rest areas, food/drink outlets, parking areas, and play areas. Constraints when tourist visits increase cause problems such as lack of water and toilets in the Melasti Beach area.
- 4) Provision of Information: Providing clear and easy-to-understand information for visitors, including maps of tourist or recreational zones, locations of public facilities, pedestrian paths, and regulations that need to be obeyed.
- 5) Environmental Education and Awareness: Educating tourists about the importance of maintaining cleanliness, reducing environmental impacts, and respecting the ecosystem at Melasti Beach. This can be done through information boards, brochures, or direct explanations by management officers.
- 6) Supervision and Security: Providing security officers or supervisors who conduct routine patrols in tourist or recreational areas to maintain security, prevent unlawful behavior, and provide assistance if needed.
- 7) Tourism Activity Arrangement: Arrange tourism activities such as water sports, snorkeling, or swimming by considering safety factors, environmental sustainability, and tourist safety.
- 8) Traffic Arrangement: Arrange the flow of tourist traffic, both pedestrians and vehicles, to avoid congestion and ensure smooth accessibility. Congestion still occurs due to lack of parking access and also small/narrow roads that are difficult for vehicles to travel in



the opposite direction.



Figure 5: Tourist Vehicle Flow Route
[Source : Google Earth & Data processed, 2024]

- 9) Monitoring and Evaluation: Monitor and evaluate the implementation of visitor management in tourism or recreation zones to evaluate the effectiveness of actions taken and make improvements if necessary.

Good visitor management in the tourist zone at Melasti Beach will help maintain a positive tourist experience, maintain environmental cleanliness and sustainability, and create harmony between tourists and the local community.



Figure 6: Conservation Zone
[Source : Google Earth & Data processed, 2024]

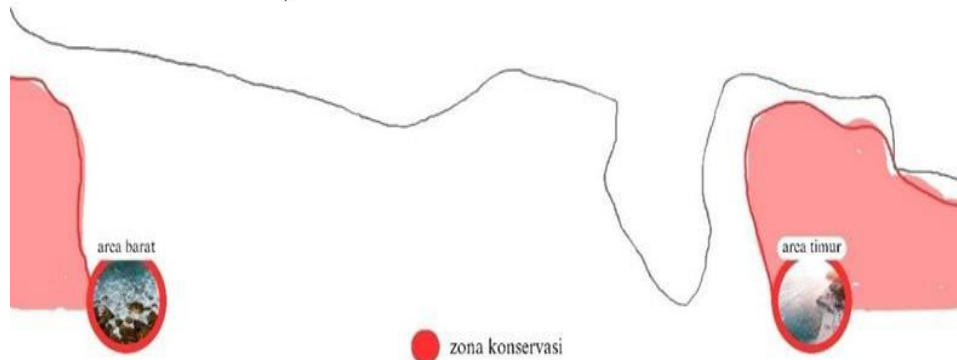


Figure 7: Conservation Zone

[Source : Google Earth & Data processed, 2024]

Conservation zones are protected areas to maintain the sustainability of coastal environments, such as coral reefs and marine ecosystems. These zones are usually managed by parties responsible for coastal conservation, and visitors are prohibited from carrying out activities that damage the coastal environment.

- a) Allowed activities: visitors are only allowed to look at the beauty of the beach environment, such as coral reefs and other marine life.
- b) Prohibited activities: visitors are prohibited from carrying out activities that can damage the beach environment, such as picking coral or taking marine life.
- c) Usage time: the conservation zone can be used by visitors with limitations.
- d) Maximum capacity: The maximum capacity will be determined by the beach management based on the size of the zone and the safety of visitors.
- e) Visitor Management in the Conservation Zone
 - 1) Access Restrictions: Establishing limits on areas that can be accessed by tourists in the conservation zone. This is done to protect the natural habitat and reduce negative impacts on the flora and fauna in the area.
 - 2) Permits and Supervision: Implementing a strict permit and supervision system to limit the number of tourists entering the conservation zone. This aims to maintain visitor density so as not to disrupt the ecosystem and provide protection for biodiversity.
 - 3) Available Routes: Determine predetermined routes or paths that allow tourists to visit the conservation zone with minimal disturbance to the flora and fauna. These routes must be well maintained and closely monitored to ensure safety and environmental sustainability.



Figure 8: Conservation Zone Road Access Route
[Source : Google Earth & Data processed, 2024]

- 4) **Environmental Education:** Provide educational information to tourists about the importance of conservation, biodiversity, and actions they can take to protect the environment. This can be done through information boards, brochures, or guided tours that are knowledgeable about the ecosystem.
- 5) **Waste Management:** Provide adequate facilities and trash bins in the conservation zone to encourage tourists to dispose of trash properly. It is also important to involve cleaners to keep the conservation zone clean regularly.
- 6) **Patrolling and Monitoring:** Conduct regular patrols by conservation officers to monitor tourist activity in the conservation zone and ensure compliance with regulations. These officers can also provide assistance or information to tourists if needed.
- 7) **Behavioral Monitoring:** Monitor tourist behavior to ensure they do not damage or disturb the flora and fauna in the conservation zone. This can include prohibiting smoking, eating or drinking in certain areas, as well as prohibiting visitors from taking or damaging wild plants or animals.
- 8) **Monitoring and Evaluation:** Conduct regular monitoring of environmental conditions in the conservation zone to ensure there are no significant negative impacts from tourist visits. Evaluations should also be conducted periodically to assess the effectiveness of visitor management measures that have been implemented.

It is important to achieve a balance between tourism and environmental protection in visitor management in the conservation zone at Melasti Beach. These steps will help ensure the continued preservation of nature while providing opportunities for tourists to enjoy and learn about the biodiversity in the conservation zone. With good visitor management, the conservation zone at Melasti Beach can be maintained and become a valuable natural resource for the future.



Zona Budaya



Figure 9: Culture Zone

[Source : Google Earth & Data processed, 2024]

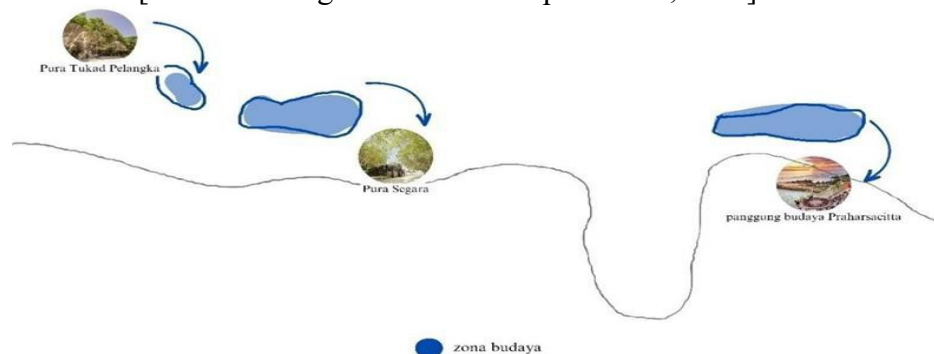


Figure 10: Cultural Footprint

[Source : Google Earth & Data processed, 2024]

The cultural zone is an area where visitors can enjoy Balinese cultural attractions, such as the Kecak dance and religious ceremonies. In this zone, visitors can learn about Balinese culture and enjoy beautiful dance arts.

- a) Allowed activities: visitors can watch traditional Balinese dance or music performances around the cultural zone.
- b) Prohibited activities: visitors are prohibited from carrying out activities that can damage the beach environment or disrupt ongoing cultural events.
- c) Usage times: the cultural zone can be used by visitors at predetermined times when cultural events are taking place.
- d) Maximum capacity: The maximum capacity will be determined by the beach management based on the size of the zone and the capacity of the cultural event.
- e) Cleanliness standards: The beach management will provide trash bins around the cultural zone to avoid littering. Visitors are also asked to keep the beach clean and dispose of trash in its place.
- f) Visitor Management in the Cultural Zone
 - 1) Area Restrictions: Designate certain areas on Melasti Beach as cultural zones and regulate tourist access to these areas. This can be done by building fences or other physical restrictions to ensure visitors only access permitted areas.



Figure 11: Cultural Zone Road Access Route
[Source : Google Earth & Data processed, 2024]

- 2) **Ethics and Behavior Guidelines:** Provide ethical and behavioral guidelines to tourists when visiting the cultural zone. These guidelines may include things like not damaging, taking or disturbing cultural artifacts, obeying local rules and ceremonies, and respecting temples or historical sites.
- 3) **Tour Guides:** Provide tour guides who are knowledgeable about the local culture and cultural zone at Melasti Beach. These tour guides can provide in-depth explanations of the cultural values, history, and cultural practices found in the zone.
- 4) **Schedule Cultural Performances or Events:** Hold cultural performances or special events in the cultural zone to give tourists an in-depth experience of the local culture. These events may include traditional dances, music, traditional ceremonies, or cultural exhibitions such as those found at the praharsacitta cultural stage.
- 5) **Surveillance and Patrol:** Have surveillance or patrol officers monitor tourist activity in the cultural zone to ensure compliance with the rules and to maintain the security and integrity of the cultural zone.
- 6) **Preservation and Maintenance:** Maintain and preserve the cultural zone properly. This may include building maintenance, protection of cultural artifacts, and restoration or reconstruction if necessary.
- 7) **Evaluation and Consultation:** Conduct regular evaluations of the effectiveness of visitor management measures implemented in the Melasti Beach cultural zone. In addition, conduct consultations with local communities, cultural experts, and relevant stakeholders to ensure that the measures taken are in accordance with their needs and desires.

It is important to maintain a balance between positive tourism experiences and respect for local culture. Good visitor management in cultural zones will help maintain cultural integrity, prevent damage or pollution, and increase understanding and respect for the cultural heritage found in Melasti Beach.



Conclusions

Zoning consisting of tourism zone, conservation zone, and cultural zone can provide a clear framework for the development of Melasti Beach tourism area. Tourism zone can be better organized to provide optimal tourism experience, conservation zone can protect natural diversity and preserve the environment, while cultural zone can promote and maintain local cultural heritage. Zoning analysis also helps in identifying infrastructure needs and supporting facilities in each zone. By improving infrastructure such as accessibility, toilets, rest areas, and security facilities, visitor experience can be improved.

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THE INFLUENCE OF GREEN HOTEL CONCEPT ON BRAND EQUITY AT FAVEHOTEL LOSARI BEACH MAKASSAR

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Abstract

This study aims: to be able to explain the effect of the green hotel concept on brand equity at Favehotel Pantai Losari Makassar, The variables of this study are brand equity as the dependent variable (Y) which is measured by validity and reliability tests, and the green hotel concept as an independent variable (X) which is measured by validity and reliability tests. The population in this study were guests who stayed and visited the Favehotel Pantai Losari Makassar, while the samples were taken using a saturated sample technique so that all members of the population could be used as samples, and data analysis was carried out by simple linear regression analysis. The results of the analysis show that green hotels have a positive influence on brand equity in consumers who make the concept of environmentally friendly a consideration in hotel selection. The results of the study obtained that the Tcount value for the green hotel variable (X) was $7,998 > \text{the } T \text{ table value was } 2,011$. Therefore Tcount $> T_{table} (7,998 > 2,011)$. So H_0 is rejected. This means that it is concluded that there is a significant influence between green hotels on brand equity at Favehotel Pantai Losari Makassar. Based on the coefficient of determination test R. Square 0.571. This value means that the effect of variable X on variable Y is 57.1%. It can also be interpreted that the effect of r^2 (Rsquare) of green hotel (X) on brand equity (Y) is 0.571 or 57.1% and the remaining 0.429 or 42.9% is determined by other factors not explained in this study.

Introduction

Tourism industry is an industry that plays a vital role in creating a green and environmentally-friendly environment. Due to the increasing public interest in environmental awareness and the emergence of increasingly stringent environmental regulations, the business world, including hotels, must change their business models to capture opportunities (Pattie and Ratnayaka, 1992). The hospitality industry is nowadays starting to pay more attention on environmental issues, according to research (Bohdanowicz and Martinac, 2007; Chen and Chen, 2012), it is stated that 75% of environmental pollution caused by the hotel industry is from excessive consumption of energy, water, and materials when running a business. Realizing the increasingly important environmental issues, the hotel industry is now starting to consider environmental issues as part of the decision-making process including for operational areas. This trend is changing most organizations to be oriented towards becoming a hotel industry that is economically and environmentally sustainable. This means that the focus of the hotel industry is not only on the production process of goods and services, but also on how actively to preserve the existence of the environment (Setiawati and Sitorus, 2014). The damaged environment has an impact on the hotel industry starting



with excessive consumption of energy, air and materials during factory operations. business. Realizing that territorial problems keep growing, the hotel industry is now beginning to face increasing territorial problems in the context of the decision-making process, including the transportation sector. Hotel programs that respect this area can have a positive effect on the organization. From a commercial perspective, the implementation of this concept can increase the competitiveness of hotels and added value in the eyes of consumers. This program also helps business actors develop their brands from the products/services provided. Brand mentioning can be done by creating a strong brand in the eyes of consumers. It can be stated that the increasing public consumption level of environmentally friendly products makes the product brand something that has high viability, where the brand value owned by the product is the key. This is because whether or not a product/service is accepted is not only determined by the product/service itself but is also influenced by marketing techniques and brand equity owned by the product/service.

In the environment context, a brand has a big challenge to be called a strong brand. Chen (2010) defined green brand equity as a set of brand responsibility legacies related to environmental commitments and environmental issues related to the brand, as well as the brand name and symbol, plus or minus the value generated by the product or service. In Rangkuti (2002), brand equity management involves the creation of brand associations so that products can occupy strategic positions in the market, have a longer life cycle and are resistant to attacks from competitors. Favehotel Losari Beach Makassar itself is a three-star hotel located in a very popular location in the city of Makassar, surrounded by the main entertainment centers of Makassar such as Losari Beach, CPI (Central Indonesia) about 5 minutes of walk, Fort Rotterdam Souvenir Center, Opu Street, and the Art and Culinary Center. Favehotel Losari Beach Makassar has become the main preference for tourists visiting Makassar, both foreign and local tourists who are willing to have a vacation or work in Makassar. It can be seen from the occupancy rate table that customer trust in Favehotel Losari Beach has been maintained for years, even though in the last 2 years Indonesia has been hit by the Corona virus outbreak which has caused almost the Department of Community Activities to be killed, but with the efforts of the management and of course the trust of customers that has been maintained for a long time, Favehotel Losari Beach Makassar is still the main choice in Makassar. Operationally, Favehotel Losari Beach Makassar strives to maximize the concept of this green hotel by applying it to all employees while maintaining the environment around the hotel. Favehotel Losari Beach Makassar uses SPT Biotank to process waste at Favehotel Losari Beach Makassar and during its implementation. By implementing this green hotel concept, Archipelago International hopes to reduce plastic waste production because the Archipelago hotel chain, which already has 135 hotels, is able to produce 60,000 plastic bottles and other plastic waste in large quantities each year. This is certainly a great opportunity to attract environmentally conscious guests and can also help and strengthen the hotel's competitive advantage. In a study conducted by Vanessa Amabel (2021), it was found that the green hotel concept has a positive impact on four aspects of brand value, namely brand loyalty, brand awareness, and brand association, as well as perception of quality. However, in contrast to the study, according to Wiyono (2015), in his research, it was found that there was no significant relation between green brand image and green brand value. Through data from the results of two previous studies that conflicted, it can be seen how important this study is to be carried out, through which we can see

whether there is a relation between green hotels and green hotels with each other or part of the brand value at Favehotel Losari Beach Makassar.



Literature Review

Green Hotel Association, (2008), is an environmentally friendly hotel with many environmentally friendly programs implemented, such as water saving programs, as well as energy in the form of electricity and solid waste reduction, which are fully calculated to reduce transportation costs to help preserve and protect the uniqueness of our land. The definition of a green hotel put forward by the Ministry of Tourism (2014) is a hotel that is managed by optimizing the use of resources (energy, water and fuel), providing comfort and health quality for room users (customers, visitors and employees), reducing negative impacts on the environment, and providing benefits for the socio-cultural development of the surrounding community.

American Marketing Association (2017) defined a brand as a name, design, characteristic, symbol, design, or a combination of all these elements intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of other sellers or competitors. seller. It can be concluded that a brand is what distinguishes a seller, producer and product from other sellers, producers or products. In the perspective of Freedy, Rangkuti (2002:5), brand is essential for consumers and producers. From a consumer perspective, brand makes purchases easier. Without branding, consumers must evaluate all unbranded products every time they want to make a purchase. Branding also helps convince consumers that they will benefit from consistent quality when buying a product.

Brand Equity is a series of things and obligations attached to a brand, name or logo, more or less the value given by a product or service to a company and/or its customers (Aaker, 1991). Through this interpretation, Chen (2010) defined green brand equity as a series of brand heritage and responsibilities related to environmental commitments associated with brands and regional credentials, such as brand names or logos, these elements increase or decrease the value available by a product or service.

Brand awareness can be understood as the ability of customers to recognize or remember a brand and associate it with a particular product category (Sulistyawati, 2017). Thus, customers who are familiar with the brand will automatically be able to describe the brand elements without assistance.

The perception of a brand's quality describes the overall customer response to the quality or excellence provided by the brand. This feedback is a perception formed through a customer experience that interacts with a brand through communication built by an industry. Zethaml in Wirastomo (2012) stated that the perception of quality is understood as the customer's perception of the overall quality or excellence of a product or service related to a particular purpose.

Research Methodology

In this study, the authors use a quantitative study approach. The Quantitative Approach is used because the researchers are willing to know the significant influence on the variables studied. This study uses two variables, namely the green hotel concept as an independent variable and brand equity as a dependent variable. The population used in this study is all guests who stay or visit Favehotel Losari Beach Makassar. Thus, to obtain the desired data, data collection in the form of a questionnaire must be obtained for at least 44 guests who have stayed/visited Favehotel Losari Beach Makassar, in which case the number of respondents used as a sample is rounded up to 50 respondents. In this study, the researchers use quantitative data analysis techniques, namely testing or analyzing data through calculated numbers.

Results and Discussions



Respondents in this study were guests who stayed or did other activities at Favehotel Losari Beach Makassar with a total of 50 respondents. Respondents with male gender were 20 respondents or 40%, then 30 people or 60% were female. Therefore, based on the calculations produced, it is concluded that most of the respondents who took part in this study were predominantly female. Through the largest number of respondents were respondents aged 20-30 years, namely 30 respondents or 60%, then the lowest number of respondents were aged 31-40 years, namely 2 people or 4%. Thus, it can be concluded that most of the respondents were aged 20-30 years. In addition, the largest number of respondents were respondents who have jobs as students or college students, namely 24 people in a percentage of 48%, then the respondents with the lowest number were in Other jobs, namely 3 people or 6% consisting of housewives (IRT) or unemployed. Hence, it can be concluded that most of the respondents were students. The largest number of respondents were respondents who have visited 2-5 times, namely 23 people or 46%, while the lowest number of respondents were respondents who have visited more than 10 times or 2%. Thus, it can be concluded that most respondents have stayed/visited Favehotel Losari Beach Makassar from twice to five times.

Validity testing with calculated numbers produces if the Selection starting from X.1-X.17 has R-count <0.279 is Rtable meaning all indicators are declared valid. Through reliability testing produces if the Cronbach's alpha number is 0.940, which is the number exceeds the Cronbach's alpha number of 0.6. Thus, the X variable instrument is reliable. The Cronbach's alpha number is 0.877, which is the number exceeds the Cronbach's alpha number of 0.6. Hence, the Y variable instrument is reliable.

Table 1: Recapitulation of t test

[Source: Data processed, 2024]

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,726	3,386		1,691	0,097
	X	0,479	0,060	0,756	7,998	0,000

a. Dependent Variable: Y

Based on the t-test, the data shows a significant influence between the dimensions of green hotels on brand equity. This means that the higher the percentage of green hotels, the more it will be directly proportional to the level of brand equity. This results in green hotels having a positive effect on brand equity, as well as consumers who make the concept of being environmentally friendly as a consideration in choosing a hotel. This study results in a t-count for the green hotel variable (X) of 7.998 > Ttable value of 2.011. Therefore, Tcount > Ttable (7.998 > 2.011). Then, Ho is rejected. It is concluded that there is a significant influence between green hotels on brand equity at Favehotel Losari Beach Makassar. Through the R.Square determination coefficient test of 0.571, the number produced is 57.1% if the influence of variable X on variable Y is 57.1%. This can also be interpreted as the influence of r² (R-square) green hotel (X) on brand equity (Y) is 0.571 or 57.1% and the remaining 0.429 or 42.9% is connected by other aspects that have not been studied in this study. From the R-square



produced if the prominent variable indicators in influencing this study, namely, the value indicator, affective image, & overall image in the green hotel variable each have an average number of 3.31, it means that the price and the environmentally friendly image offered have given a positive impact on the brand equity of Favehotel Losari Beach Makassar. While in the brand equity variable, the brand awareness indicator has the most prominent average value of 3.33, this means that the green hotel concept has had an impact where consumers have realized Favehotel Losari Beach Makassar as a hotel with an environmentally friendly concept, thus strengthening the brand of the Favehotel Losari Beach Makassar hotel itself, so it is expected to continue to be maintained in order to provide a good effect in the future. In contrast to the indicators above, the Quality Attributes indicator has an average value of 3.29, which means that the environmentally friendly quality offered still needs development, and the Brand Association indicator has an average value of 3.26, which indicates that the impression obtained by guests during their stay at Favehotel Losari Beach Makassar is still extremely lacking. Meanwhile, the R correlation value of 0.756 indicates that the relation level between variable X and variable Y is tremendously close with a percentage of 75.6. It can be stated that consumers need more detailed and specific knowledge about the green hotel concept that is implemented to increase the attraction/interest of guests in the hotel selection process. In addition, automatically, the Favehotel Losari Beach Makassar must pay attention on this, meaning that there needs to be more explanation about the green hotel concept. The explanation of the green hotel concept can be included in the general description of the Favehotel Losari Beach Makassar, both on the website and on social media, so that more and more people know the Favehotel Losari Beach Makassar brand as a hotel with an environmentally friendly concept and of course will strengthen the brand equity of the Favehotel Losari Beach Makassar itself. The resulting study also strengthens the results of a study conducted by Vanessa Amabel (2021) stating that the Green Hotel Concept has a positive effect on 4 elements of brand equity, namely brand loyalty, brand awareness, brand association, and perceived quality, or refutes the results of a study conducted by Wiyono (2015) which resulted in the absence of significant relation between green brand image and green brand equity.

Conclusions

Changes in consumer lifestyles that are increasingly concerned about the environment have an impact on increasing the need for green concepts. With this increase, the concept of green hotels becomes one of the aspects with consideration through customer purchasing decisions, especially consumers who care about the environment who are the main focus in causing this increase. Green hotel is an environmentally friendly concept that is implemented in the operation of a hotel. This study examines the influence of green hotels in increasing the brand equity of Favehotel Losari Beach Makassar. This test was conducted on 50 respondents who had stayed/visited Favehotel Losari Beach Makassar and processed with SPSS version 24 through simple linear regression testing. Through this study, the influence of green hotels on the brand equity of Favehotel Losari Beach Makassar can be concluded as follows: Through the study that has been produced regarding the influence of the green hotel concept on brand equity, it can be concluded that the green hotel concept has a partial influence on the brand equity of Favehotel Losari Beach Makassar. This can be seen from the r^2 value (Rsquare) of green hotel (X) on brand equity (Y) which is 0.571 or 57.1%, then the remaining 0.429 or 42.9% is determined by other aspects



that are not explained through this study. This means that the better the implementation of the green hotel aspect, the higher the level of brand equity of Favehotel Losari Beach Makassar in the public eyes. The better a hotel maintains its operations in supporting environmentally friendly aspects, the stronger the hotel brand is in the surrounding community while maintaining the quality, price, and service provided.

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EXPLORATION OF FOOD QUALITY AND SERVICE QUALITY THROUGH FOOD TESTING AT BIMALA RESTAURANT, KAMALA BALI RESORT

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Abstract

Food testing is an evaluation method that aims to assess the quality of food and service from the consumer's perspective, which in turn plays an important role in determining the level of customer satisfaction. Food quality greatly affects consumer satisfaction. The assessment is not only limited to the quality of the food, but also includes a comprehensive assessment of the quality of service provided by the restaurant staff. This process aims to measure various aspects related to the overall culinary experience, where both elements-food and service-play an important role in shaping customer perception and satisfaction. This study uses a quantitative descriptive method with data collection techniques through distributing questionnaires. After considering the number of variables and to fulfil the requirements of statistical analysis, the number of samples used in this study was 75 people. The results show that respondents' perceptions of food quality at Bimala restaurant tend to be positive, with an overall average in the appropriate category. Service quality gets an overall average in the adequate category.

Keywords: food testing, Service quality, Food quality

Introduction

The tourism and hospitality industry in Bali is experiencing rapid growth, especially with the increasing number of restaurants offering culinary services to local and foreign tourists. In an era of increasingly fierce competition, the quality of products and services is a crucial factor that influences the quality of service. According to Hidayat et al. (2020), the development of the food and beverage industry requires innovation to survive. Food quality is not only related to people's standard of living and health, but also has an important meaning in people's judgement, as



stated by Nwadi and Okonkwo (2021).

One prominent example is the Bimala Restaurant located at Kamala Bali Resort. The restaurant understands the importance of quality and endeavours to improve the guest experience through food testing. Food testing is a systematic evaluation process that aims to assess the quality of food and service from a consumer perspective, where guests test dishes and provide feedback on various aspects including flavour, texture, presentation, and freshness (Tanner, 2016). The process also includes an assessment of the service received, such as service speed and staff friendliness, all of which impact on the level of customer satisfaction (Sugianto and Sugiharto, 2013).

Through the food testing method, restaurant management can gain a clear insight into the quality of products and services, so that the results of this evaluation become the basis for improvement and innovation. Feedback from consumers is invaluable in understanding their perception of food and service, which is not only limited to technical aspects but also includes the emotional experience of interacting with staff and enjoying a meal. This contributes to customer loyalty as well as marketing through word-of-mouth recommendations. Apart from serving as an internal evaluation, food testing also helps restaurants identify competitive advantages in the market. The feedback provided can be used to customise the restaurant's offerings according to customer preferences, which helps create a better competitive position in the face of competition in the culinary industry.

Research on food testing at Bimala Restaurant focuses on assessing aspects of taste, food presentation, and staff interaction with customers. Guest satisfaction is a key indicator of restaurant success in the hospitality industry. Product and service quality complement each other; food quality includes flavour, texture, freshness, and uniqueness of the menu, while service quality consists of direct interactions that provide comfort and an overall experience when visiting the restaurant. Thus, food testing at Bimala Restaurant is a strategic step in improving service standards and food quality, which in turn will have positive implications for customer satisfaction and loyalty.

Literature Review

In the work analysed by Stephen and Michael (2014), the food quality dimension is divided into several key aspects that influence the consumer experience. Firstly, the colour of food ingredients should be well harmonised to make them appear



appealing; appropriate colour combinations can increase appetite. Second, the appearance of the food when served, including cleanliness and freshness, is critical to creating a positive visual impression. Third, the texture of the food, which can vary between smooth, rough, hard, or soft, provides a tactile experience that affects consumer satisfaction. Food aroma also plays an important role as an early indicator, where an evocative scent can increase anticipation and appetite before food is consumed. Next, the degree of doneness of the food, which varies according to the type of food, largely determines the ideal texture, such as in the case of steaks that are customised according to customer preferences. Finally, flavours that are balanced between sweet, sour, salty and bitter are key to creating a satisfying eating experience. All of these dimensions contribute to shaping food quality that fulfils consumer expectations.

Meanwhile, according to Parasuraman (in Lupiyoadi, 2001: 148), service quality consists of five main dimensions. First, Tangibles, which is physical evidence that reflects the company's existence through the appearance of facilities, equipment, and staff. Second, Reliability, which shows the company's ability to fulfil service promises consistently and on time. Third, Responsiveness, describes the readiness of staff to provide fast service and clear information. Fourth, Assurance, which relates to the assurance provided through the knowledge and polite attitude of staff, influencing customer confidence. Lastly, Empathy, includes individual attention to customers' specific needs, creating convenience through flexibility in service. These five dimensions are an important framework for assessing and improving service quality in order to achieve maximum customer satisfaction. Use APA (American Psychological Association) referencing style for any works cited and avoid using the author's name as the subject of the sentence.

Research Methodology

This study uses a quantitative descriptive method with data collection techniques through distributing questionnaires. The sampling technique applied in this study is Accidental Sampling, which is a random selection of respondents from consumers who have enjoyed a meal at Bimala Restaurant during the food testing event at Kamala Bali Resort. Questionnaires were distributed to the customers involved to collect data related to their experience of food quality and service. Ferdinand (2013) states that a sample is a subset of the population selected to represent the whole, so that the results can be generalised. Based on the views of Hair et al. (2010: 101), the number of samples used in factor analysis must meet certain minimum limits, where the sample should not be less than 50 people. As a general rule, the ideal



sample size is 100 or more, provided that it is at least 5 to 10 times the number of variables studied.

This study, has a sample size range set between 50 to 100 people, based on the limits proposed by Hair et al. (2010), with consideration to achieve representative and accurate results. After considering the number of variables and to meet the requirements of statistical analysis, the sample size used in this study was 75 people. The selection of this number is expected to provide valid and reliable results, and better reflect consumer perceptions of food quality and service at Bimala Restaurant. Thus, this sample is sufficient to support descriptive quantitative data analysis, providing a clear picture of the level of consumer satisfaction based on the results of food testing.

Results and Discussion

This research was conducted by collecting data through questionnaires distributed to 75 invited guests of the food testing event at Bimala restaurant. Respondents were differentiated based on demographic characteristics such as gender, age, and profession. In terms of gender, it was found that 39% of respondents were female and 61% were male, showing the dominance of men in product and service testing which affects the level of customer satisfaction. In terms of age, the majority of respondents are 21-30 years old with a percentage reaching 40%. This reflects the younger generation's interest in the quality of restaurant products and services. In addition, 25% of respondents were from the over 50 age group, signalling a variation in age demographics.

Based on the profession variable, around 43% of the respondents are students, while the other 35% are lecturers. The presence of a majority of university students demonstrates the relevance of this research in understanding the preferences and customer satisfaction of the young segment, which is an important market in the culinary industry. This research also underscores the importance of student involvement in industry activities, as a means to enrich their learning experience. From the results of the study, it can be concluded that feedback from academics is valuable for product and service quality evaluation. The findings can be used as a basis for continuous improvement as well as the development of more effective strategies in attracting customers from the academic and professional segments.

The answers of 75 respondents for each research variable will provide an in-depth understanding of each aspect studied. According to Sugiyono (2002: 86) the Likert Scale is applied to assess every aspect related to product quality and service to guest satisfaction at Bimala restaurant. Alternative answers on a Likert scale



involve scoring various answer options, which allows assessment of product and service quality depending on the respondent's perception in more detail as follows:

Table 1. Alternative answers with Likert scale

Alternative Answer	Value Weight
1. Very suitable	4,20 - 5,00
2. As per	3,40 - 4,19
3. Neutral	2,60 - 3,39
4. Not suitable	1,80 - 2,59
5. Very Unsuitable	1,00 - 1,79

Calculating the length of the interval class in quantitative data analysis requires a special formula that aims to divide the range of data values into appropriate intervals. In general, the length of the interval class is calculated by subtracting the minimum value from the maximum value, then dividing the result by the desired number of classes. This formula is created to ensure that each interval has a uniform range, making it easier to understand and interpret the data.

a. Respondents' assessment of the Food Quality variable

The table below describes how respondents perceive the research variables and their understanding.

Table 2: Respondents' mean scores on food quality

No	Item Statement	Respondent Answer					Total Score	Average
		SS	S	N	TS	STS		
		5	4	3	2	1		
1	Appearance of the Presented Product	17	43	15	0	0	302	4,02
2	Color of the Presented Product	20	46	6	3	0	308	4,1
3	Texture of the Presented Product	13	32	18	12	0	271	3,61
4	Aroma of the Presented Product	14	40	15	6	0	287	3,83
5	Taste of the Presented Product	14	33	10	18	0	264	3,52
Total		83	198	67	41	1	1.432	19,1
							Average	3,82

Source: Primary Data, Processed Data (2024)

Description: SS (Strongly Agree), S (Agree), N (Neutral), TS (Disagree) & STS (Strongly Disagree).

Based on the data in the table above, some detailed conclusions can be drawn



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regarding respondents' perceptions of food quality. Overall, the results show that the products received positive responses from the majority of respondents. However, there are some aspects that require further attention to achieve optimal quality improvement. Based on the ratings, some elements of the products offered received varying scores, reflecting both strengths and weaknesses.

1. **Product Appearance** received the highest score of 4.02, indicating that the product is able to attract attention and fulfil consumers' aesthetic expectations. The high score in this aspect highlights the importance of visuals in marketing and consumer experience. In the context of modern marketing and consumer experience, visual elements play a role as one of the key factors that not only serve as an initial lure, but also as a means to convey messages, values, and brand identity effectively. The high value given to the visual aspect indicates the strength of the product in creating emotional and cognitive appeal, which in turn can influence consumer perceptions of product quality and credibility. Strong visuals can create an immersive experience, facilitate consumer engagement, and build a more personal relationship between the brand and the audience. Thus, visuals not only serve as a tool to attract buyers' attention, but also as a strategic element in forming preferences, increasing loyalty, and encouraging purchasing actions.
2. **Product Colour** also recorded a high score of 4.1, indicating that the colour met and even exceeded consumers' expectations, contributing to a positive perception of quality. This indicates that the color choice of the product is not only appropriate, but also has the potential to exceed consumer expectations. Color often has a significant influence on consumer perceptions of the quality and value of a product, as it can convey emotions, brand identity, and overall product characteristics. This high score reflects that the product has succeeded in creating a strong visual appeal, which in turn strengthens the positive impression in the eyes of consumers. The right color can influence the perception of a product's reliability, innovation, or exclusivity, while increasing consumers' desire to interact further or even make a purchase. Thus, optimal color selection plays an important role in building the aesthetic appeal of a product and strengthening the emotional connection between consumers and the brand.
3. **Product Texture** recorded a score of 3.61, which is below the overall average. This indicates the need for improvement in the tactile experience to enhance the perception of product quality. Consumers on quality and satisfaction, especially for products that rely heavily on sensory experience. In the food industry, texture not only functions as a physical element, but also as one of the main factors that influence the overall impression of the



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product. The right texture, such as softness, chewiness, or crunchiness, can enhance sensory pleasure and create a more satisfying eating experience.

4. **Product aroma**, with a score of 3.83, received a moderately favourable judgement. Although within the satisfactory range, there is potential to make minor adjustments to increase added value. Aroma is one of the most important factors in shaping consumer perceptions of food quality, especially for consumer products that rely heavily on multisensory experiences. The sense of smell plays a major role in determining the initial impression of food, even before consumers taste or look closely. An appetizing aroma can create positive expectations about the taste, freshness, and quality of the ingredients used, while also triggering strong emotional responses, such as nostalgia or comfort. In addition, a distinctive and expected aroma can strengthen the product's identity, helping to differentiate the brand amidst fierce competition. Furthermore, aroma can influence the perception of the perfection of taste and texture, so the right aroma can enhance the overall sensation of eating. Therefore, aroma is not only a complement to taste, but also a key element that significantly influences purchasing decisions and consumer satisfaction with a food product.
5. **Product Flavour** scored the lowest, 3.52, indicating that the flavour experience was not fully satisfactory. Given the importance of flavour in food products, improving on this aspect is a top priority to increase consumer loyalty. A taste experience that does not fully satisfy consumer expectations can be a crucial factor in assessing the success of a food or beverage product. As one of the most important elements in consumer products, taste plays a direct role in shaping consumers' first impressions and overall perceptions of the product's quality and value. When the taste delivered does not meet expectations, whether due to an imbalance of seasoning, lack of freshness, or inconsistency with the product description, this can lead to significant dissatisfaction. A disappointing taste experience can discourage consumers from trying the product again, even if other aspects such as aroma, texture, or visuals are adequate. Furthermore, suboptimal taste can be a major barrier to building consumer loyalty. Consumers tend to have high expectations for taste consistency, especially in food and beverage products that are consumed frequently or have a good reputation. If the taste offered is inconsistent, or fails to deliver the expected pleasure, consumers may switch to other brands or products that better meet their expectations. In the long run, dissatisfaction with taste can damage brand image and reduce the potential for consumer recommendations,



which are usually very influential in the food and beverage industry. In addition, unsatisfactory taste can also cause other problems, such as perceptions of the quality of ingredients, processing techniques, or even the price of the product. Consumers tend to be more critical of food products that are considered to be priced below the taste. Therefore, ensuring that the taste meets or even exceeds consumer expectations is an important step in maintaining loyalty, encouraging repeat purchases, and building a positive reputation in a competitive market.

Overall, the average score of 3.82 indicates that the product is considered adequate by the respondents. Positive ratings were mainly focused on appearance and colour, but for further improvement in satisfaction, special attention needs to be paid to texture and taste. By investing in these sensory quality improvements, the company can strengthen its product image and build stronger consumer loyalty in the future.

b. Respondents' assessment of the Service Quality variable

The table below describes how respondents perceive the research variables and their understanding.

Table 3. Average value of respondents on service quality

No	Item Statement	Respondent Answer					Total Score	Average
		SS	S	N	TS	STS		
		5	4	3	2	1		
1	Reliability in Service	13	32	18	12	0	175	2,33
2	Responsiveness in Service	14	40	15	6	0	287	3,82
3	Assurance felt in service	17	37	15	6	0	290	3,87
4	Empathy in Service	14	33	10	18	0	268	3,57
5	Physical evidence (Tangible) in service	14	40	15	6	0	287	3,82
Total		77	186	73	48	0	1.307	17.41
							Average	3,48

Source: Primary Data, Processed Data (2024)

Description: SS (Strongly Agree), S (Agree), N (Neutral), TS (Disagree) & STS (Strongly Disagree).

Based on the data presented in the table regarding service quality, some detailed conclusions can be drawn regarding respondents' perceptions of each aspect assessed. Overall, although the quality of service is considered quite good by respondents, there is significant room for improvement, particularly in the aspect of reliability.



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1. **Reliability in Service**

Reliability was rated as the lowest aspect with an average score of 2.33. This reflects inconsistencies in the service perceived by consumers, where they expect service providers to be able to fulfil the promises made. Therefore, improvements in the reliability aspect are a top priority to improve the overall perception of service quality. Furthermore, reliability also includes consistency in interactions between staff and guests. Guests expect well-trained restaurant staff to provide friendly, professional, and prompt service every time they visit, without any drop in quality, whether in busy or quiet situations. If this reliability is not met, consumers will be disappointed, which in turn can affect their loyalty to the restaurant and hotel. Even a single bad experience can leave a negative impression that is difficult to repair, especially in an era where online reviews and social media play a significant role in shaping public opinion. Therefore, improving reliability should be a top priority for hotel restaurants looking to build a positive reputation and retain a loyal customer base. This can involve more intensive staff training, implementing better time management systems, and using technology to ensure accuracy and efficiency in operations. By ensuring that service promises are consistently met, hotel restaurants can improve customer satisfaction, strengthen their image, and encourage repeat purchases and recommendations from guests.

2. **Responsiveness in Service In**

contrast, the responsiveness aspect obtained an average score of 3.57, indicating that consumers felt the service provider was able to respond to needs and queries quickly. Good responsiveness contributes to increased customer satisfaction because consumers feel listened to. Good responsiveness also reflects the level of professionalism and care of the restaurant staff, which ultimately contributes to significantly increased customer satisfaction. For example, when a guest raises a complaint or question, the staff's ability to provide a quick and effective solution demonstrates a commitment to quality service. Conversely, slow response or inaccuracy in responding to guest needs can cause frustration and decrease satisfaction. Good responsiveness includes not only speed, but also accuracy in understanding and meeting the unique needs of each guest.

3. **Assurance in Service**

With the same score of 3.57, assurance indicates that consumers have confidence in the professionalism of the service provider. This aspect is important because it relates to credibility that can provide a sense of security for consumers. Assurance in the context of hotel restaurant services is often



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closely related to the trust, credibility, and competence of the service provider in meeting guest expectations. This includes elements ranging from the ability of staff to provide accurate information about the menu, to the consumer's confidence that they will receive food products and services that meet the high standards promised. When guests come to a hotel restaurant, they bring expectations of quality that include not only the taste of the food, but also other factors such as cleanliness, food safety, and professional service. A high assurance score indicates that most respondents feel safe and comfortable with the quality assurance provided, reflecting that the restaurant has succeeded in building trust through reliable and guaranteed service.

4. **Empathy in Service**

The empathy aspect also received a score of 3.57, indicating that the service provider is quite good at understanding consumer needs. Although it is already positive, there is still room to improve empathy for a more personalised experience for consumers. Increasing empathy levels in service, hotel restaurants can not only increase customer satisfaction, but also build long-term loyalty. Guests who feel emotionally connected to the staff and the experience they have are more likely to return and recommend the restaurant to others. Therefore, focusing on developing empathy in service is a strategic investment that can bring significant benefits to the reputation and success of hotel restaurants.

5. **Tangibles in Service**

Finally, the tangibles aspect also recorded a score of 3.57, indicating that the physical elements of the service were rated as adequate. Service providers are expected to continue paying attention to physical details to improve convenience and visual appeal. Food presentation is a physical aspect that is no less important in attracting consumers' attention. Dishes presented with high aesthetics not only increase visual appeal but also create anticipation and greater appetite. Therefore, creative presentation and attention to detail in the way of presentation can make the dining experience more memorable. By continuing to focus attention on these details, service providers can not only improve guest comfort but also create a deep positive impression of the restaurant as a whole. When guests feel comfortable and impressed with the physical elements present, they tend to have a more enjoyable experience, which in turn can increase satisfaction and loyalty to the hotel restaurant. Therefore, investment in the maintenance of physical details should be seen as an integral part of a service strategy that focuses on the customer experience.

The overall average of these service scores came in at 3.48, indicating that while



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the service is considered adequate, there is still room for improvement. The reliability aspect, in particular, requires more attention in order to improve the overall service quality. By improving service consistency and fulfilling promises to consumers, providers can encourage customer satisfaction and build a better reputation.

Conclusion

Based on the research described above, there are several conclusions that can be drawn as follows:

1. **Respondent Characteristics:** The study involved 75 respondents, with the majority being male (61%) and female (39%). The dominant age of respondents was 21-30 years old (40%), and most of them were students (43%) and lecturers (35%). This indicates that more attention to the quality of restaurant products and services comes from the younger generation and academics, which is an important focus in restaurant development strategies.
2. **Food Quality:** Respondents' perceptions of food quality at Bimala restaurant were positive, with an average score of 3.82, indicating the "Suitable" category. Visual aspects such as appearance (4.02) and colour (4.1) were rated as excellent, but there were weaknesses in texture (3.61) and taste (3.52) that need to be improved for a more satisfying sensory experience.
3. **Service Quality:** Service quality received an average of 3.48, indicating that while the service is considered adequate, there is room for improvement. Aspects of responsiveness (3.82), assurance (3.87), and empathy (3.57) received positive ratings, but reliability (2.33) received the lowest score, signalling dissatisfaction with the consistency of services provided.
4. **Recommended Improvements:** Overall, Bimala restaurant has demonstrated good product and service quality, but improvements are needed in the aspects of food texture and flavour as well as service reliability. By improving these elements, the restaurant can increase competitiveness and customer loyalty, especially among the younger generation and academics. Through proper improvement, Bimala restaurant has the potential to attract more attention from their main target market.



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Kodingareng Keke At Tour Package Design Indonesian Heritage Pinisi By Seven Sails Makassar

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Abstract

Design of the Kodingareng Keke tour package at Pinisi Pusaka Indonesia by Seven Sails Makassar. This study aims: (1) To make planning package tour Kodingareng Keke on Pinisi Pusaka Indonesia by Seven Sails Makassar (2) For identify segmentation market to planning package tour Kodingareng Keke on Pinisi Pusaka Indonesia by Seven Sails Makassar . This study uses the research and development (RnD) method, while for the development procedure, this research is carried out based on the ADDIE model approach. Collecting data from this study were taken by means of observation, interviews, and documentation. The results of this study indicate the design of a tour package on Kodingareng Keke Island. A tour package that is worth selling with a market segmentation of tourists who have special interests who want to come in groups, either with friends or with family.

Keywords: *Tour Package Planning, Tour Package Design, Market Segmentation, Special Interest Tourism.*

Introduction

Based on Law Number 10 of 2009 article 1 paragraph (3) concerning Tourism, it is explained that tourism is a variety of tourist activities and is supported by various facilities and services provided by the community, entrepreneurs, government, and regional governments.

The development of a place as a tourism area is expected to become a source and potential for economic activity that can be relied upon for rapid economic growth in providing employment opportunities, living standards and stimulating other productivity sectors.

Overall, Makassar City is experiencing very rapid development, especially in the tourism sector, Makassar City has various types of tourism on offer, ranging from culinary tourism, traditional and cultural tourism, historical tourism, marine tourism which can attract the attention of local and foreign tourists so that business people Tourist travel services compete and are creative with the aim of attracting tourists' attention in



carrying out tourism activities. Tour packages are one of the creations of service businesses. Tourist travel is a tourism product that offers a tourist attraction to the market so that tourists are interested in using it to fulfill their desires, therefore a special interest tourism is created which is driven by the desires of a tourist who wants his tourism to be more specific. According to (Ismayanti, 2010) special interest tourism is tourism that offers activities that are not usually carried out by tourists in general or tourism that requires special skills or interest to do it, and each person has their own expertise.

Tour packages have various types which are differentiated from tourist interests, such as cultural tourism, religious tourism, marine tourism and so on. Local and foreign tourists prefer nature tourism, and one type is marine tourism which can be interpreted as a type of tourism that utilizes the potential of the beach and sea environment as its main attraction.

Special interest tourism activities can be carried out at various types of tourist attractions packaged in a tour package. According to (Nuriata, 2014) a tour package is a tourist trip with one or several visiting destinations, which is composed of various components for a travel event, and is sold at one price which covers all components of the tourist trip.

Kodingareng Keke Island in preparation for the 2015-2035 Makassar City RTRW is included in the Plan for Determining Strategic Areas of Socio-Cultural Interest, namely in the Island Tourism Strategic Area. Kodingareng Keke Island is one of 12 islands in the Spermonde Islands, South Sulawesi. One of the special features of Kodingareng Keke Island is that both sides of the island have different types of sand. The beautiful natural panorama of white sand and blue seas decorated with coral reefs and various kinds of marine life will spoil the eyes of tourists. Tourists can do many things on this island, including taking selfies, playing in the water, swimming, and camping, but the main activities that are often done on this island are diving and snorkeling because this island has wonderful underwater views with coral reefs of various shapes and colors and herds of coral fish going back and forth.

Pinisi Pusaka Indonesia by Seven Sails is a company operating in the tourism sector. This company has initiated pinisi boat marine tourism in Makassar City. This tourist attraction can be said to be an opening and motivation for other companies engaged in tourism in Makassar City. As a travel service business operating in the marine tourism sector, this company focuses on developing and innovating sailing packages in Makassar City that rely on spermonde in South Sulawesi which provides great potential and opportunities to become a special interest package which is currently needed by tourists. The Pinisi Pusaka Indonesia tour package by Seven Sails concentrates on 3 packages, namely morning sailing, sunset sailing and full-day sailing.

Product sales at Pinisi Pusaka Indonesia by Seven Sails from the data obtained based on the results of an interview with one of the Tour Managers at the company provided data that full day sailing tour packages were still somewhat unpopular. In August, 8 packages were sold and



experienced fluctuations in the following month, until there was a fairly drastic decline in January with 4 packages. From the results of the data that the writer got, there was instability in the sales figures, which went up and down, so the writer will concentrate and look at the sales side. The package in the full-day sailing category is specifically for Kodingareng Keke Island. According to data that the author got from the Seven Sails tour manager, the tour package on Kodingareng Keke Island was already made in 2021, but this package is a join package on Pinisi Pusaka Indonesia by Seven Sails which is used as a vital object for transportation capital, because last year Seven Sails only focuses on the three main packages they sell.

This year, Seven Sails will focus on creating innovations in developing new packages located in the Spermonde island area, one of which is Kodingareng Keke Island, which prioritizes diving activities by market demand at Seven Sails. Because the data depicts irregular declines and increases and there are plans to develop tour packages at Pinisi Pusaka Indonesia by Seven Sails, therefore the author makes the basis for researching and innovating in the design of the Kodingareng Keke full-day tour package with the title "Kodingareng Tour Package Design Keke on Pinisi Pusaka Indonesia by Seven Sails In this section, the writer must provide relevant research background of the study, research problem and the objective of the research. In addition, the writer can explicate the research gaps that will be discussed in this research.

Literature Review

Tour Packages

A tour package is a form of tourism product that is composed of various travel components and has selling value because of the practicality and convenience offered to potential tourists. (Yoeti, Introduction to Tourism Science, 2016) said that a tour package is a tour that is planned and organized by a travel agent or travel agency at its own risk and responsibility, including events, length of tour time, places to be visited, transportation, and accommodation. , as well as food and drinks have been determined by the travel agency at a predetermined price.

Market Segmentation

According to Solomon and Stuart (2012), segmentation is the process of dividing a larger market into smaller pieces based on one or more meaningful characteristics. By implementing market segmentation, marketing activities can be carried out more focused and the company's resources can be used more effectively and efficiently in order to provide consumer satisfaction.

Marine Tourism

Marine tourism includes tourist trips to a destination that has a beach theme and focuses on utilizing the marine environment as a destination for tourism. Marine tourism provides an overview of seeing



natural scenery, and carrying out marine activities such as swimming, diving, snorkeling, surfing and other marine activities. Marine tourism is often associated with the demand of tourists who want to see animal life in the sea which is a tourist attraction for some tourists. (Muljadi, 2014) states that marine tourism is a travel activity carried out by a person or group on a temporary basis to enjoy or channel hobbies related to maritime affairs, such as diving, swimming, surfing, fishing, etc.

Special Interest Tourism

Special interest tourism is a form of activity that can consist of individuals, groups, or small groups whose aim is to learn and try to gain experience about something in the place being visited (Fandeli, Natural Tourism Planning, 2002). Special interest tourism places more emphasis on an experience that can be felt on a tourist trip where tourists have a special interest in an activity or hobby. Within special interest tourism, there are 21 categories according to Kurja (2011: 79), namely, adventure tourism, rural tourism, cultural tourism, religious tourism, ecotourism, photographic tourism, culinary tourism, wildlife tourism, heritage tourism, and medical tourism.

Research Methodology

This research uses the research and development (RnD) method, while for the development procedure, this research was carried out based on the ADDIE model approach as follows:

a. Analysis/Analysis

The analysis process in this research is intended to analyze problems that exist in the field, as well as analyze the facilities and infrastructure that are expected to support the Kodingareng Keke tourism product at Pinisi Pusaka Indonesia by Seven Sails.

b. Design/Design

Design is the research stage to formulate a design concept for the Kodingareng Keke tour package at Pinisi Pusaka Indonesia by Seven Sails from the analysis process of various components in the previous stage. This design was designed while taking into account existing package planning theories, apart from that the design must fulfill the main objective of a product, namely providing satisfaction to consumers.

c. Development

The development stage is the stage where the existing design is realized into a product, in this research the product in question is the Kodingareng Keke package on Pinisi Pusaka Indonesia by Seven Sails.

d. Implementation

The implementation referred to in this research is the presence of feedback or perspectives from experts (Tour Planners) regarding the Kodingareng Keke tourism product at Pinisi Pusaka Indonesia by Seven Sails.



e. Evaluation/Evaluation

Evaluation at this stage has occurred in a formative manner at the four previous stages, but at this final stage, the evaluation is intended to see what advantages of the Kodingareng Keke tourism product at Pinisi Pusaka Indonesia by Seven Sails are suitable for implementation and what shortcomings need to be developed further in the future.

The research object is Kodingareng Keke Island. Data collection from this research was taken using observation, interviews, and documentation techniques.

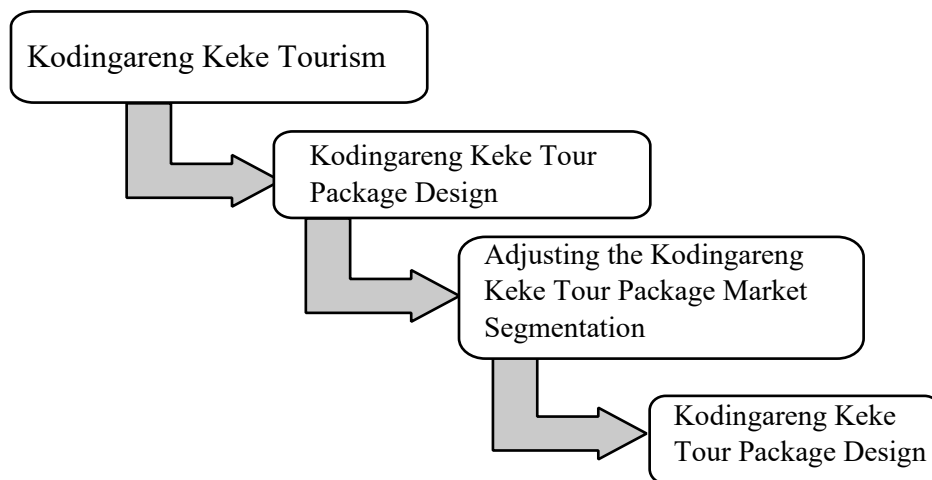


Figure 1: Framework of Thinking
 [Source: Author Processed Data, 2024]

This research focuses on the design of the Kodingareng Keke Tour Package at Pinisi Pusaka Indonesia By Seven Sails Makassar. In designing the Kodingareng Keke tour package, the researcher wants to design a sailing tour package, then the researcher designs and provides innovation and can identify market segmentation of interests who want to buy the Kodingareng Keke tour package. From the results of this discussion, the researcher can achieve the goal of looking at the process and designing and providing design innovation for the Kodingareng Keke Tour Package at Pinisi Pusaka Indonesia by Seven Sails.

Results and Discussions

This research uses the R&D research method by presenting data in qualitative form, where this research has steps that must be fulfilled in order to produce a new and scientifically valid product. The data obtained is as follows.

Diving Support Components

In scuba diving tourism activities, there are several supporting components that function to protect, make things easier and also increase comfort when diving and increase safety when diving. There are several supporting components in Scuba Diving tourism, namely Drysuit and



Wetsuit, Regulator, Mask, BCD (Buoyancy Compensation Device), Weight Belt, Scuba Tank (Air Tube) and Fins (Frog Legs).

DOT (Duration Of Time) Design

The Kodingareng Keke tourist activity, which starts at the meeting point at the Losari Beach Pavilion at 08.00 – 08.15, ends back at the Losari Beach Pavilion with a total duration of 440 minutes or 7 hours 20 minutes, including the duration of the trip from and back to Makassar.

This section is the most important part of the paper. In this section, the writer should provide logical, scientific analysis of findings of the study and also should contain as much detail about the findings. Present evidences to support your analysis by citing work of earlier researchers or existing theories.

Itinerary Planning

Kodingareng Keke tourism activities will refer to its underwater beauty, especially for watersport lovers, namely diving. Diving activities are often carried out on this island because the island has several spots for divers. However, the majority of them only use motorboat transportation if they want to carry out these activities, but no one has packaged the Kodingareng Keke tour package using the Indonesian Pusaka Pinisi Ship. Therefore, the following itinerary has been created:

Table 1: Itinerary

[Source: Author Processed Data, 2024]

Full	Makassar- Kodingareng Keke - Makassar
Day	Tourists gathered at the Losari Beach Pavilion meeting point, all tourists loaded onto the Indonesian Pusaka Pinisi Ship and were served morning coffee & tea and enjoyed the journey to Kodingareng Keke Island with a Pinisikustik performance during the trip. After arriving at Kodingareng Keke Island, tourists will be directed to provide instructions during diving, then tourists will prepare for diving and get ready to dive at the Atlantis Diving Spot. After the activities at the first spot have finished, tourists are directed to rest for a moment and enjoy seafood dishes and continue diving activities at the TVRI Diving Spot. After the activities at the second spot have been completed, tourists will get ready to load back onto the Pinisi Pusaka Indonesia Ship and be entertained again by Pinisikustik during the journey back to the Losari Beach Platform and the tour ends.

Tour Component Design

Tour Components are tourist components found in tourism such as



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transportation, accommodation, food and drinks, tourist objects and attractions, entertainment facilities, etc. Tour Components are also really needed in making tour package calculations or quotations to make it easier and easier to calculate the tour packages that will be marketed.

Quotation Design/ Cost Budget Design

In the draft budget, it can be seen that the tour components included in the calculation of the tour package in planning the Kodingareng Keke tour package are; transport, refreshment, meals, guide fees, and other fees are added up and then adjusted to the number of participants, namely a minimum of 10 people. After obtaining the total of all costs required for only 10 people, then a 10% Mark Up is carried out, which is then added to the total price with a 10% Mark Up, then divided by 10 people after that the price is rounded off to obtain the price of the tour package per person.

Include and Exclude Design

Included in the tour package are transportation, seafood food, diving, diving guide, documentation and acoustic entertainment from the pinisi band. And what is not included in the package is additional food, tipping crew, personal expenses and diving insurance.

Brochure Design

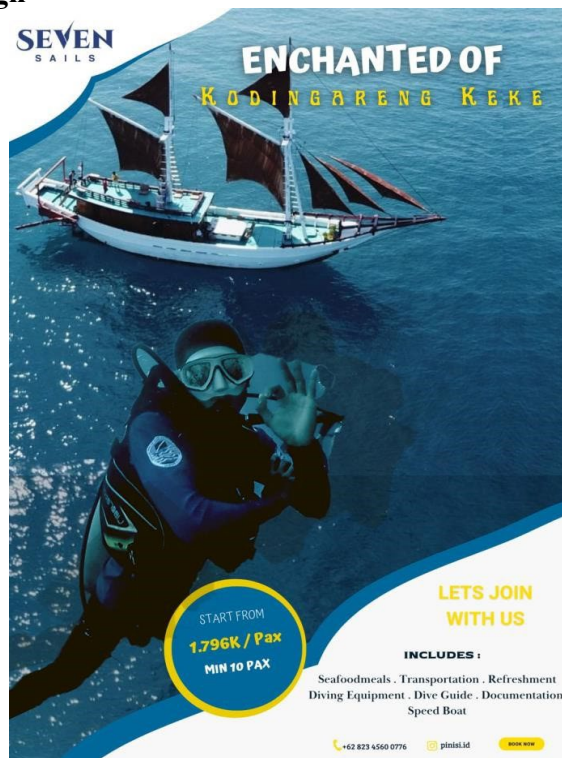


Figure 1: Initial Brochure Design
[Source: Author Processed Data, 2024]



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Results of Revision of Tour Package Design



Figure 2: Front view of the brochure [Source: Author Processed Data, 2024]



Figure 1: Back View of Brochure [Source: Author Processed Data, 2024]



Market Segmentation of Kodingareng Keke Tour Packages at Pinisi Pusaka Indonesia by Seven Sails

In determining market segmentation, there are four main segmentation variables for consumers, namely geographic segmentation, demographic segmentation, psychographic segmentation, and behavioral segmentation. The following is an explanation of these four variables based on the results of interviews with informants or sources by Mr. Achmad Sukardi Tour Manager of Seven Sails Makassar.

Market Segmentation at Pinisi Pusaka Indonesia by Seven Sails Makassar Since the founding of the Seven Sails Makassar company and before the launch of several tour packages they have targeted their market segmentation for each package they offer.

Based on the results of interviews with Seven Sails Makassar, there are three market shares that they focus on which are by the tourist pattern stage itself, namely local tourists who come from all areas of South Sulawesi, domestic tourists who come from all over Indonesia and foreign tourists who come from countries outside Indonesia.

a. **Geographic Segmentation of the Kodingareng Keke tour package at Pinisi Pusaka Indonesia by Seven Sails Makassar**

In determining geographical segmentation, of course, you have to classify the market based on location or region which will affect operational costs and the amount of demand differently. Based on the results of the interview, it can be concluded that geographically the Kodingareng Keke tour package will focus on local areas, namely specifically in the South Sulawesi region in several districts and cities. For the domestic area, it will touch western Indonesia to eastern Indonesia.

b. **Demographic Segmentation of the Kodingareng Keke tour package at Pinisi Pusaka Indonesia by Seven Sails Makassar**

Demographically, this segmentation focuses on groups of tourists so that the tour package can focus on groups of tourists who are interested in the activities of the package.

c. **Behavioral Segmentation of the Kodingareng Keke tour package at Pinisi Pusaka Indonesia by Seven Sails Makassar**

In behavioral segments, patterns or lifestyles are part of the market in determining it. From the results of the interview above, it can be concluded that tourists will respond positively to this tour package if it is commercialized by the tourist market segment with a consumptive and luxurious lifestyle who want to experience diving using Pinisi boat transportation which is different from other packages.

d. **Suitability of the Kodingareng Keke Tour Package Design for market segmentation at Pinisi Pusaka Indonesia by Seven Sails Makassar**

Based on the results of the interview above, the design of the Kodingareng Keke tour package at Pinisi Pusaka Indonesia by Seven Sails is in accordance with the existing market segmentation of their company with various considerations ranging from travel events to budgeting for the package.



Conclusions

Based on research at Seven Sails Makassar and through the discussions that have been carried out, here are the conclusions:

1. Kodingareng Keke Island has potential if it is designed into a package so that more tourists will know the beauty of the island, therefore the author designed a tour package to become a reference for Seven Sails Makassar which can be offered to tourists using the steps for compiling a package tour. After that, design an itinerary, distribution of time (DOT), and quotation or detailed budget. After compiling these components, tourist packages can be offered by tourists
2. When selling a product, companies must determine their market segmentation, therefore the suitability of market segmentation is very important for the sale of tour packages. The Kodingareng Keke tour package at Pinisi Pusaka Indonesia by Seven Sails Makassar directs the sale of this tour package to special interest tourists, in the field of maritime lovers, water sports, and marine biota lovers who are by the market segmentation of the Seven Sails Makassar company.

Acknowledgment

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GREEN TOURISM ROLE IN CREATING SUSTAINABLE URBAN TOURISM IN BANDUNG

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Abstract

Tourism is very important for the country's growth because more people want to travel as the world's population gets bigger. The city is a popular place that can attract many visitors. Tourism in the area can be good for the economy, but it might not always be bad for the environment. For example, building hotels and resorts without considering nature and local wildlife can harm the area. Eco-friendly travel activities focus on protecting nature and the environment, ensuring they can be enjoyed by future generations. Green tourism is a way to help make tourism better for the environment. The rules support growing tourism while taking care of nature. This paper looked at how tourists view green tourism. Bandung was picked as the place for the study. As the main city of West Java, it has drawn in many visitors from both inside the country and from abroad. So, Bandung has become a popular place to visit in Indonesia. The research uses a survey that describes and explains things. We collected information by using a questionnaire, observing, and interviewing local tourists who visited Bandung. The results showed that tourists saw Bandung as a green place that worked to protect and improve the natural environment. It has helped create a way to keep the ecosystem healthy and strong for a long time. This practice could help local businesses and the economy, which is good for the community. The results also showed that tourism can help support and respect different cultures so they can be preserved. The visitors enjoyed being involved with nature and the local culture in Bandung.

Keywords: Green Tourism, Sustainable, Bandung

Introduction

Tourism has been called a clean industry for many years. Tourism helps to grow and make the economy in Indonesia better. The tourism industry can earn money and get other social, cultural, and economic advantages without needing to build large factories that produce smoke and can hurt the environment. Each area offers different kinds of tourism, including cultural, historical, religious, and nature tourism. (Putu mahyuni & Agung tistha dewi, 2021). Many places for tourists, like hotels, restaurants, theme parks, and events, create a lot of waste and use a lot of energy to run. Tourism is expected to create jobs and help raise people's earnings. According to Law Number 10 of 2009 about Tourism, tourism means travel by a person or a group to visit specific places for

fun, personal growth, or learning about the special features of those places for a short time. Tourism involves different types of activities and is supported by the community, business owners, and government agencies" (Darwance & Rendy, 2019).

So, global warming is an interesting topic to talk about. Greenhouse gases are known to cause global warming, which is a big problem (Hadi, 2005). In response, the idea of sustainable tourism has come up (Müller, 1997) to help lessen the negative effects of tourism on the environment (Joppe & Dodds, 1998). In recent years, people's interest in traveling has changed. They want more choices when it comes to what they need, the kinds of trips they take, and how they travel. Special-interest tourism is now focusing more on the environmental and social sides of travel, leading to a trend called the "humanization of travel" (Weiler & Hall, 1992). Green tourism is a type of eco-tourism that aims to ensure visitors do not harm the places they visit (Dewi et al., 2023).

Making tourism last a long time is important for the city because it helps keep the original charm of a tourist spot without taking away or harming what makes the place special. Bandung is a good place for green tourism because it has many attractions. So, it's important to look at how green tourism helps make tourism more sustainable. The goal of this study is to find out: 1. What is Bandung like as a green tourism place, and how can it help with sustainable tourism. 2 What do tourists think about green tourism in Bandung and how can it help make city tourism better for the environment?

Literature Review

Green Tourism

Green Tourism, also known as sustainable tourism or green travel, is a kind of travel that aims to reduce negative effects on the environment, local communities, and economies. At the same time, it tries to increase the benefits for local people and nature. The basic ideas of green tourism focus on taking care of the environment. Green tourism focuses on taking care of nature and the environment. It encourages travelers to behave responsibly by reducing waste, saving water and energy, and helping conservation efforts. (Ariyanto, 2022).

Green tourism means visiting places in a way that helps keep the environment and local communities healthy for the future. It focuses on using resources wisely so that we don't run out of important natural, economic, social, and cultural assets. Green tourism is a way to promote eco-friendly travel. Fandeli (2000) explains that eco-tourism was introduced by The Ecotourism Society in 1990. Eco-tourism is a type of travel to nature spots that aims to protect the environment and support the health and happiness of local people.

The Ministry of Culture and Tourism of Indonesia says that ecotourism is a way to develop tourism that helps protect the environment and culture. It encourages local people to take part in managing these areas, which in turn brings money to both the community and local government. Five key ideas for developing eco-tourism in Indonesia are:

1. Keeping things safe Sustainable practices that don't harm the environment or local cultures.

2. Schooling Tourism activities should offer something to learn.
3. Traveling to different places for fun and enjoyment. Tourism is when people travel for fun and have different reasons for wanting to visit a place.
4. Money matters The community gets more chances to earn money if your tour uses local things like transportation, places to stay, and guides.
5. Involvement of local communities. Community participation will happen when nature or culture offers benefits, either directly or indirectly, to the community.

Eco-tourism is about traveling responsibly to natural places. The goal is to protect the environment and help local communities. Green tourism means traveling in a way that is good for the environment and supports local communities. It focuses on being responsible with nature, helping the economy, and respecting local cultures (et al., 2023). Green tourism could be a frame of ecotourism improvement concept. Agreeing Fandeli (2000) ecotourism to begin with presented by organization of The Ecotourism Society in 1990 and clarified that ecotourism may be a frame of travel to normal regions that's done with the point of preserving the environment and protect the life and well-being of nearby inhabitants.

Sustainable Tourism

Hawkins (1998) expressed, "Economical tourism is sustainability shows a state of equilibrium with tourism needs of display guests meet at the same time as ensuring goals for future eras". Feasible tourism is exceptionally valuable for the advance of a goal with caring and arranging that empowers way better and more valuable tourism for visitors.

Feasible tourism is tourism that takes into consideration the total affect of the financial, social and natural show and future, address the requirements of visitors, industry, the environment and nearby communities (UNEP and UNWTO, 2005). Within the principle of economical tourism continuously put the environment as a point of major concern in movement that happened within the goal.

Butler (1991) Sustainable tourism means managing travel in a way that helps the local community while also protecting their natural environment, culture, and way of life. This kind of tourism aims to support the local economy, ensure fair costs and benefits for both locals and tourists, and meet the needs of visitors without harming the community's resources or future."

If tourism development doesn't take the environment into account, it will come back to hurt the travel industry. Tourism should meet the needs of people today without harming the rights and needs of future generations. The problem of taking care of natural resources and the environment is mentioned in an agreement made by countries at the World Summit held by the UNCED (United Nations Conference on Environment and Development), often called the Rio Summit. Sustainable tourism helps us use resources in a way that meets people's needs while protecting culture, wildlife, the environment, and the ecosystem. Sustainable tourism means traveling in a way that considers the present and future effects on the economy, society, and the environment. It aims to satisfy the needs of tourists, businesses, local communities, and nature (Rokip

et al., 2022).

Research Methodology

This research uses a method that looks at law from the inside. It focuses on studying legal rules.

A qualitative research design is used, which helps the researcher look closely at the goals of the study and understand people's experiences better. This makes it easier to grasp the main topic in detail. This study uses a legal method and a specific idea. This study uses three types of legal materials: primary legal materials, secondary legal materials, and tertiary legal materials. Secondary legal material includes books and academic works connected to this research.

Results and

Discussions Green Tourism of Bandung

Indonesia is working hard to be a good place for tourists while also taking care of the environment. Green tourism is a type of travel that focuses on being good for the environment, and it has been put into practice in Indonesia. At the same time, many places in Indonesia have already seen this idea. Bandung is now encouraging places that are good for the environment.

Bandung is a city in West Java, Indonesia. It is 768 meters above sea level, which gives it a cool and pleasant climate. Bandung is the main city of West Java province and is where the government and important activities happen. Bandung is a popular place for tourists, especially for people from Jakarta.

Tourists from Malaysia visit to shop for typical products from Bandung, like clothes and food.

Bandung is called Flower City because it has many trees and flowers. Recently, the building growth in Bandung has paid less attention to how things look and to planting trees. Building tall skyscrapers doesn't balance out the effect of having trees and flower gardens, making Bandung feel drier.

So, the city keeps getting better for places that are good for the environment, not just for visitors, but also for the people who live there. The goal of the project is to make a competitive place in Indonesia. The slogan for this city is "Creative City of Bandung. " In the future, it is hoped to be more pleasant and well-organized. So, Bandung is expected to be a popular place for tourists in Indonesia after Bali.

Since 2014, the Mayor of Bandung has aimed to create at least 10 themed city parks to make Bandung more beautiful and pleasant. The unused area has been turned into several parks with different themes. These parks will be nice and beautiful public spaces where people can enjoy fresh air and relax away from the busy city. People can hang out, take photos, and have fun there.

With different themes, the community could change their interest in the city park. These parks can be a good option for fun besides going to the cafe or mall. City parks in Bandung are green spaces that people can visit. They are great places for locals and tourists to enjoy. There are four main city parks that people enjoy: Lansia City Park, Photography City Park, Jomblo City Park, and Music Park.

Besides the parks that help make Bandung a great place for eco-friendly tourism, there are also historical sites, like old buildings, parks, and roads. These sites are part of the city's heritage and show the potential for tourism that can keep going for future generations.

Heritage means the traditional customs, beliefs, and objects that are passed down from one generation to another. There is a group called Cultural Preservation Bandung, or Bandung Heritage, that started in 1987. A group of people who care about protecting the culture of the city of Bandung started a non-governmental organization. Their activities include gathering information about old buildings, organizing them into categories, and promoting the importance of heritage conservation to both the government and the community. The presence of Bandung Heritage has made people aware of how important it is to take care of Bandung's history and culture. Heritage tourism activities can be a great option when visiting Bandung, especially near the old buildings that have historical importance. Bandung is one of the cities important to Indonesia's independence, and it still has a building from the colonial period called Gedung Merdeka. If you like visiting museums, Bandung has a few interesting ones.

The Museum of the Asian-African Meeting. Visitors can stroll through the streets of Braga Bandung and appreciate the many old buildings that are still standing. They can do this without using cars, which helps reduce pollution. Bandung is a city that is quite old. So, this city has a history and a story that we can still see in the old things that are left. People who want to see these treasures do so to appreciate the buildings and to learn about their history.

Besides making city parks and promoting tourism, Bandung is also creating a special bus for tourists. There is a tour bus in Bandung called "Bandros" (Bandung Tour on Bus) that takes people to the best places in the city. Its goal is to keep helping protect the environment and boost green tourism in the city. The "Bandros" is expected to decrease the number of private cars, especially from tourists, which should help prevent traffic jams on weekends and holidays.

People in Bandung are becoming more excited and aware of the environment. An easy example is taking care of city parks in some areas of Bandung. In the parks, people in Bandung are invited to join the "Pockets Empty Trash Yourself" movement. It wants to encourage visitors to help keep the city clean and beautiful. City tourism will motivate both the people and the city officials to develop new ideas, especially for creating eco-friendly travel options in the city. Starting in 2016, the Bandung City Government will not give Building Permits (IMB) to people who do not meet Green Building standards.

Tourist Perception Of Green Tourism Role In Achieving Sustainable Tourism

Bandung is still well-known as the City of Flowers and the Paris of Java. In 2007, it was chosen as a pilot project for the most creative cities in East Asia by the British Council. It remains one of the top tourist spots in Indonesia. At first, people viewed tourism as a clean and environmentally- friendly industry. Unlike the manufacturing industry,

mining, wood processing, and clothing production are more likely to cause pollution. Since the 1970s, people started to question how tourism and its many activities harm the physical environment and cultural sites, both physical and non-physical.

Still, the National Development sees tourism as an important part of the economy. It can help boost other industries, create more jobs, increase incomes, and raise money for the government and foreign earnings. There is a big change happening in the vacation market right now. More people want vacations, and they want high-quality experiences. Eighty-three percent of people want their vacations to be good for the environment. Seventy-one percent want their trips to help the local community. Fifty-four percent want to learn about different social issues and the local culture before buying tickets for their vacations. Seventy-seven percent want to try local food and experience the culture while they are on vacation. (ABTA annual survey, 2008). This is how tourists view the impact of developing tourist spots. Green tourism in Bandung helps to take care of the environment, keep nature safe, and improve the natural surroundings. This way, we can make sure that our ecosystems stay healthy for a long time.

Table 1: The Contributions of Bandung Tourism Destination Oriented Green Tourism

Name	Frequency	Percent
Verry Good	38	38
Good	37	37
Pretty Good	20	20
Less Good	3	3
Not Good	2	2

Out of 100 people surveyed, 38% said it was excellent, 37% said it was good, 20% said it was pretty good, 3% said it was not very good, and 2% said it was not good at all. This means that we need to focus on developing eco-friendly places to protect and improve our natural environment. This is important to keep our ecosystem healthy for the long term so that future generations can enjoy it too. Mass tourism often grows quickly and is hard to manage without a clear plan, which can lead to random increases in visitors.

We can plan green tourism better so we can manage its effects. Tourists who come alone or in small groups often enjoy the local culture, value local knowledge, and care about protecting the environment. Raising awareness about the environment is important for both local people and the tourists who come to visit. Being aware of the environment is important to keep it healthy for the future.

Conclusions

From the research findings and conversation, we can say that green tourism helps create a sustainable city for tourism:

1. Recent global changes show that major cities are becoming more focused on what people want to buy, especially tourists. This is seen in the way tourists are changing their shopping habits. People

are not just focused on activities anymore; they want to relax and enjoy the sun, sea, and sand. Travel habits are changing to be more refined, even if they still feel casual. People are starting to appreciate experiences that involve culture, history, and nature. The world is moving towards being closer to nature. The study aims to show how this goal is being achieved, and it should be explained in simple and clear language.

2. People around the world are wanting to reconnect with nature. Interest is the main reason for the growth of eco-tourism, which focuses on protecting the natural environment. Green tourism means traveling in a way that helps the environment and supports local communities. It focuses on being good for nature, society, and the economy. Green tourism means traveling in a way that harms the environment less and supports local cultures.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

MICE Tourism and Hospitality Industry: Challenges and Opportunities for Enhancing Regional Economic Growth in Tourism and Hospitality.

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Abstract

This study examines the MICE (Meeting, Incentive, Conference/Convention, Exhibition) industry and the hospitality industry in Indonesia, focusing on the challenges and opportunities in enhancing local economic growth in the tourism sector. MICE in Indonesia has grown rapidly, especially in major cities like Jakarta and Bali, which have become the primary centers for MICE activities due to their international-standard infrastructure and facilities. The study also identifies other cities such as Jepara, Makassar, Surabaya, and Lombok that have great potential to become MICE destinations but face challenges in terms of infrastructure, human resource quality, and accessibility. The findings show that the MICE industry has a significant impact on the growth of the hospitality sector, particularly through increased hotel occupancy and demand for culinary services. However, to optimize this potential, government support and collaboration with industry players are needed to address existing challenges and promote MICE destinations in Indonesia more broadly. Therefore, this study provides valuable insights into sustainable development strategies for the MICE industry in Indonesia.

Keywords: MICE, Tourism, Hospitality Industry, Local Economy, Indonesia.

Introduction

The MICE industry (Meeting, Incentive, Conference/Convention, Exhibition) is one of the businesses in the tourism industry that is currently growing rapidly. Given the many national and international scale events or events, MICE activities are very interesting activities to be held anywhere. MICE activities are not only about attending business activities, but can also be enjoyed by other groups that have nothing to do with business trips, be it ordinary people or even officials can enjoy MICE events or activities.

MICE is defined as convention tourism, convention services, incentive travel and exhibitions. MICE is an industry that provides services for a meeting of a group of people to discuss several issues related to common interests (Pendit, 1999). The MICE industry contributes greatly to the local economy through attendees' spending on accommodation, transportation, food and entertainment. MICE provides a platform for individuals and organizations to exchange

information, establish cooperation and build professional networks. MICE events are often the venue for new product launches, innovations and educating attendees through seminars and workshops. And MICE helps promote tourist destinations as participants often visit local attractions during the event. MICE tourism not only organizes local events, but also acts as an important catalyst for the development of the hospitality industry.

MICE tourism attracts thousands to tens of thousands of participants from around the world, which creates significant demand for the hospitality industry, especially in the areas of accommodation, food and beverage, transportation, and so on. The increasing demand related to the hospitality industry certainly makes the economy in the area used as a place to carry out MICE activities more advanced and makes the development of the tourism industry in the area realize the need for MICE tourism which is currently a world travel trend.

In Indonesia, there are several regions or provinces that are accustomed to handling MICE activities, such as the DKI Jakarta province which is now the DKJ (Jakarta Special Region) due to the relocation of the National Capital to the archipelago, East Kalimantan. Jakarta is also the economic center of Indonesia, which allows several companies in Jakarta to conduct MICE activities to discuss strategies for their companies going forward. Then there is the province of Bali which is already famous for its tourism and also often organizes national and international events. Bali is also famous for its natural attractions so that MICE tourism activities can be combined so as to make MICE activities in Bali more dense and meaningful for all MICE participants. And there are many other provinces that are competent in organizing MICE activities. But of course there are also provinces in Indonesia that are actually capable of organizing MICE activities but are constrained by various problems in facilities, infrastructure, accessibility, quality of human resources, and political and security conditions of the area.

For example, Jepara is a city located in the northern part of Central Java province. The city has tourist attractions, be it natural tourism, culture, and also culinary tourism. For natural tourism in the city of Jepara such as beaches, hills, waterfalls, and mountains in the city of Jepara. For cultural tourism, the city of Jepara has the tradition of Lomboan Kupatan. Lomboan Kupatan is a tradition carried out a week after Eid al-Fitr. The tradition, which is a symbol of almsgiving to the sea, is carried out by sinking a buffalo head into the middle of the sea, and will later be raided by the community. According to belief, this tradition is carried out as a form of gratitude for safety and hope for good sustenance. And for culinary tourism, the city of Jepara has specialties, one of which is lontong krubyuk. Unlike the usual lontong preparations, this Jepara lontong uses beef broth, which is served with shredded boiled chicken, half-cooked bean sprouts, and celery. In addition to lontong krubyuk, there are still many choices of Jepara specialties that are interesting to taste. These include horok-horok (a rice substitute made from palm flour, usually paired with pecel or satay), kuluban (vegetables with grated coconut), and adon-adon coro (a Japanese herbal drink made from a blend of spices).

From the examples above, the city of Jepara has a very diverse tourism diversity that is not inferior to other tourist cities in Indonesia. However, people only know that the city of Jepara is a city located in the Central Java region and the city is known for exporting raw materials in the form of quality furniture.

Literatur Review

1. Tourism

Tourism is one of the most important economic sectors in global development. According to Mathieson and Wall (1982), tourism can be defined as a temporary trip made by someone outside of their place of residence, as well as all activities carried out during the trip and at the tourist destination. In addition, tourism includes interactions between tourists and the tourist destination environment involving culture, nature, and facilities available at the destination.

According to the World Tourism Organization (UNWTO), tourism is the travel activities of a person who lives outside his/her usual environment for not more than one consecutive year, with the purpose of recreation, business, or others that are not related to income-generating activities in the place visited. With the development of technology and increasing global mobility, tourism is experiencing rapid growth, contributing greatly to the economies of countries around the world, including Indonesia.

Tourism can also be seen from various types, such as cultural, natural, culinary, and ecotourism. In Indonesia, tourism is a major sector in an effort to increase state revenue, create jobs, and support infrastructure development. Therefore, sustainable tourism management and development is important to maintain a balance between economic growth and preservation of the environment and local culture.

2. MICE (Meetings, Incentives, Conventions, and Exhibitions)

MICE is one of the fastest growing segments of tourism in recent decades. MICE is an acronym for Meetings, Incentives, Conferences, and Exhibitions, which refers to the activities of meetings, incentives, conferences, and exhibitions. According to Davidson and Cope (2003), MICE can be defined as a series of activities related to business meetings involving a number of people in a place with a specific purpose, which often includes professional, commercial or promotional aspects.

The MICE industry is one of the main drivers of business tourism, where these activities often contribute to an increase in international and domestic tourist visits to a destination. Unlike leisure tourism, MICE tourism is more focused on business activities, requiring specific facilities and services such as convention centers, hotels, and adequate transportation infrastructure. In Indonesia, major cities such as Jakarta, Bali and Yogyakarta have developed into major MICE destinations, with various international facilities.



The MICE industry also plays a role in driving the growth of other sectors, such as hospitality, transportation and culinary. In the long term, the industry has the potential to expand economic impact through job creation, increased tax revenue and increased investment in related sectors.

3. Hospitality

Hospitality is an industry that focuses on providing services to guests, especially those related to accommodation, food, beverages, and other services that aim to provide comfort and satisfaction to customers. According to Hepple, Kipps, and Thomson (1990), hospitality is a relationship between guests and hosts characterized by a sense of comfort and hospitality offered by the host.

The hospitality industry includes various types of businesses, ranging from hotels, restaurants, cafes, bars, to resorts and spas. In this industry, service quality is a key factor that determines the success of a business, as the customer experience is highly dependent on how they are served and accommodated. According to Walker (2010), hospitality is a business that provides services related to accommodation and the provision of food and beverages to guests, both for leisure and business purposes.

Indonesia, with its rich culture and nature, has great potential in the development of the hospitality industry. In the context of tourism, hospitality is one of the sectors that benefits the most from increased tourist visits, both domestic and international. Therefore, it is important for hospitality industry players to continuously improve service standards, innovation, and adaptation to evolving market needs.

4. Mice Tourism and Hospitality Industry

The MICE Tourism and Hospitality Industry is a combined sector that covers various aspects of the MICE and hospitality industries. In this context, MICE tourism refers to tourism activities that focus on organizing meetings, conferences, incentives and exhibitions, while hospitality plays a role in providing accommodation and comfort services for the participants of these events.

According to Swarbrooke and Horner (2001), MICE tourism is a specialized segment of tourism that involves tourists visiting with the primary purpose of attending a business event, which is then supported by the hospitality sector to meet the needs of the participants during their stay in the destination. The industry incorporates services from various sectors, such as hotels, transportation, catering and meeting facilities, all of which work together to create a well-rounded experience for MICE participants.

MICE tourism and hospitality has a significant economic impact, especially in increasing hotel occupancy, expanding the business tourism market and attracting foreign investment. In Indonesia, the development of MICE tourism and hospitality is heavily influenced by the growth of infrastructure and the government's efforts in promoting MICE tourism destinations. For example, cities such as Bali and Jakarta

have become hubs for international events, which not only supports the growth of the MICE industry, but also strengthens the hospitality industry.

Collaboration between the MICE and hospitality sectors is key to creating a unified experience for event attendees. As the industry continues to grow, challenges such as improving service quality, environmental sustainability and adapting to global trends are important factors for industry players to consider.

Research Methodology

In qualitative research, data sources are information collected from various parties and situations that are relevant to understanding the phenomenon under study. Qualitative data sources are usually in the form of words, actions, and descriptions taken from natural situations. According to Sugiyono (2017), qualitative data sources can come from two main sources, namely primary data and secondary data.

- Primary data is data obtained directly from research participants through interviews, observations, or other interactions.
- Secondary data is data collected through documents, reports, archives, or other written information relevant to the research.

Qualitative research focuses on extracting meaning, deep understanding, and interpretation from the data collected, not on quantitative measurements. According to Miles and Huberman (1994), data sources in qualitative research are often contextual, exploring the personal experiences, perceptions, and emotions of the participants.

Data in qualitative research focuses on extracting in-depth information from observed phenomena. The two main techniques used in this research are documentation and observation. the process of processing and interpreting the data that has been collected to find patterns, themes, and deep meaning of the phenomenon under study. According to Miles and Huberman (1994), the data analysis process in qualitative research consists of three main stages: data reduction, data presentation, and conclusion drawing or verification. After reduction, the selected data is presented in the form of narratives, tables, diagrams, or matrices. Data presentation helps researchers to see patterns and relationships between data so that it makes it easier to make interpretations and conclusions. Presentation of data allows researchers to see the whole picture of the phenomenon under study.

The last stage is conclusion drawing and verification. Researchers interpret the data that has been compiled and analyzed to find deeper meanings or patterns. Conclusions in qualitative analysis are tentative until the data is verified through retesting, triangulation, or other

validation. In this context, verification plays an important role to ensure that the conclusions drawn are accurate and can be accounted for.

Results and Discussions

1. Growth of the MICE Industry in Indonesia

MICE and hospitality industry in Indonesia, especially in the context of local and national economic development. This research was conducted based on the literature review and the phenomena described in the previous chapter. The results of this study illustrate how the MICE industry can contribute to the growth of the hospitality and tourism sectors, as well as the challenges faced in its development.

The MICE industry in Indonesia has experienced rapid growth in recent decades. According to the research, major cities such as Jakarta, Bali and Surabaya are the main centers for MICE events, supported by international infrastructure and facilities.

Jakarta, as the economic capital of Indonesia, has become one of the main destinations for MICE activities. Based on the theory expressed by Davidson and Cope (2003), MICE contributes significantly to the increase in domestic and international tourist arrivals. In this study, it was found that Jakarta capitalizes on its status as an economic and political center to attract various international events. This phenomenon shows that the MICE industry in Jakarta provides a strong boost to the demand for accommodation, transportation, and food and beverage services in the city.

2. Bali as a MICE and Tourism Destination

Meanwhile, Bali, which is well-known as a natural and cultural tourism destination, is also gaining ground in the MICE industry. The results show that the combination of Bali's natural beauty and world-class conference facilities makes Bali very attractive to international businesses. MICE events held in Bali are often combined with tour packages, which not only supports the hospitality sector but also increases revenue from the tourism sector.

3. Surabaya as the Main Alternative on Java Island

Surabaya is the second largest city in Indonesia and has great potential to develop the MICE industry. Surabaya has hosted numerous international events, both conferences and exhibitions, supported by modern infrastructure such as convention centers and star hotels. Surabaya's strategic location close to Bali also facilitates the integration of leisure tourism and MICE events, so Surabaya is often an alternative choice for business events that want easy access to various supporting facilities.

4. Economic Impact of the MICE Industry on Hospitality

This study also found that the MICE industry has a significant economic impact on the hospitality industry in major cities. As stated by Hepple et al. (1990), the hospitality industry plays an important role in supporting MICE activities by providing accommodation, food and transportation services.

Research results show that MICE events contribute significantly to hotel occupancy rates in key destinations. For example, in Bali, during international MICE events, many hotels report near-full occupancy, especially around the Nusa Dua area, which is known as the center of MICE activities in Bali. This shows that MICE not only brings in event participants, but also drives the local economy through spending on accommodation and other related services.

The research also found that in addition to hotels, restaurants and culinary service providers also benefit from MICE events. In Jakarta and Bali, MICE events are often accompanied by high demand for local catering and food, supporting the growth of small and medium enterprises (SMEs) in the culinary sector. This phenomenon demonstrates the synergy between MICE and the hospitality sector, which has a positive impact on the local economy.

5. Challenges in MICE Industry Development

Regions such as Jepara and Makassar, which have natural and cultural tourism potential, still face infrastructure limitations to develop the MICE industry to its full potential. Jepara and Makassar, despite their natural and cultural wealth, still need development in terms of world-class convention and accommodation facilities to compete with major cities such as Jakarta and Bali.

In addition, human resources that have not been trained in handling large-scale MICE events are also an obstacle in some regions. Based on interviews and observations conducted in this study, it was found that many local industry players still need training and certification to be able to provide international quality services. This phenomenon shows the need for collaboration between the government and industry players to improve the quality of human resources in this sector.

6. MICE Development Opportunities in Potential Regions

Despite the challenges, this research also found many opportunities for the development of the MICE industry in underdeveloped regions. Regions such as Jepara, Makassar and Lombok, with their rich natural and cultural tourism, have great potential to be developed as MICE destinations, provided they are supported by adequate infrastructure and proper promotion.

The natural tourism potential in Jepara, Makassar and Lombok, such as beaches, waterfalls and mountains, can be an additional attraction for organizing MICE events in these areas. This research concludes that the combination of business activities and nature tourism can be a unique selling point for these regions, which can attract the attention of international business people.



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The research also shows that government support is crucial in advancing the MICE industry in potential regions. Promotional programs and infrastructure development that focus on regions with great tourism potential, such as Makassar and Lombok, can open up great opportunities for these regions to compete in the MICE market.

Conclusions

Based on the results of this study, it can be concluded that the MICE industry in Indonesia has a significant impact on local economic growth, especially in the hospitality sector. Jakarta and Bali have successfully established themselves as major MICE destinations, while regions such as Jepara, Makassar, Surabaya and Lombok have huge untapped potential. The main challenges that need to be overcome are infrastructure development and improving the quality of human resources in underdeveloped areas. However, with the right support from the government and industry players, there is still a great opportunity to expand the MICE industry in Indonesia.

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HOME STAY DEVELOPMENT STRATEGY KUTA BAGUS MANDALIKA IN CENTRAL LOMBOK WEST NUSA TENGGARA

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Abstract

This study aims to identify the potential, constraints, and development strategies of Kuta Bagus Homestay located in the Kuta Mandalika area, Central Lombok, West Nusa Tenggara. Kuta Mandalika, which has been recognized as an international tourist destination, presents a great opportunity for the tourism sector, especially in terms of local community-based lodging such as homestays. This research uses a descriptive qualitative method with data collection through observation, interviews, and documentation. SWOT analysis (Strength, Weakness, Opportunities, Threats) was used to formulate homestay development strategies.

The results showed that the main potential of Kuta Bagus Homestay lies in its traditional Sasak architecture, strategic location near major tourist destinations, and adequate facilities. However, this homestay faces obstacles in terms of limited human resources (HR) that have not been optimized and the lack of effective promotion. Recommended development strategies include improving service quality through strengthening human resources, utilizing technology for wider promotion, and improving facilities to attract more tourists.

This research contributes to the management of Kuta Bagus Homestay and related parties in the development of sustainable and highly competitive local tourism in the Mandalika area.

Keywords: Homestay, Development Strategy, Tourism, Kuta Mandalika, SWOT Analysis.

Introduction

The Mandalika area, which is able to become an area that contributes greatly to providing foreign exchange for the State through the main tourism sector, certainly requires a development strategy. tourism sector, of course, requires a development strategy, Homestay in its management based on local communities is able to become a force in the world of tourism, especially in terms of development. Homestay management based on local communities is able to become a force in the world of tourism, especially in the Kuta Mandalika area of Central Lombok. Homestay is a community house that can be rented by tourists while traveling. tourists while traveling. Unlike hotels, staying at a homestay has its own management, every tourist who uses homestay services as a tourist destination. Tourists who use homestay services as a place to stay are more likely to have the aim of having experiences and obtaining information having the aim of having experiences and obtaining information related to all activities of the local community, especially experiences



and information regarding social, culture, local language, and information regarding social, culture, local or regional language, and customs. Kuta Bagus Homestay is one of the homestays located in Kuta Mandalika, precisely on Jl. Raya Kuta-Mawun, Pujut, Kuta Central Lombok. Can be an alternative choice for local tourists and tourists as a place to stay while traveling. The place is quite strategic from tourist locations in the Mandalika area, such as Kuta beach, Seger beach, and Sasak Village. A strategic location alone is not able to support and support the satisfaction and comfort of the tourists who stay there, of course, it takes reliable and professional Human Resources (HR) to manage and be able to serve every tourist who stays there. to manage and be able to serve every tourist who stays there. One of them is how the owner of Kuta Bagus Homestay is able to organize the main room where tourists rest, namely the room. The importance of the tourism sector as an industry that makes a major contribution to national economic, social, cultural and environmental development. Indonesia, with its wealth of natural resources (SDA) and human resources (HR), as well as rich cultural pluralism, has great potential in the tourism sector. West Nusa Tenggara (NTB), especially Lombok Island, is one of the regions that has received international attention, especially after winning the prestigious award as the world's best halal tourist destination. Along with the rapid development of tourism in the NTB region, especially in Kuta Mandalika, there are various major projects such as the construction of the MotoGP Circuit and the designation of the area as the Mandalika Special Economic Zone (SEZ). This great potential brings opportunities for the lodging business, including homestays, which are managed based on local communities. Homestays not only provide a place to stay, but also allow tourists to interact directly with local culture, gain unique experiences, and deepen their understanding of the lives of local people. Kuta Bagus Homestay, located in Kuta Mandalika, Central Lombok, is one homestay that capitalizes on this opportunity. Its strategic location close to tourist destinations such as Kuta Beach and Seger Beach makes it an ideal choice for tourists. However, despite its great potential, Kuta Bagus Homestay faces challenges in development, especially regarding facilities and optimally managed human resources.

Literature Review

1. Tourism Potential

In this study, tourism potential is divided into three types, namely; Natural Potential, Cultural Potential and Human Potential.

a) Natural Potential

What is meant by natural potential is the state and type of flora and fauna of an area, the landscape of an area, for example beaches, forests, and others (the physical state of an area). The advantages and uniqueness possessed by nature if it is developed with the surrounding environment will undoubtedly attract tourists to visit the object.

b) Cultural Potential

What is meant by cultural potential is all results of human creativity, both in the form of customs, handicrafts, arts, historical relics of ancestors in the form of buildings, handicrafts, arts, and crafts. handicrafts, arts, historical relics of ancestors in the form of buildings, monuments, and antiques stored by the ancestors which is still to this day that can be made into cultural potential because it is included in the culture.

c) Human Potential



Humans also have the potential that can be used as a tourist attraction, through cultural attractions such as dance or cultural performances from a region. cultural art performances from a region. And traditional music of certain regions which includes human expertise or human potential that exists in humans. So that it can be made potential.

According to Kotler in Asmara (2020) in the field of management, strategy is often defined as an effort made to achieve a goal. defined as an effort made to achieve a goal, in this case maximum profit. goal, in this case maximum profit. The definition of strategy is defined as follows:

- 1) Process, way and making to develop
- 2) To open wide, spread out
- 3) To be great, advanced, good and perfect
- 4) Gradual and orderly development toward a desired goal that is desired.

The development strategy intended in this study is all planned efforts that are systematically arranged to develop all the potential that exists in the business. done to develop all the potential that exists in an effort to increase and improve tourist attractions, so that the survival of these attractions can later be enjoyed by tourists. survival of these tourist attractions can later be enjoyed by tourists and can provide benefits to all elements of society. can provide benefits to all elements of society. In developing good tourism development destinations, tourism friends and tourist attractions and tourist attraction generally follow the flow or life cycle of tourism. The goal is to determine the position of tourism to be developed.

2. Homestay Arrangement And Development\

Structuring is a process of planning, utilization, control, and control. arrangement can be formulated as the thing, way, result, and process of arranging (Badudu, Zein: 1995). In the dictionary of spatial planning, 1st edition. Arrangement is defined as a process of planning, space utilization and utilization control for all interests in an integrated manner. Efficient and effective, harmonious, balanced and sustainable as well as openness, equality justice and sustainable as well as openness, equality justice and protection of the law. Seeing a glimpse of the above structuring definition, that structuring in a homestay is very important. in a homestay is very important. in a Homestay itself a planning must be done, utilization, arranging, and controlling a Homestay. Homestay. Of course this is all to make Homestay much more advanced and its management aspects run and controlled. advanced and its management aspects run and are well controlled well.

In a Homestay, planning to develop the previous Homestay to be better is very necessary. Seeing the situation and conditions that over time continue to change and in order to increase customer satisfaction.

Here are some definitions related to development:

- 1) Development can be defined as a process, method, making to develop (Big Language Dictionary Indonesian Dictionary: 2002)
- 2) Seels and Richey (Alim Sumarno: 2012) is the process of translating or translating design specifications design into physical form. Development not only focuses its attention on analyzing needs, but also broad issues of start-to-finish analysis, such as contextual



analysis (Alim Sumarno: 2012). analysis (Alim Sumarno: 2012).

Seeing the definition of development above, that the development has the aim of making a changes from previous conditions, of course this development also has a goal to change the previous situation to be better in the future.

3. Previous Research

the author describes several previous studies that the author uses as a reference. The research is as follows:

a) **Research Title:**

Palembang Bari Homestay (Franchise Business Development Planning.

Research Objective:

This research aims to, how to manage and socialize Palembang Bari Homestay.

Socialize Palembang Bari Homestay. Seeing also that the Palembang Bari Homestay is a Limas Traditional House typical of Palembang. So this research in general overview has the aim of how this Homestay is able to be recognized by tourists, while introducing all forms of socio-cultural activities, regional languages, and customs there. And able to provide satisfactory service to tourists who use the services of Homestay Bari Palembang.

Research Methods:

This research uses quantitative research methods. See the study procedure, which not only discusses the arrangement of rooms, but also involves how the financial model, such as from investment capital to marketing management techniques

Research Results:

Efforts made to socialize Homestay Bari Palembang, starting from optimizing or utilizing the media. Palembang, starting from optimizing or utilizing the social media itself, such as Facebook, WA social media itself, such as Facebook, WA, IG, and so on. Of course of course, do not forget also how to use management marketing techniques to make Homestay Bari Palembang famous and able to make tourists interested in using the services of tourists interested in using the services of Homestay Bari Palembang itself.

b) **Research Title:**

Training on Managing Homestay in Donokerto Tourism Village.

Research Objective:

This research aims to provide an understanding of Human Resources (HR) in the village of Donokerto Tourism, how the right Homestay management strategy, in order to provide a safe, comfortable, and certainly satisfying energy for tourists who use Donokerto, how the right Homestay management strategy, in order to provide a safe, comfortable, and certainly satisfying energy for tourists who use Homestay services.

Research Methods:

This research uses descriptive qualitative method.

Research Results:

fforts to provide insight as well as understanding to the community in Donokerto Tourism Village how to manage the right Homestay. With the right Homestay management, in addition to being a special attraction for tourists, but



also able to provide a comfortable and certainly satisfying service to tourists.

c) Research Title:

The Concept of Homestay Governance in Pinge Tourism Village, Tabanan Regency.

Research Objective:

To examine the concept of Homestay accommodation arrangement applied in Pinge Village.

Research Method:

Qualitative descriptive analysis.

Research Result :

There are several patterns of Homestay arrangement in Pinge village, but the author here will describe the governance in spatial governance, as follows: Homestay spatial layout is organized following the pattern of traditional Balinese architecture. Because this is considered to be able to provide cultural education for tourists about the spatial layout and zoning values of traditional Balinese houses.

Research Methodology

This research uses qualitative descriptive analysis techniques. To analyze the situation of the object under study based on various existing data, the author uses SWOT analysis. SWOT (Strength, Weaknesses, Opportunities, Threat) is used to analyze the situation and condition of the tourist attraction under study. tourism object under study. This technique is an analysis used to analyze internal factors (strengths and weaknesses) and external factors (opportunities and threats) systematically for (opportunities and threats) systematically to formulate a development strategy for Kuta Bagus Homestay. development strategy for Kuta Bagus Homestay in Central Lombok Regency. Strategy development strategy for Kuta Bagus Homestay in Central Lombok Regency is compiled

based on the analysis obtained from the application of the SWOT Model with the following stages as follows:

- 1) Determine internal strategic factors
- 2) Determine external strategic factors
- 3) Strategic formulation by making an internal-external situation analysis and SWOT matrix analysis. external situation analysis and SWOT matrix analysis

Results and Discussions

1. Description of Potential

In this section, the research results should describe in detail the potential found at Kuta Bagus Homestay and Kuta Bagus Homestay maintains the characteristics of Sasak culture with a building design in the form of a traditional Sasak house. This uniqueness is an attraction for tourists, especially those who want to experience a stay with a touch of local culture.

Located in the internationally recognized Mandalika tourist area, the homestay is close to popular destinations such as Kuta Beach, the MotoGP Circuit, and the Nurul



Bilad Mosque. This location provides a great advantage in attracting tourists. The homestay has basic facilities such as comfortable rooms, Wi-Fi, and ample parking. However, there is an opportunity for further facility upgrades to enhance its appeal to tourists.

2. Description of Constraints

This section should discuss the constraints or challenges Kuta Bagus Homestay faces in its development

The homestay is managed by the owner and some staff with less than optimal skills, especially in terms of communication and services that are not yet in accordance with standard operating procedures (SOPs).

Promotion is still limited to social media such as Instagram and Facebook, so it has not reached a wider market. There is no cooperation with tourism agencies or organizations that can help increase the visibility of homestays.

3. SWOT Analysis

This research uses SWOT analysis to formulate homestay development strategies:

Strengths: Traditional architecture, cool and natural atmosphere, and good security.

Weaknesses: The development program is still simple, and promotion is less effective.

Opportunities: Strategic location in a developing tourist area, increasing the number of tourists by utilizing existing potential.

Threats: Uncertainty due to the COVID-19 pandemic, and limited human resources to manage homestays.

4. Development Strategy

The resulting strategy based on SWOT analysis is as Improve the quality of human resources through training so that staff are more competent in serving tourists. Increased Adding facilities such as swimming pools, rental services for traditional Sasak clothing, and tourist transportation to increase attractiveness.

Maximizing the use of technology and social media and working with tourism agencies to increase the promotion of homestays widely.

Conclusions

This research aims to identify the potential, constraints, and development strategies of Kuta Bagus Homestay in Mandalika, Central Lombok. Based on the results of the research and SWOT analysis conducted, the following main conclusions can be drawn:

1. Potential of Kuta Bagus Homestay

Kuta Bagus Homestay has strong potential as a local culture-based inn in the Mandalika international tourism area. This potential includes Sasak Traditional Architecture The distinctive design of the homestay building with elements of Sasak culture is a unique attraction for tourists who want to experience local culture. Strategic Location Located near major tourist destinations such as Kuta Beach, Seger Beach, and the MotoGP Circuit, providing a great advantage in attracting tourists. The homestay already has good basic facilities, although there is still room



for improvement to meet higher lodging standards.

2. Development Constraints of Kuta Bagus Homestay

This homestay faces a number of obstacles in its development, namely Limited Human Resources Kuta Bagus Homestay still lacks skilled labor in terms of communication and services that meet operational standards. The need for more competent human resources is necessary to improve service quality. Although it has basic facilities, this homestay still requires additional facility upgrades such as swimming pools and transportation services to increase tourist comfort and satisfaction. The promotion of Kuta Bagus Homestay is still limited to the use of social media, without a broader and more organized marketing strategy, hindering the potential growth in visitor numbers.

3. Kuta Bagus Homestay Development Strategy Based on the SWOT analysis, suggested development strategies include:

Improving the Quality of Human Resources It is necessary to organize training for staff to improve skills and service quality. In addition, it is necessary to recruit new workers who have specialized skills, such as in IT and marketing. **Facility Improvement** Homestays can add facilities such as swimming pools and transportation services, as well as provide traditional clothing rental services that can enrich the tourist experience. **Promotional Optimization** Homestay needs to work with travel agents and utilize digital platforms more widely to increase its visibility among domestic and foreign tourists.

This conclusion shows that Kuta Bagus Homestay has great potential to grow, but it needs improvements in management, facility upgrades, and marketing strategies in order to compete in the increasingly competitive tourism market in the Mandalika region.

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DEVELOPMENT OF CEKING TOURIST ATTRACTION, GIANYAR REGENCY, BALI TOWARDS REGENERATIVE TOURISM

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Abstract

The development of tourism and the needs of other development sectors have caused agricultural land to be reduced and converted. But it is different with Ceking, which actually utilizes agricultural land, especially rice fields, as an attraction for tourists while trying to maintain its existence. This is unique in the midst of rapid development. This paper aims to examine the application of regenerative tourism in Ceking Tourist Attraction. The method used in this research is descriptive qualitative method with the aim to describe the relationship between the phenomena or symptoms studied systematically, factually, and accurately. Data collection is done by means of observation, in-depth interviews with related parties and literature related to the problems to be studied, such as textbooks, scientific journals, and other sources. The interpretative descriptive method is also used to analyze the data. The results of the analysis show that in Ceking Tourism Attraction there are regenerative tourism principles applied, namely there are efforts to environment preservation, community empowerment, preservation of local traditions, ecotourism, and adequate infrastructure. This research is only limited to the implementation of regenerative tourism. The efforts made are expected to maintain and renew the existence of existing rice fields so as to produce optimal tourism benefits.

Keywords: Regenerative Tourism, Rice Fields, Terraces.

Introduction

Ceking Tourist Attraction in Gianyar Regency, Bali has been attracting tourists due to its terraced rice fields and cultural attractions (Prananda et al, 2018). But as the number of people visiting this area increases, it also poses challenges related to the preservation of the environment and the welfare of the community (Saputra et al, 2017; Prananda et al, 2018; Pramana et al, 2022). Regenerative tourism can help Ceking maintain its sustainability while also improving the lives of its local residents.



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Besides sustainable tourism, regenerative tourism goes beyond that concept. It involves the restoration and repair of ecosystems that have been negatively affected by tourism-related activities (Jones, 2024). This involves supporting the local economy and actively repairing environmental damage. It also aims to strengthen the area's cultural and natural traditions. The transformation of Ceking's approach to regenerative tourism is crucial to maintaining its image as a desirable tourist destination while protecting the environment.

The initial step in the establishment of a regenerative tourism center in Ceking involves assessing the current environmental situation. This will enable the preservation of the area's terraced fields, which are prized attractions. The cultural and social aspects of regenerative travel are also important. With its rich cultural heritage, such as the Balinese culture, Ceking can develop immersive experiences that are based on its traditions. The local communities' involvement in tourism management can help reinvigorate and preserve lost customs.

Through regenerative tourism, one can enhance and protect the environment while also improving the ecosystem. In addition, it can empower local communities and foster sustainable economic growth. The terraced rice fields of Ceking, which are regarded as a unique farming system, can be utilized to develop regenerative tourism. The area's development can be carried out through the careful planning of various stakeholder groups (Ating *et al.*, 2024). These include academics, local communities, and the government.

This paper aims to analyze the various factors that affect the development of a tourist attraction in Ceking. These include the establishment of an eco-friendly infrastructure, protection of the environment, community empowerment, and maintaining traditions. The tourism resources of Ceking can be sustainably developed and maintained to provide the community with equitable benefits.

Literature Review

The concept of regenerative tourism, which emphasizes the empowerment of local communities and the preservation of the environment, is gaining increasing relevance in the tourism industry (Hussain and Haley, 2022; Bellato and Pollock, 2023). This paradigm was established in the belief that tourism should contribute positively to the environment, while also leaving a lasting impression. One of the main principles of this concept is to ensure that

destinations are sustainable (Suárez-Rojas et al, 2023).

According to (Dredge, 2022) and other researchers (Pung et al, 2024), regenerative tourism aims to repair the damage that conventional tourism has done to the environment. This can be done through various methods, such as the restoration of ecosystems and the strengthening of local economies. One of the most common strategies used by this concept is to support local businesses that are sustainable.

In addition to preserving the environment, the application of regenerative tourism can strengthen the local culture where tourism is developed. Because in its application, it must pay attention to the local wisdom of local culture. By practicing regenerative tourism, it means that you have participated in preserving local traditions (Fusté-Forné et al, 2022; Pung et al, 2024; Qu and Zollet, 2024).

The active involvement of local communities is also a key component of regenerative tourism. This involves ensuring that the industry's benefits are fairly distributed (Nugraha et al, 2022; Quanga et al., 2023; Ruiz-Ballesteros and González-Portillo, 2024). By involving communities in the decision-making process, as well as integrating local traditions and culture into the experience of tourism, this concept can help strengthen the bonds between hosts and visitors.

Another important component of regenerative tourism is the social impacts of the business. This involves making sure that the various aspects of the tourism industry are strengthened and maintained in local communities. This can be achieved through the establishment of proper infrastructure, education, and training, as well as by raising awareness about the importance of preserving cultural and heritage objects (Suansri, 2003).

In addition, this concept encourages the tourism industry to adopt sustainable practices. This can be accomplished through the promotion of eco-friendly products and the use of renewable energy (Fusté-Forné & Hussain, 2022; Rauf et al, 2024). Doing so can help the tourism industry fight climate change and preserve biodiversity.

According to a study conducted by Rehman et al (2023), regenerative tourism emphasizes the importance of educating visitors. By sharing knowledge about reducing and increasing their positive impacts, travelers can act as positive influences within the tourism

sector. This can involve helping destinations become more sustainable and respecting local customs.

The concept of regenerative tourism places emphasis on transparency in reporting and measuring its impacts. By implementing clear metrics, tourism activities can be assessed to determine their social, economic, and environmental impacts, which can help guide the industry's efforts and improve outcomes (Cave & Dredge, 2020; Bellato & Pollock, 2023). This enables stakeholders, such as local communities and government, to make informed decisions regarding the industry.

Through regenerative tourism, people can forge closer bonds with nature. By offering unforgettable experiences within the wilderness, travelers can establish a better connection with the ecosystem and gain a greater knowledge of its importance. This approach not only enhances the destination's sustainability but also benefits the traveler's overall spiritual and emotional well-being (Qu & Zollet, 2024).

One of the most challenging aspects of the implementation of regenerative tourism is changing the paradigm of the tourism industry. It requires cooperation among various groups, such as government, industry participants, and tourists, to adopt new policies and behaviors. In addition to this, the tourism industry needs sufficient financial resources to support sustainable travel (Sharma & Tham, 2023).

Despite the challenges, the concept of regenerative tourism is gaining momentum due to the increasing awareness about the importance of preserving the environment and supporting local communities (Cave & Dredge, 2020). This approach is already being integrated into the marketing and management of various tourist destinations. It can serve as a vital component of the tourism industry's efforts to become more sustainable.

Research Methodology

The type of data that's collected is usually qualitative. These two types of data are usually obtained from sources that are known as primary and secondary. The former consists of data that's collected from individuals, while the latter is mainly derived from materials that are published in official documents.

A qualitative analysis is performed on the data that's collected through various sources



such as observation, in-depth interviews with related parties and literature related to the problems to be studied. The interpretative descriptive method is also used to analyze the data. According to Kusmayadi & Sugiarto (2000), this type of method provides a comprehensive and accurate description of the relationship between certain phenomena.

Results and Discussions

1. Results

In order to promote the development of a regenerative tourism in Ceking, Desa Adat Tegallalang has carried out various steps.

a. Environment Preservation

Ceking's famous rice terraces, which are located in the Tegallalang region of Bali, are an example of a sustainable tourism site. By implementing environmental protection measures, the site can become an example of regenerative travel. This alternative to eco-friendly travel goes beyond just preserving the environment. It involves supporting local ecosystems and helping the communities develop. The goal of the project is to protect the area's natural beauty while also benefiting the local community. The goal of the project is to protect the area's natural beauty while also benefiting the local community.

The management of the rice terraces' potential is handled by a local community organization known as the Desa Adat Tegallalang. It is composed of a group of individuals who are dedicated to making the area a better tourism destination. The area's potential can be found along the border between the two villages: Kedisian and Tegallalang. Although the best location for the terraces is to the west, the village of Tegallalang is also a good choice. Through a letter from the Regent of Gianyar, Desa Adat Tegallalang was authorized to manage the rice fields and develop them into a tourist attraction. This agreement strengthens the village's role in managing the tourism potential of Ceking.

Kedisian Village's east side rice fields are regarded as the area's main attraction and potential. The nine owners of this land are represented by the BPOWC. Interviews with local leaders revealed that the irrigation system that's used for the rice fields is located in the western region, which is owned by the Tegallalang Village. Since the owner of the land isn't a subak, the water supply for the fields is not controlled by the subak. Before the area's management



was carried out, the rice fields were severely dependent on the weather. During the rainy season, the area's water supply can meet the needs of the rice fields. Unfortunately, during the dry season, the lack of water prevents the fields from being able to produce rice. This reduction in the area's panoramic beauty has caused the rice terraces to lose their original appeal. Therefore, Desa Adat Tegallalang as the manager of tourism potential, took the initiative to drain water from the Tegallalang Village Subak area using pipes to meet the water needs of rice fields on Ceking terraces, at a cost of millions of rupiah per month to meet these water needs. The availability of sufficient water makes it easier for farmers to plant rice, so that rice can grow well. In the end, the growing rice becomes an amazing sight for tourists to see.

The water from the western region is used to irrigate the rice fields located east of the rice terraces, which are a popular tourist destination. The irrigation system, which dates back to the Subak era, is regarded as Bali's cultural heritage. The use of Subak irrigation system helps support the local economy while maintaining the area's balance of ecological equilibrium. This is a regenerative tourism technique that involves the preservation of traditional practices.



Figure 1: The View of Ceking

[Source: Yulianie, 2024]



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Apart from maintaining the Subak system, the community and farmers are also contributing to the Ceking region's biodiversity conservation efforts. Their activities include the planting of trees and maintaining native vegetation. Without proper maintenance, these areas prone to landslides will not be able to retain their soil. This is why it is important that the local community and farmers are contributing to the preservation of the area's natural environment. Regenerative tourism can help improve the environmental conditions of the region by preventing negative impacts from the industry.

Through active involvement, the local community can also play a vital role in the conservation of the environment in Ceking. It can help with the management of sustainable tourism by learning about the importance of preserving the environment. Some of the revenue generated by tourism activities can be used to fund environmental projects, such as maintaining green areas and cleaning up areas visited by tourists. Regenerative tourism in Ceking promotes nature conservation and helps the local community in terms of its welfare.

The management of waste and garbage is one of the areas of focus in the region for environmental conservation. The rising number of visitors can lead to the accumulation of waste, which can harm the local ecosystem. To address this issue, a waste management system has been established, which allows waste to be sorted and recycled in a way that's both beneficial and sustainable. In addition, there's been a push to reduce the usage of single-use plastic.

In addition to these, the infrastructure of regenerative tourism in Ceking is also being developed with the help of eco-friendly materials. Some of the facilities that are designed for tourists include bridges, trails, and rest areas. These structures are made from sustainable materials and can minimize the impact on the environment. In the context of regenerative tourism within Ceking, it is important to preserve the local culture. The people of Bali value nature as a part of their spiritual practice. Therefore, in the preservation of the environment, they also protect cultural values. Certain ceremonies and customary practices related to nature are still performed in areas visited by tourists to educate them about the importance of preserving it. These include honoring the goddesses of the rice and earth.

The collaboration between the various stakeholder groups, such as the government and



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the tourism industry, can help develop a successful environment conservation strategy in Ceking. The administration in the region sets regulations that aim to support sustainable tourism. These include limiting the number of visitors in certain locations. The tourism industry can also play a role in supporting the environment conservation strategy by implementing practices that will not harm the natural beauty of the region. These include encouraging visitors to follow environmental rules and minimizing the impact of development.

Besides conserving the environment, tourists also play a vital role in the development of regenerative tourism in Ceking. Through education, visitors are informed about the ethics of traveling and how beneficial it is for the environment. In addition to appreciating the natural beauty of the region, they are urged to take part in the conservation efforts. By learning about the significance of regenerative tourism, travelers can help ensure that the activities in Ceking become sustainable. With a conservation-oriented approach, it can become an ecological tourist destination. These measures not only safeguard the local culture and environment, but they can also strengthen the appeal of Ceking to tourists and provide sustainable benefits to both locals and nature. Unfortunately, the government and entrepreneurs' roles in preserving the environment are not ideal. Most of the time, the development of commercial facilities in Ceking is carried out by the tourism industry. In order to protect the area's natural beauty, Desa Adat Tegallalang has set a ceiling height limit for its buildings. However, the implementation of this measure has not been maximized.

b. Community Empowerment

Ceking Tourist Attraction is managed and developed by the community, which in this case is the traditional village. Desa Adat Tegallalang formed a management agency and named Badan Pengelola Objek Wisata Ceking (BPOWC). The core board and management members are appointed from the local community through traditional deliberations or village meetings (*sangkep banjar*) by looking at the background and abilities, as well as the needs of the management agency. Consisting of community leaders, *prajuru*, and *kelian adat*. The aim is to realize togetherness, a sense of belonging, and shared thinking so as to create sustainability in Ceking and create unity of information in the community. BPOWC is an indigenous village-owned enterprise created based on the Decree of the Regent of Gianyar



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In addition to the core management and management members, in its operational activities BPOWC requires employees who are taken and selected from each banjar in Desa Adat Tegallalang. The community has a role in selecting which members of the *banjar* are eligible to join as prospective employees. The first stage of recruitment was carried out by Prajuru Desa Desa Tegallalang. The employee recruitment procedure in the management unit begins with the dissemination of information by the village Prajuru to 7 Banjar Adat, namely Banjar Pejeng Aji, Banjar Gagah, Banjar Tegallalang, Banjar Triwangsa, Banjar Tegal, Banjar Tengah, and Banjar Penusuan.

The next stage is *pesangkepan banjar*. Kelihan banjar adat informs his banjar members regarding information on employee needs and the community can submit applications given to the head of each traditional banjar. Applications submitted by the community in each banjar, will be submitted by the head of the customary banjar to BPOWC for selection based on the competencies needed according to the quota of each banjar. Each traditional banjar in Desa Adat Tegallalang has the same quota to become an employee of the Ceking Tourist Object Management Agency, except for Banjar Adat Tegallalang. This is given, because it has a larger number of residents compared to other banjars and also the location of Ceking Tourist Attraction is in this banjar, so the quota of employees is more.

In the process of recruiting employees through selection with competency tests according to the needs of the management institution, while still considering the principle of justice with the representation of each banjar that has been determined. Placement is rotated according to ability. In replacing employees who resign or are dismissed, efforts are made from the same banjar, for example, one of the 2 banjar representatives is unable or resigns, so efforts are made to find employees from the same banjar and if the banjar concerned is unable, then new employees are taken from other banjars. To become a BPOWC employee, several requirements must be met, including being able to speak English and being no more than 45 (forty-five) years old. Residents who are selected from their respective banjar will serve as BPOWC employees. These employees will be in charge of parking arrangements, admission ticket services and others. BPOWC will be responsible to the Desa Adat Tegallalang community through the Bendesa of Desa Adat Tegallalang.

With management carried out by the indigenous village through BPOWC and employees also coming from the local community, it has had a positive economic impact on the community. This management is the main source of income for Desa Adat Tegallalang. From the results of management, it can help finance traditional ceremonies, temple construction, provide compensation for the community. In terms of community empowerment, Ceking tourist attraction has fulfilled one of the elements of the regenerative tourism approach. Community participation in the management of Ceking tourist attraction through representatives from each traditional banjar, and in realizing regenerative tourism is not just participation, but it is necessary to build public awareness that the existence of Ceking tourist attraction affects their lives in a unified social system with the natural environment. Thus, there is a growing awareness to maintain and restore all existing resources for the sustainability of ceking tourist attraction and the sustainability of the socio- cultural and environmental life of Tegallalang community.

c. Preservation of Local Traditions

One of the main factors that the BPOWC ensures that the attractions in Ceking are authentic is the preservation of local customs. According to the operators of the tourism facility, the sustainability of the industry depends on the various factors that affect it, such as the beautiful scenery and the local culture. The local traditions that are still in existence in the community can also be an added attraction for tourists wanting to experience the culture of the Balinese people.

In order to maintain the local traditions, the tourism industry in Ceking has to involve indigenous individuals in the management of its activities. Through the local community, artists, tour guides, and craftsmen introduce the culture of the area to tourists. This involvement allows communities to earn economic benefits, while also preserving their traditions. Besides cultural activities, the various ceremonies and rituals performed by the local people are also featured in tourist attractions. These activities help preserve the area's spiritual significance.

Most of the revenue generated by the tourism industry in Ceking is used to support the local community's temple construction and traditional ceremonies. It also helps pay the



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salaries of the workers employed by the tourism facility. Even now BPOWC has managed to rent an additional 50 Are of land to be used as a business development in the form of a restaurant and a stage is planned to be built which will later be used as a venue for performances featuring traditional arts and unique traditions that characterize Desa Adat Tegallalang, one of which is the Ngerebeg Tradition. In addition, in October 2023 in order to promote and attract tourists to come to Ceking Tourist Attraction, BPOWC also organized Ceking Festival which was funded by the manager (BPOWC) and donations from several entrepreneurs around the attraction. What is done by the manager, either directly or indirectly, has shown an effort to maintain local traditions.

Ceking supports the local culture by promoting products made by the Balinese people, such as textiles and woodcrafts. These items are available for sale in souvenir shops located throughout the area. This allows tourists to experience the culture of the Balinese people while also helping the local artisans preserve their skills. Doing so helps prevent the loss of their traditions.

The managers of the tourism facility in Ceking are also passionate about preserving the environment as a component of the local tradition. They regularly clean and maintain the rice terraces, which are a prominent feature of Bali's agrarian culture. The traditional subak system, which is an irrigation system used by the local people, is also regularly maintained to ensure that it is used properly. This helps preserve the area's cultural heritage. The managers work with the local community's farmers to ensure that the fields are productive.

In addition to preserving the local traditions, the upkeep of these practices is also part of a sustainable tourism strategy in Ceking. Integrating the local culture into the tourism industry has resulted in a positive relationship between economic development and tradition conservation. This supports the preservation of the centuries-old traditions, which are valuable to the travel experiences of visitors from all around the world.

d. Ecotourism

The attractions in Ceking, which are known for their rice terraces, offer various eco-friendly activities that combine the area's natural beauty with its local culture and environmental conservation. The management at Ceking are dedicated to preserving the area's agrarian heritage and ensuring that the ecosystem is balanced. Their tours aim to

provide guests with a captivating experience while educating them about nature conservation.

One of the main ecotourism activities at Ceking is trekking through the rice terraces. Visitors can walk along the green and lush rice fields, while enjoying the mesmerizing scenery. This activity lets tourists get a closer look at the natural world and experience the daily lives of the local farmers. During the course of the trek, local guides provide guests with valuable information about the irrigation system.

If guests are lucky, they can also participate in the rice planting process, which usually takes place during the rice trekking period. This activity lets visitors witness the traditional method of planting rice, which involves everything from hoeing the soil to sowing seeds. Through this activity, guests can gain a deeper understanding of sustainable agriculture. They can also learn how important it is to maintain traditional practices that are both ecological and beneficial to the ecosystem.

To complement the ecotourism experience, Ceking also plans to offer environmental education activities, such as an introduction to Balinese ceremonial plants that will be planted on the 50-acre plot of land newly contracted by the management agency, an understanding of local flora and fauna, and responsible waste management practices. Visitors can learn about how local communities preserve their nature in simple yet sustainable ways. All of these activities are designed to create greater environmental awareness and positively impact the local ecosystem, while enriching visitors' travel experience.

e. Adequate Infrastructure

The infrastructure of Ceking's tourist attractions ensures that visitors have the necessary resources to enjoy their stay. Some of these include restaurants, parking lots, and souvenir shops. It also has a variety of other supporting facilities to help visitors enjoy their stay. Besides the viewing posts and gazebos provided by the center, various establishments within the area offer their own facilities to visitors wanting to take in the view of the rice terraces.

There are several establishments that cater to the needs of travelers who visit Ceking. These places allow people to enjoy their food and drink while looking at the terraced rice fields. One of the main souvenir shops in the area sells various types of handmade goods, such as wall hangings, bags, clothes, and postcards. These are all reasonably priced and can be

purchased by tourists to bring back home.

To help visitors get around the area's tourist attractions, there are sidewalk constructions on the roadside. Unfortunately, the construction of these areas is only on the eastern side of the road. The lack of development on the western side of the road makes it difficult for tourists to walk across. The stairs of the trekking path are made by the management with permanent materials and equipped with iron bars for holding. This staircase is used as a path to descend the steep cliff and as a trekking path for tourists who want to enjoy a closer view of the rice fields.

The management also made efforts to provide visitors with additional comfort by constructing three toilets in the parking area of the center. These facilities, which are only operational since 2014, are designed to provide restrooms for both men and women. The toilets in the parking area are well-equipped to provide visitors with a clean and comfortable experience.

Before the managed by BPOWC was able to manage the parking of vehicles at Ceking, the area's tour guides and drivers had complained about the lack of organized parking spaces. Tour guides often complained to the management agency about the lack of parking spaces, which they believe can affect the operations of their tours. To address this issue, the managed used a loan from a credit institution to purchase 35 acres of land, which was used to construct a parking center. Since it was established in 2014, the parking facility has been operating smoothly.

2. Discussions

Based on the data obtained in the field, there are efforts made by the manager in developing Ceking Tourist Attraction towards regenerative tourism. There are efforts made to preserve the environment, empower local communities in its development, maintenance of local traditions, ecotourism activities, and adequate infrastructure. Local communities, namely residents of Desa Adat Tegallalang, are involved in management through the Ceking Tourism Object Management Board (BPOWC).

The results of the study are useful as guidelines in planning the development of regenerative tourism that is more optimal so that it can provide more optimal benefits for the

community. Where tourism can provide optimal benefits for the surrounding community, does not cause conflict because there are parties who feel disadvantaged, provides employment opportunities and economic opportunities to the local economy equally, while still prioritizing the preservation of cultural and natural insights and can offer quality experiences to tourists. All community members must have a unified vision and mission in carrying out tourism activities, so that in the end it has implications for the realization of regenerative tourism.

This phenomenon is similar to the research conducted by Nugraha et al (2022); Quanga et al (2023); Ruiz-Ballesteros & González-Portillo (2024), which highlighted the importance of local involvement in regenerative tourism. It can help promote a more equitable distribution of the tourism benefits.

According to Rauf et al (2024), the tourism industry can contribute to the fight against climate change by adopting eco-friendly practices. Ceking Tourist Attraction focuses on preserving the biodiversity in the terraced rice fields as the main attraction for visitors. Due to the land conversion taking place in Bali, the rice fields are being kept sustainable by the managers. They are able to maintain a well-drained and fertile rice field by moving water from the west to the east. The practices employed by the Ceking Tourist Attraction's manager in maintaining local customs are in line with the findings of several studies conducted by Fusté-Forné & Hussain (2022); and Pung et al (2024). The development of the tourism industry involves paying attention to the local wisdom that can be found in the area. Doing so helps maintain the traditions of the community.

The results of this study are also in line with research conducted by Qu & Zollet (2024). Regenerative tourism practices carried out at Ceking Tourist Attraction allow people to connect with nature in a new and meaningful way. Through an immersive ecotourism experience, everyone can develop a greater understanding of the importance of preserving ecosystems and biodiversity which in turn will benefit the sustainability of the destination and the spiritual and emotional well-being of the traveller.

Regenerative tourism can change the way the tourism industry operates. This can be achieved through the collaboration of various stakeholders in supporting adequate infrastructure (Sharma & Tham, 2023). To provide comfort for tourists visiting Ceking Tourist Attraction, the manager has provided adequate facilities. Then for attractions and other



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facilities are provided by other stakeholders, namely entrepreneurs around the attraction who complement each other to meet the needs of tourists. It is necessary to increase the synergy of stakeholders to create quality tourism to tourists.

The strength of the current research is to complement several previous studies on regenerative tourism by prioritising the efforts of tourism managers in maintaining biological resources in the midst of rampant land conversion. Preserving and utilising it as a tourist attraction. In the future, there needs to be research that discusses the success of existing tourism development so that an evaluation can be carried out which is useful for further planning.

Conclusions

Although the concept of regenerative tourism is still in its infancy, the management of the Ceking tourist attraction has made efforts to implement various practices that are aimed at improving its sustainability. These include the protection of the environment, establishing effective infrastructure, and empowering local communities.

The future development of the Ceking tourist attraction should include offering more diverse activities. It should also pay attention to its surroundings' sustainability, establishment of an effective arrangement facility, and the promotion of cultural activities that are geared toward strengthening its brand. Every activity and policy of the tourism industry will be connected to the community. This means that Regenerative Tourism will be realized at the Ceking Attraction.

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The Influence of Rewards and Incentive on Employee Performance at Asian Trails Indonesia

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Abstract

This research aims to assess the influence of rewards and incentives on employee performance. The study focuses on the employees of Asian Trails Indonesia, using a sample of 82 respondents. The data analysis methods applied include Multiple Linear Regression, the Coefficient of Determination, T-Test, and F-Test. The findings reveal that rewards have a positive and significant effect on employee performance, incentives also positively and significantly influence performance, and both rewards and incentives together have a significant impact on employee performance. The combined effect of these variables accounts for 65.1% of the variation in employee performance. The researcher recommends that Asian Trails Indonesia review the current incentive amounts, offer appropriate incentives to encourage employees to consistently meet or exceed expectations, and provide regular training to further enhance employee performance.

Keywords: Rewards, Incentive, Employee Performance

Introduction

Tourism is a key economic driver globally, significantly boosting growth in numerous countries (Dogru et al., 2021). According to the 2018 UNWTO report, tourism contributed 3.5 trillion US dollars to the global economy, underscoring its importance, particularly for nations like Indonesia. Before the COVID-19 pandemic, Indonesia's tourism industry was the third-largest foreign exchange earner, following palm oil and coal (Pujaastawa, 2023).

Recognizing tourism as a vital contributor to the economy and an effective means to reduce unemployment, the Indonesian government has prioritized its development in recent years. Tourism's capacity to generate substantial foreign exchange and create broad employment opportunities has made it a key pillar in the country's national development strategy (Aliansyah & Hermawan, 2019). The sector's potential has been officially acknowledged as one of the primary drivers of Indonesia's economic growth (Lemy et al., 2019). With its breathtaking natural landscapes, rich biodiversity, and vibrant cultural heritage, Indonesia's tourism sector not only propels



economic advancement but also serves as a major source of employment for the population (Kodir et al., 2020).

Auliani & Wulanyani (2017), highlight that individuals desire to travel not only boosts demand for tourism-related services, but also demonstrates the need for support from various entities, including travel companies. Within these companies, human resource management plays a pivotal role and must be handled with care to ensure efficient operations.

Human resources are the cornerstone of any organization and must be meticulously managed to maximize their contribution toward achieving company objectives (Manurung & Ningsi, 2021). As the tourism industry grows rapidly and competition intensifies, improving employee performance becomes essential for companies to meet their goals (Wirawan et al., 2019). Ensuring business success in the competitive tourism industry, proactive steps to improve employee performance are crucial, given the significance of human resources.

A business's success hinges on a workforce comprised of highly skilled and qualified individuals in every department (Helpiani, 2020). A key strategy for improving employee performance involves understanding and addressing their needs, creating a balance between individual aspirations and company goals. This not only helps in achieving organizational targets but also ensures employees' personal needs are met. Offering rewards and incentives is an effective way to motivate and engage employees (Koo et al., 2020; Sittenthaler & Mohnen, 2020). By focusing on incentives and rewards, companies can optimize employee performance, highlighting the importance of these elements in human resource strategies aimed at achieving long-term success in a competitive market.

This research investigates the effect of rewards and incentives on employee performance at Asian Trails Indonesia. The results demonstrate that suitable rewards and incentives substantially boost employee performance, highlighting the relationship between external motivation and productivity (Akbar, 2018). Recognizing and rewarding employees who demonstrate strong performance is a practical outcome of these efforts (Irawan et al., 2020). Incentives, which are additional compensation based on performance rather than position, play a crucial role in employee motivation (Mustafa, 2017). Ultimately, the level of rewards and incentives received by employees directly influences their motivation, which in turn affects their performance. Improving employee performance is a direct reflection of a company's dedication to boosting its revenue.

Asian Trails is a leading company in the tourism industry, offering international travel products and services. The company was established on September 9, 1999, in Bangkok, Thailand, by Luzi Matzig, who currently holds the position of Chairman, and his business partner Laurent



Kuenzle, who serves as the CEO. Despite having a well-established reward and incentive system at its Indonesian branch, located at Jl. Bypass Ngurah Rai No.260, Sanur, interviews and observations conducted with several employees revealed that some still feel dissatisfied with their compensation. This points to underlying issues that need further investigation to better understand the causes of this dissatisfaction.

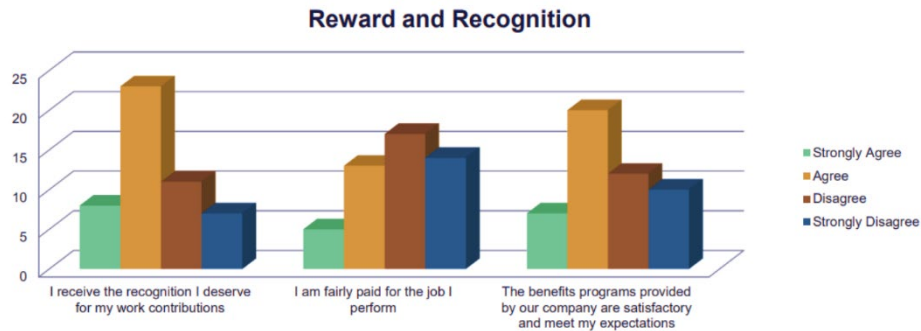


Figure 1: Employee Satisfaction Data in Terms of Rewards and Recognition Asian Trails Indonesia employee

[Source: HRD Asian Trails Indonesia, 2020]

Table 1: Number of Turnover Employees at Asian Trails Indonesia

[Source: HRD Asian Trails Indonesia, 2023]

Year	Number of employees at (Beginning of the year)	Number of employees		Number of employees (End of the year)	Percentage of employee turnover
		In	Out		
2020	84	2	4	82	4,81%
2021	82	2	1	83	1,21%
2022	83	4	3	84	3,59%
2023	84	7	9	82	10,84%

The reward and incentive system plays a crucial role in the company's operations (Chien et al., 2020). The subpar employee performance within this company is attributed to several factors, including insufficient salaries or bonuses, inadequate facilities and infrastructure, poor teamwork, limited communication, and a lack of understanding among employees regarding new initiatives introduced by the company. This issue of low employee performance is further supported by data from employee satisfaction surveys conducted in 2020, as well as the high employee



turnover rate from early 2020 to the end of 2023. These results corroborate the findings of Pratiwi et al. (2020) and Akgunduz et al. (2020), which indicate that poor relationships between employees and the company, along with the absence of rewards and incentives for high-performing employees, are key factors contributing to the reduced performance of skilled workers. Consequently, high employee turnover not only disrupts workforce stability but also negatively impacts the company's overall performance.

Literature Review

Rewards

A reward can be defined as a form of recognition given by an organization or leader to employees when they are deemed capable of completing tasks or assignments efficiently and effectively (Indah et al., 2019). This reward system is one of the tactics employed by Human Resources to attract and retain qualified employees, while also motivating them to improve their performance within the organization (Francis et al., 2020). Leaders provide rewards when an employee's work meets or surpasses the standards set by the organization. Additionally, some organizations offer rewards to employees based on their long service and dedication, serving as a role model for others (Irawan et al., 2020). These rewards not only show appreciation but also recognize the significant contributions made by employees. The objective of offering rewards is to inspire employees to maintain their enthusiasm and reach their full potential, while cultivating a positive work environment within the organization.

H1: Rewards influence the performance of employees at Asian Trails Indonesia.

Incentives

There's a direct relationship between incentives and employee performance; higher pay often leads to greater job satisfaction. A strong correlation exists between incentives and employee performance. As compensation rises, employee job satisfaction tends to increase proportionally (Sinaga, 2020). When employees feel that the incentives are not proportionate to the effort they put into their work, they may become demotivated and less enthusiastic, which can lead to subpar performance. Offering appropriate incentives and promoting good work practices can help ensure that the organization's processes align with its set goals (Subianto, 2016). Incentives are a form of compensation beyond salary, awarded based on job performance, with the aim of encouraging employees to improve their performance and achieve higher results (Meilawati et al., 2019). This system is a type of performance-based compensation, distinct from fixed salaries and wages (Efendi et al., 2020).

H2: Incentives influence the performance of employees at Asian Trails Indonesia.



Employee Performance

According to Mangkunegara (as cited in Ferawati, 2017), performance is the results an employee achieves, both in terms of quality and quantity, while fulfilling their responsibilities. Human resources, particularly employees, play a crucial role in organizational management, as they are essential for achieving productivity and reaching shared objectives. Human resources contribute not only through physical labor but also through intellectual and creative efforts. Therefore, optimizing human resource management is a primary focus for organizations aiming to enhance overall employee performance. It is evident that human resources are a critical factor in determining the effectiveness and success of organizational performance (Febriani & Ramli, 2023).

Employee performance is the ability to achieve specific tasks according to set standards of accuracy, completeness, and timeliness. It's the outcome of an individual's effort, skills, experience, dedication, and following established rules and guidelines.

H3: Rewards and incentive influence the performance of employees at Asian Trails Indonesia.

Travel Agency

With the growing trend in travel, the travel business sector has seen a notable rise in demand. These businesses not only organize trips for individuals or groups but also generate profits and service fees from providers of travel facilities, such as transportation and accommodation, in exchange for services rendered to travelers (Muljadi & Warman, 2016).

A Travel Agency is an entity that coordinates and arranges travel for individuals, which includes planning itineraries and supplying the necessary resources for the journey. They design, package, and offer travel services that encompass booking and selling transportation tickets, providing accommodation, and managing travel documents (Fidya et al., 2022). With a focus on delivering a well-organized and satisfying travel experience, travel agencies take on overall responsibility for customers' trips (Yulianto & Mayasari, 2021). Acting as intermediaries, travel agencies are central to selling tour packages, guiding travelers through every step of their journey, both domestically and internationally.

Travel agencies offer comprehensive tour packages that include transportation, lodging, and arrangements for tourist attractions. Generally, they are categorized into two types: inbound and outbound. Inbound travel agencies focus on arranging tours for visitors entering the country where the agency is based, while outbound agencies handle travel from that country to international destinations (Jayadi et al., 2017; Lumanauw, 2020).



Research Methodology

This study takes a quantitative descriptive approach to examine the factors influencing employee performance. Researchers collected data through questionnaires distributed via social media platforms to 82 Asian Trails Indonesia employees using Google Forms. The data collection occurred from early January 2024 to June 2024, employing a saturated sampling technique, meaning all population members were included as samples (Sugiyono as cited in Kartini et al., 2024) The researchers used SPSS 26 to analyze the data, employing multiple linear regression to measure the influence of independent variables (rewards and incentives) on the dependent variable (employee performance).

Results and Discussions

There are three relation between variables based on previous studies which can be seen in Figure 1. The validity test is conducted by examining the Pearson correlation between the indicators (question items) and the corresponding variables they represent. If there are indicators that are below the standard of 0.217, then these indicators will not be eliminated.

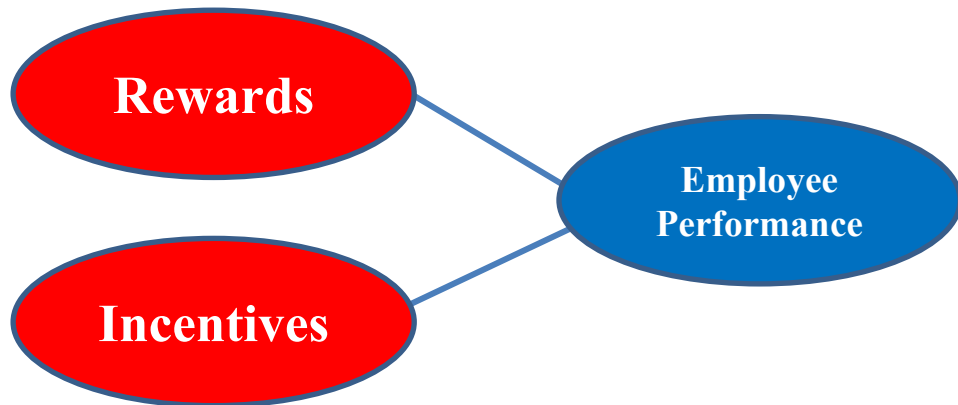


Figure 1: Conceptual Model
 Developed by The Researchers

Table 2: Research Variable Validity Test Results

No.	Variable	Statement	Pearson Correlation	Result
1	Rewards (X1)	X1.1	0,840	Valid
		X1.2	0,829	Valid
		X1.3	0,840	Valid
		X1.4	0,860	Valid
		X1.5	0,749	Valid
		X1.6	0,727	Valid
		X1.7	0,702	Valid
		X1.8	0,634	Valid
		X1.9	0,794	Valid
		X1.10	0,781	Valid



No.	Variable	Statement	Pearson Correlation	Result
		X1.11	0,794	Valid
		X1.12	0,730	Valid
		X1.13	0,688	Valid
		X1.14	0,807	Valid
		X1.15	0,754	Valid
		X1.16	0,696	Valid
		X1.17	0,612	Valid
		X1.18	0,822	Valid
		X1.19	0,838	Valid
		X1.20	0,720	Valid
2	Incentives (X2)	X2.1	0,729	Valid
		X2.2	0,868	Valid
		X2.3	0,832	Valid
		X2.4	0,775	Valid
		X2.5	0,886	Valid
		X2.6	0,857	Valid
		X2.7	0,824	Valid
		X2.8	0,813	Valid
		X2.9	0,814	Valid
		X2.10	0,865	Valid
		X2.11	0,867	Valid
		X2.12	0,773	Valid
		X2.13	0,844	Valid
		X2.14	0,701	Valid
		X2.15	0,796	Valid
3	Employee Performance (Y)	Y.1	0,839	Valid
		Y.2	0,853	Valid
		Y.3	0,838	Valid
		Y.4	0,879	Valid
		Y.5	0,837	Valid
		Y.6	0,900	Valid
		Y.7	0,896	Valid
		Y.8	0,796	Valid
		Y.9	0,910	Valid
		Y.10	0,890	Valid
		Y.11	0,784	Valid
		Y.12	0,812	Valid
		Y.13	0,888	Valid
		Y.14	0,918	Valid
		Y.15	0,903	Valid

The Pearson correlation coefficients for rewards, incentives, and employee performance are all above 0.217, supporting the validity of all statements about these variables at Asian Trails Indonesia.

Table 2: Research Variable Reliability Test



Results

No.	Variable	Cronbach's Alpha	Result
1.	Rewards(X1)	0,961	Reliable
2.	Incentives (X2)	0,964	Reliable
3.	Employee Performance (Y)	0,975	Reliable

The Cronbach's Alpha on the variables of rewards, incentives, and employee performance is more than 0.6. These results indicate that all statements on the variables of rewards, incentives, and employee performance prove reliable.

Table 3: Distribution of Respondents by Position

No.	Position	Total Person(s)	Percentage (%)
1.	Accounting	8	9,8
2.	Bussiness Dev.	1	1,2
3.	Customer Services / Reps	7	8,5
4.	General Affairs	1	1,2
5.	General Manager	1	1,2
6.	HRD	1	1,2
7.	Inbound	12	14,6
8.	Inbound Asian Market	4	4,9
9.	Inbound French Market	4	4,9
10.	IT	1	1,2
11.	MICE	5	6,1
12.	Operation	28	34,1
13.	Product	9	11
Total		82	100

It is shown that the majority of respondents are in the operation position, as many as 28 people with a percentage of 34.1% and the fewest respondents are in the Business Dev, General Affairs, General Manager, HRD and IT positions, as many as 1 person with a percentage of 1.2%.

Table 4: Determination Test Results Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.660	.651	6.779

a. Predictors: (Constant), Incentives, Rewards

b. Dependent Variable: Employee Performance



The results of the determination test in the table above show an adjusted R square value of 0.651, which, when converted to a percentage, equals 65.1%. This indicates that 65.1% of employee performance at Asian Trails Indonesia is influenced by rewards and incentives, while the remaining 36% is affected by other factors not explored in this study.

Table 5: Multiple Regression Test Results Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.420	4.447		.994	.323
	Rewards	.296	.070	.351	4.236	.000
	Incentives	.530	.080	.550	6.640	.000

a. Dependent Variable: Employee performance

The regression equation derived from the table above is:

$$Y = 4,420 + 0,296X_1 + 0,530X_2 + e$$

The following explanations can be drawn from the above regression equation:

1. The constant value of 4.420 indicates that if the reward and incentive variables are excluded, employee performance would remain at a fixed level of 4.420.
2. The regression coefficient for the reward variable is 0.296, indicating a positive relationship. This means that for every one-unit increase in the reward, employee performance improves by 0.296. The positive coefficient signifies that rewards have a favorable impact on employee performance.
3. The regression coefficient for the incentive variable is 0.530, which indicates a positive relationship. This suggests that for every one-unit increase in incentives, employee performance will improve by 0.530. The positive coefficient shows that incentives have a beneficial effect on employee performance.

Table 6: T Test Result Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.549	3.102		1.789	.076
	Rewards	.299	.049	.456	6.129	.000
	Incentives	.431	.076	.422	5.672	.000

a. Dependent Variable: Employee performance

The t-test results from the table above are as follows:



1. Rewards have a positive and significant effect on the performance of Asian Trails Indonesia employees, as evidenced by the t-value of 6.129 > 1.664 and the significance value of 0.000 < 0.05.
2. Incentives have a positive and significant effect on the performance of Asian Trails Indonesia employees, as evidenced by the t-value of 5.672 > 1.664 and the significance value of 0.000 < 0.05.

Table 7: F Test Result Coefficients

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7042.091	2	3521.046	76.629	.000b
	Residual	3630.006	79	45.949		
	Total	10672.098	81			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Incentives, Rewards

The f-test results from the table above are as follows:

1. The f-value is 76.629 > 3.11, and the significance value is 0.000 < 0.05. This indicates that both rewards and incentives have a positive and significant impact on the performance of Asian Trails Indonesia employees.

1. The Influence of Rewards on Employee Performance at Asian Trails Indonesia.

The results of this study demonstrate that rewards have a significant and positive effect on employee performance at Asian Trails Indonesia. Hypothesis testing revealed a t-value of 6.129, which is greater than the critical value of 1.664, with a significance level of 0.000, below the 0.05 threshold. Therefore, H1 is confirmed, indicating that rewards significantly and positively impact employee performance. The analysis suggests that an improved reward system leads to better employee performance. These findings are consistent with previous research by Alfandi & Alkawsaneh (2014) and Akgunduz et al. (2020), which also identified a positive and significant link between rewards and employee performance.

2. The Influence of Incentives on Employee Performance at Asian Trails Indonesia.

The results of this study indicate that incentives have a significant and positive effect on employee performance at Asian Trails Indonesia. Hypothesis testing produced a t-value of 5.672, exceeding the critical value



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of 1.664, with a significance level of 0.000, which is below the 0.05 threshold. Thus, we can conclude that H2 is accepted, confirming that incentives positively and significantly influence employee performance. The analysis reveals that better incentives lead to improved employee performance at Asian Trails Indonesia. These findings are consistent with earlier research by Almaududi et al. (2021), Binanggal et al. (2024), and Anjoni & Ratnawili (2023), which also found a positive link between incentives and employee performance.

3. The Influence of Rewards and Incentives on Employee Performance at Asian Trails Indonesia.

This study demonstrates that rewards and incentives collectively significantly influence employee performance at Asian Trails Indonesia. Statistical analyses revealed an f-value of 76.629, exceeding the critical value of 3.11, and a significance value of 0.000, below 0.05. These results confirm H3, that rewards and incentives jointly impact employee performance. The findings suggest a positive correlation between improved rewards and incentives and enhanced employee performance at Asian Trails Indonesia. These results align with previous research, which similarly concluded that rewards and incentives positively and significantly affect employee performance.

Conclusions

The analysis of discussions and research findings identified several key outcomes. Rewards significantly and positively influence employee performance, as evidenced by a partial t-test with a t-value of 6.129 (exceeding the critical value of 1.664) and a significance level of 0.000 (less than 0.05). This suggests that enhancing reward systems leads to improved employee performance.

Similarly, incentives demonstrate a positive and significant effect on employee performance, with a partial t-test revealing a t-value of 5.672 (greater than 1.664) and a significance level of 0.000 (less than 0.05). These findings indicate that implementing better incentives contributes to enhanced employee performance.

Moreover, when combined, rewards and incentives significantly impact employee performance, as demonstrated by a simultaneous f-test with an f-value of 76.629 (exceeding the threshold of 3.11) and a significance value of 0.000. This suggests that improvements in both rewards and incentives result in higher employee performance.



The study unveiled that all independent variables combined had a 65.1% impact on employee performance at Asian Trails Indonesia. This highlights the importance of understanding these factors for management aiming to improve employee productivity.

The researcher recommends that Asian Trails Indonesia review and adjust the incentive amounts to ensure they are appropriate, motivating employees to consistently meet or exceed expectations. Additionally, the company should regularly offer training programs to further enhance employee performance.

As research in the future, it is advisable to investigate additional factors that could impact employee performance, such as organizational commitment, leadership, work environment, and motivation. Moreover, expanding the scope of research to different locations would provide broader insights and allow for more generalizable findings.

Acknowledgment

Deepest appreciation to my supervisors, Mrs. Ni Putu Evi Wijayanti and Mr. Made Artajaya, for their invaluable guidance, support, and encouragement. Their expertise and insightful feedback were instrumental in the successful completion of this research. I would also like to thank Asian Trails Indonesia for providing the opportunity and support needed to conduct this study. Without their cooperation, this project would not have been possible. A special thank you goes out to my family, closest colleagues, whose unwavering support, motivation, and understanding have been a constant source of strength throughout this journey. Your encouragement kept me focused, and your belief in me helped me stay on track. Lastly, I am grateful to everyone who has contributed in any way to the completion of this research. Thank you for being part of this journey with me.

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The impact of green human resource management on green behavior of personnel of several four- and five-star hotels and cruise ships in Ha Long, Quang Ninh, Vietnam

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Abstract

Green human resource management can help firms improve their market competitiveness in the face of severe climate change. The purpose of this study is to develop and test a research model that examines the impact of some green human resource management (GRHM) characteristics, such as green recruitment and selection, green training, and green empowerment, on the green behavior of luxury hotel and cruise ship staff in Ha Long. A questionnaire survey was utilized to gather information from a sample of 250 people. The partial least squares technique (PLS SEM) was utilized to evaluate construct reliability and validity, as well as to uncover causal effects in the structured model. According to the findings, green recruitment and selection, green training, and green empowerment all have varying degrees of impact on the green behavior of hotel and cruise ship staff. However, resource commitment only moderates the association between green training and green behavior. According to the findings of this study, accommodations that improve environmental protection, green training, and green empowerment would encourage employees to practice environmental stewardship and increase social responsibility.

Keywords: *green human resource management, green recruitment and selection, green training, green empowerment, resource commitment*

Introduction

The contemporary global backdrop has produced an urgent need to "green" workplaces and organizations (Khalid et al., 2022), as a result of global worries about climate change (United Nations, 2022) and environmental sustainability programs. As a result, fundamental tourism organizations and enterprises that engage in green practices, such as lodging establishments and hotels, have gained global attention and monitoring (Chaudhary, 2021; Pham et al., 2019). However, the success of greening in hospitality enterprises is primarily dependent on employee participation and support. The contemporary global backdrop has produced an urgent need to "green" workplaces and organizations (Khalid et al., 2022), as a result of global worries about climate change (United Nations, 2022) and environmental sustainability programs. As a result, fundamental tourism organizations and enterprises that engage in green practices, such as



lodging establishments and hotels, have gained global attention and monitoring (Chaudhary, 2021; Pham et al., 2019). However, the success of greening in hospitality enterprises is primarily dependent on employee participation and support.

Scholars such as Renwick, D. W. S. and Redman, T. (2013), as well as Pham et al. (2019), have stressed the importance of human resource management (HRM) in assuring organizational performance in this respect. As a result, the past decade has seen a tremendous increase in academic research studying the incorporation of green practices into HRM, or the birth of the category of green human resource management (GHRM) (Anushree Tandon; et al., 2023). Studies on GRHM in the hospitality sector, in particular, have piqued interest despite their novelty (Pham et al., 2019).

Ren, S., Tang, G., & Jackson (2018) define green HRM as a viable mechanism to "recognize the relationship between human resource management actions that affect the environment". Green HRM is an activity that consists of three main aspects: 1/ Developing employees' green competencies (recruitment and selection, training and development, job descriptions); 2/ Motivating employees to comply with green standards (performance management/evaluation); 3/ Compensation and reward system) and creating opportunities for employees to apply (employee participation and empowerment, supportive climate/culture, the role of unions in human resource management, organizational learning) (Renwick, D. W. S., Redman, T., 2013; Moraes, S.D.S., et al., 2018; Tang, G. et al., 2018; Nhat Tan Pham et al., 2020). This demonstrates that the process of adopting green human resource management, which includes activities such as recruiting, selection, training, and development, improves employees' ability to carry out environmental protection initiatives.

However, researchers remain divided on how and to what extent GHRM enhances employee engagement in green practices (Nhat Tan Pham et al., 2020). Chaudhary (2020), Rubel et al. (2021a; 2021b) have piqued the academic community's interest by claiming that empirical studies on the influence of GHRM on employee-level green behavioral outcomes are scarce. Recently, Li et al. (2023) and Rashid et al. (2023) suggested that more research is needed to understand the influence of GHRM on employee-related outcomes. Meanwhile, Tang et al. (2023) and Zacher et al. (2023) suggest that there is a strong foundation for expanding understanding about the individual determinants of GHRM and delving deeper into its impact on employee behavior. Exploring the effects of green human resource management methods on employees' green behavior is especially important in the tourist and hospitality industries (Yong et al., 2020; Alreahi et al., 2023). This is owing to difficulties in implementing GHRM due to a lack of awareness, orientation, and understanding of these practices among incumbents (Mahlagha Darvishmotevali & Altinay, 2022; Tanveer et al., 2023). Furthermore, examining the impact of GHRM aspects on hotel personnel is critical because these



practices can assist enhance hotels' environmental performance (Nisar et al., 2024).

Exploring the effects of green human resource management methods on employees' green behavior is especially important in the tourist and hospitality industries (Yong et al., 2020; Alreahi et al., 2023). This is owing to difficulties in implementing GHRM due to a lack of awareness, orientation, and understanding of these practices among incumbents (Mahlgha Darvishmotevali & Altinay, 2022; Tanveer et al., 2023). Furthermore, examining the impact of GHRM aspects on hotel personnel is critical because these practices can assist enhance hotels' environmental performance (Nisar et al., 2024). In this gap, studies on green HRM practices have been undertaken in various situations (Nhat Tan Pham et al., 2020; Tanova, C., & Bayighomog, 2022; Tang et al., 2023) and have taken into account the individual personality factors that influence employees' green behavior (Anushree Tandon; et al., 2023). However, research on this topic is still limited by significant knowledge gaps (Anushree Tandon; et al., 2023), and the moderating role of resource commitment when implementing GRHM to promote green behavior among employees has received little attention (Michael Asiedu Gyensare, Samuel Adomako, 2023).

As a result, this study uses the Ability - Motivation - Opportunity (AMO) theory to investigate the impact of GRHM practice elements on green behavior among staff of 4-5 star hotels and cruise ships in Ha Long, Quang Ninh, Vietnam. These are high-end accommodation places that contribute significantly to the Ha Long accommodation brand. However, because these accommodations are all in the food and beverage industry, they consume a lot of resources (food, energy, and water), resulting in a lot of waste. The accommodation establishments' waste discharge location is Ha Long Bay, a World Natural Heritage site with environmental preservation as a major priority in Quang Ninh province (Cao Quynh, 2024). As a result, the objective for this work is to fill research gaps and address practical issues. The goal of this article is to clarify the impact of some GRHM elements, such as green recruitment, green human resource training, and green empowerment, on the green behavior of employees at 4-5 star hotels and cruises in Ha Long. At the same time, the study investigates the moderating influence of resource commitment in this relationship. The questions to be addressed in this study are as follows:

1. How do GHRM features such as green recruitment, green training, and green empowerment affect employees' green behavior?
2. How does resource commitment moderate the association between GHRM and employee green behavior?

Literature Review

The current global backdrop has produced an urgent need to "green" workplaces and organizations (Khalid et al., 2022), as a result of global concern about climate change (United Nations, 2022) and environmental sustainability programs. As a result, fundamental



tourism organizations and enterprises, such as lodging places and hotels that engage in green activities, have been the focus of worldwide attention and monitoring (Chaudhary, 2021; Pham et al. 2019). However, the successful adoption of green initiatives by hotel businesses is heavily reliant on staff participation and support. Scholars such as Renwick, D. W. S., and Redman, T. (2013), as well as Pham et al. (2019), have stressed the importance of human resource management (HRM) in guaranteeing organizational performance. As a result, the past decade has seen a tremendous increase in academic research studying the incorporation of green practices into HRM, or the birth of the category of green human resource management (GHRM) (Anushree Tandon; et al., 2023). Studies on GRHM in the hotel sector, albeit relatively new, have sparked attention (Pham et al., 2019).

Ren, S., Tang, G., & Jackson (2018) define green HRM as a viable mechanism to "recognize the relationship between human resource management actions that affect the environment". Green HRM is an activity that consists of three main aspects: 1/ Developing employees' green competencies (recruitment and selection, training and development, job descriptions); 2/ Motivating employees to comply with green standards (performance management/evaluation); 3/ Compensation and reward system) and creating opportunities for employees to apply (employee participation and empowerment, supportive climate/culture, the role of unions in human resource management, organizational learning) (Renwick, D. W. S., Redman, T., 2013; Moraes, S.D.S., et al., 2018; Tang, G. et al., 2018; Nhat Tan Pham et al., 2020). This demonstrates that green human resource management, which includes activities such as recruiting, selection, training, and development, will improve the ability to adopt environmental protection measures for employees. However, academics are still divided on how and to what extent GHRM encourages employee engagement in green practices (Nhat Tan Pham et al., 2020). Chaudhary (2020) and Rubel et al. (2021a; 2021b) have piqued the academic community's interest by claiming that empirical research on the influence of GHRM on green behavioral outcomes at the employee level are absent. Recently, Li et al. (2023) and Rashid et al. (2023) suggested that more research is needed to understand the effects of GHRM on employee-related outcomes. Meanwhile, Tang et al. (2023) and Zacher et al. (2023) suggest that there is enough evidence to broaden our understanding of the causes of GHRM at the individual level and begin to investigate its implications on employee behavior. In the context of tourism and hospitality, investigating the effects of green HRM practices on employee green behavior is very important (Yong et al., 2020; Alreahi et al., 2023). This results from obstacles in adopting GHRM due to incumbents' lack of awareness, orientation, and understanding of these activities (Mahlagha Darvishmotevali & Altinay, 2022; Tanveer et al., 2023). Furthermore, measuring the impact of GHRM variables on hotel personnel is critical



since these actions might improve the hotel's environmental performance (Nisar et al., 2024).

When researching human resource management, several authors employ the Ability-Motivation-Opportunity (AMO) theory. Bailey proposed the AMO theory for the first time in 1993. According to the author, ensuring employee effort requires three components: employees must have the requisite skills, sufficient motivation, and employers must create opportunities for them to contribute (Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, 2000). Employees perform better, according to the AMO principle, when they are given appropriate talents, motivation, and organizational opportunity. Renwick, D. W., et al. (2016) stressed that GHRM operations are inextricably linked to three critical components: creating green capabilities, inspiring green personnel, and giving green opportunities. In that context, green training is a capacity-building method (Renwick, D. W. et al., 2016), which helps to improve green behavior-oriented activities of employees (Janaka Siyambalapitiya; et al., 2018); green empowerment is the motivation, and the organization creates opportunities to carry out environmental protection actions.

Employee green behavior refers to actions taken by employees that benefit the environment (Unsworth et al., 2013). Employee green behavior is defined as a workplace that promotes environmental behavior (Ones & Dilchert, 2012; Norton et al., 2015). Furthermore, Stern (2000) defined employee green behavior as a purposeful activity by employees that serves to reduce the negative effects of human actions. This behavior could include behaviors like water conservation, resource efficiency, waste reduction, energy conservation, and recycling (Norton et al., 2015). Employees' green behavior can be classified into two sorts based on whether they are performing with a voluntary or compulsory attitude (Norton et al., 2015). Accordingly, voluntary green behavior is defined as green conduct that is motivated by individual initiative and exceeds organizational standards (Norton et al., 2015). Task green behavior refers to green conduct that is carried out within the limits of the organization and the scope of required job activities (Norton et al., 2015).

The link between green recruitment, selection, and employee green behavior

Green human resource management begins with green recruiting and selection (Bauer et al., 2012; Khan et al., 2020). Green recruitment and selection is defined as "the process of recruiting and selecting candidates who are aware of environmental issues and have a willingness and inclination to commit to positive environmental practices" (Mousa & Othman, 2020). Green recruitment also entails finding people with the knowledge, abilities, and behaviors that align with the organization's environmental management system (Lucy, 2021). According to this notion, during the job analysis stage, environmental factors should be highlighted and stressed in the job description and individual specifications, as well as expectations for



future environmentally conscious employees (Chan & Hawkins, 2010; Ling et al., 2018). As a result, this recruitment and selection process can ensure that employees have increased green knowledge and understanding (Renwick et al., 2013), understand the organization's green culture, and adhere to the organization's environmental principles (Noor et al., 2023). Hence, the study hypothesizes:

(H1): Green recruitment has a favorable impact on employees' environmental behavior.

The correlation between green training and employees' green behavior

Green training is defined as "a process of on-the-job training and continuing education designed to achieve the goals and objectives of an enterprise's environmental management" (Daily, B. F.; Huang, 2001). According to the Ability-Motivation-Opportunity theory, green training is a method of capacity building (Renwick, D. W. et al., 2016), which helps to improve employees' green behavior-oriented activities, which serve as the foundation for some solutions to reduce environmental impacts (Janaka Siyambalapitiya et al., 2018). As a result, existing research has demonstrated the value of green training as a component in promoting positive environmental behavior among employees. As a result, this activity is one of the most often applied in firms' green HRM practices (Jabbour, 2013). Therefore, the investigation develops the following hypothesis:

Hypothesis 2 (H2): Green training has a favorable impact on employees' environmental behavior.

The link between green empowerment and employee green behavior

Green empowerment allows organizations to encourage their staff to participate in environmental improvement efforts (Hoffman, 1993; Nielsen & Parker, 2012). Furthermore, Ramus and Steger (2000) suggested that employees feel green empowered when they work in an environmentally friendly atmosphere, which can inspire them to engage in green behavior. Organizations empower employees to be green by implementing green actions such as forbidding toxic water dumping into surrounding canals/streams or instructing staff to handle hazardous items with caution and execute GHRM activities (Robertson & Barling, 2013). Employees who are more involved in environmental decision-making are more likely to participate in volunteer activities to benefit the environment (Pinzone et al., 2016). Thus, the study proposes the notion that:

Hypothesis 3 (H3): Green empowerment positively influences employees' green behavior.

The moderate role of resource commitment

An organization's level of resource commitment is determined by the allocation of "tangible and intangible assets available to the firm to enable it to efficiently and/or effectively produce a market offering that has value for some market segment" (Hunt, 1999). Furthermore, research has demonstrated that resource commitment is strongly linked to employee citizenship behavior (Nielsen & Parker, 2012). Greater



resource commitment is anticipated to improve the effectiveness of green HRM practices on EGB (Michael Asiedu Gyensare and Samuel Adomako, 2023). With this argument, the research hypothesis is established as:

Hypothesis 4, 5, 6, 7 (H4, H5, H6, H7): Resource commitment moderates the relationship between the impact of green human resource management and employees' green behavior.

Research Methodology

The investigation was carried out utilizing a questionnaire. The questionnaire was divided into five pieces, each representing one of the five scales in the established study model (Figure 1). Each segment contains questions matching to each observable variable and is scored on a 5-point Likert scale ranging from (1) completely disagree to (5) completely agree.

Table 1: A summary table of measurement scales and observed variables

[Source: Author's synthesis, 2024]

Scale	Observed variable	Source (year)
Green recruitment and selection) (GR1- GR5)	GR1. My organization seeks employees with a green mindset.	Papademetriou et al., 2023
	GR2. My organization seeks employees with green skills.	Ababneh, 2021
	GR3. My organization hires personnel based on environmental standards.	Guerci & Epifanio, 2016
	GR4. My company draws candidates based on its environmental commitment.	Guerci & Epifanio, 2016
Green training (GT1- GT5)	GT1. The training program helps personnel improve their environmental awareness, skills, and competence.	R. Chaudhary, 2020; Ababneh, 2021
	GT2. The company organizes green training activities for employees.	Michael Asiedu Gyensare Samuel Adomako, 2023
	GT3. Environmental training is a top priority for the organization.	Pinzone et al., 2019
	GT4. I am given enough training and development possibilities in environmental management.	Pinzone et al., 2019
	GT5. I am trained in taking efforts to reduce negative environmental consequences at work.	Pinzone et al., 2019
Green Empowerment (GE1- GE5)	GE1. I have much control over how I work.	Hameed et al., 2020
	GE2. I have a lot of flexibility and independence in how I conduct green work.	Hameed et al., 2020
	GE3. Management empowers people to perform their duties.	Ashton, 2018
	GE4. The corporation undertakes management evaluations that incorporate environmental objectives.	Guerci & Epifanio, 2016
	GE5 conducts staff reviews, which incorporate environmental performance.	Freire & Pieta, 2022



Green behavior (GB1 - GB12)	GB1. I am given suggestions on how to be more environmentally friendly.	Michael Asiedu Gyensare, Samuel Adomako, 2023; Hameed et al., 2020
	GB2. I am given suggestions for new environmentally friendly ideas.	Michael Asiedu Gyensare, Samuel Adomako, 2023
	GB3. I take the initiative to act environmentally friendly at work.	Michael Asiedu Gyensare, Samuel Adomako, 2023
	GB4. I am confident in my ability to do green work.	Hameed et al., 2020
	GB5. I have mastered the skills needed for my green work.	Hameed et al., 2020
	GB6. I feel personally obliged to do whatever it takes to prevent environmental degradation.	Hameed et al., 2020
	GB7: I feel obligated to save energy.	Hameed et al., 2020
	GB8. I volunteer for projects or activities that benefit the environment in my organization.	Hameed et al., 2020
	GB9. I stay up to date on the company's environmental development operations.	Guerci & Epifanio, 2016
	GB10. I encourage my coworkers to practice more environmentally conscious conduct.	Michael Asiedu Gyensare, Samuel Adomako, 2023, Hameed et al., 2020
	GB11: I respect the rights and privileges of others.	Guerci & Epifanio, 2016
Resource commitment (CR1- CR4)	CR1. The company does not have the funds to invest in green HRM practices.	Michael Asiedu Gyensare Samuel Adomako, 2023
	CR2. The company has sufficient funds to invest in green HRM practices.	Michael Asiedu Gyensare Samuel Adomako, 2023
	CR3. The corporation hasn't made enough investments in management software.	D. Sekulić, 2013; Michael Asiedu Gyensare Samuel Adomako, 2023
	CR4. The corporation invests financial resources to create green training programs for its staff.	Scale development

The questionnaire also contained demographic control variables relevant to the study, such as gender, age, education level, and expertise.

The research data was gathered from employees and managers of 18 hotels and cruise ships rated 4-5 stars (according to the Vietnam National Administration of Tourism's star rating requirements) in Ha Long, Quang Ninh. These lodging units were chosen at random from a list of facilities with the same star rating compiled by the Quang Ninh Department of Tourism. The authors contacted 22 facilities via phone and received assistance and cooperation from 20 units. Then we used the sampling criteria that the units were interested in environmental protection policies and had implemented environmental training (energy conservation, plastic waste reduction, etc.). The findings revealed 18 facilities that met the sampling requirements. We distributed survey information to department workers via the Head of Human Resources at the hotels and the Manager of the Cruise Ships, using random sampling.



Then we used the sampling criteria to select units that were interested in environmental protection policies and had implemented environmental training. The findings revealed 18 establishments that met the sampling criteria. We distributed survey information to departmental staff via the Head of Human Resources at the hotels and the Manager of Cruises, using random sampling.

The authors collected data both in person and online from 18 lodging units in two rounds, with each unit planning to administer 15 questionnaires. The first round of the study was carried out directly by delivering 270 questionnaires. Before the respondents performed the survey, the Department Heads and Managers communicated the survey's aims and substance, as well as defined some words in the questionnaire (materials created by the writers). Following that, respondents had 15 minutes to answer the survey questions. This survey procedure was replicated at 18 facilities, with the authors and colleagues participating. The first phase of the study yielded 230 questionnaires, 215 of which were legitimate. The research performed the second round of surveys online, distributing questionnaires created on Google Forms to employees who had not previously participated in the survey, with the assistance of the head of the Human Resources department and the managers of the accommodation facilities. With this form, the study obtained 57 surveys, only 35 of which were legitimate. This sample size meets the minimum sample size for SEM structural model analysis because Hair et al. (2019) state that if the number of latent variables is less than or equal to 5 and each latent variable includes more than three questions, the minimum sample size is 100. Thus, the authors obtained 250 surveys that met data analysis standards. The sample's demographic characteristics are listed below: 42.8% of men and 57.2% of women; 45.7% were between the ages of 18 and 25; the majority held a college degree (32.4%), with university degrees ranking second (28%).

The study used PLS-SEM 4 software to run and analyze data in order to test the research model, which included both the measurement and structural models. PLS-SEM, the least square path modeling approach, is less restrictive than other models because it assumes normal distribution, limits sample size, and takes into account the multicollinearity problem (Anderson and Swaminathan, 2011). Hair, J. F. et al. (2017), on the other hand, stressed that PLS is superior in the following situations: (i) when the study's purpose is to predict the key directional structures or components; and (ii) when the sample size is limited. As a result, the study used Smart PLS 3 software's SEM linear structural model to verify the measurement model and examine the direct and moderating impacts.

Results and Discussions

Descriptive statistics

Overall, respondents agreed with the survey items offered in the questionnaire. The mean scores were all more than the median (3) (Table 3). The highest mean score (M) was SS3 (4.628), while the



lowest was CR1 (3.876). The SD values ranged between 0.565 (SS5) to 1.239 (CR3).

Measurement model validation

The PLS algorithm is the best technique for predicting the measure by comparing the measurement model against the constructs' reliability, convergent, and discriminant validity indices (Camilleri & Filieri, 2023). Table 2 shows composite dependability values ranging from 0.876 to 0.989. However, both Cronbach's Alpha and Rho_A values exceed the required threshold of 0.7. The average variance extracted (AVE) is greater than 0.5.

Table 2 shows the mean values, standard deviations, and reliability and convergent validity indices for the measuring scale

[Source: Questionnaire data processing using Smart PLS 4, 2024]

Construct	Item n	Mean	Deviation	Factor loading	Cronbach's alpha	Rrho_A	CR	AVE
Green recruitment and selection	GR1	4.548	0.675	0.930	0.948	0.964	0.989	0.856
	GR2	4.476	0.711	0.962				
	GR3	4.580	0.610	0.925				
	GR4	4.404	0.790	0.901				
Green training	GT1	4.448	0.653	0.951	0.869	0.879	0.876	0.889
	GT2	4.400	0.639	0.921				
	GT3	4.384	0.764	0.955				
	GT4	4.292	0.750	0.947				
	GT5	4.384	0.627	0.940				
Green Empowerment	GR1	4.548	0.675	0.918	0.910	0.911	0.906	0.856
	GR2	4.476	0.711	0.944				
	GR3	4.580	0.610	0.926				
	GR4	4.404	0.790	0.904				
	GR5	4.548	0.675	0.934				
Green behavior	GB1	4.508	0.688	0.941	0.891	0.903	0.889	0.909
	GB2	4.464	0.652	0.968				
	GB3	4.516	0.665	0.933				
	GB4	4.508	0.708	0.913				
	GB5	4.432	0.600	0.963				
	GB7	4.500	0.677	0.963				
	GB8	4.500	0.628	0.958				
	GB9	4.540	0.600	0.964				
Resource commitment	CR2	4.448	0.732	0.955	0.939	0.947	0.921	0.893
	CR4	4.484	0.796	0.904				
	CR5	4.484	0.722	0.974				

Furthermore, the discriminant validity is confirmed using the Fornell and Larcker (1981) and HTMT (Heterotrait-Monotrait Ratio) criteria according to Henseler, J. et al. (2015) are the main ways to test discriminant reliability in Table 3. The Fornell and Larcker (1981) criterion assures that the square root of the AVE for each latent variable is greater than the sum of the latent



variables' correlations with one another. The HTMT (Heterotrait-Monotrait Ratio) index runs from 0.213 to 0.750, and it is less than 0.9, indicating discrimination between the two latent variables.

Table 3 shows the discriminant validity indices of measuring scales

[Source: Questionnaire data processing using Smart PLS 4, 2024]

Construct	HTMT							Fornell and Larcker					
	1	2	3	4	5	6	7	1	2	3	4	5	
1 Green Empowerment								0.925					
2 Green behavior	0.850							0.835	0.953				
3 Green recruitment and selection	0.817	0.852						0.878	0.827	0.930			
4 Green training	0.707	0.712	0.806					0.871	0.698	0.768	0.943		
5 Resource commitment	0.878	0.916	0.863	0.763				0.838	0.884	0.819	0.730	0.945	
6 Resource commitment x Green recruitment and selection	0.625	0.540	0.648	0.591	0.621								
7 Resource commitment x Green training	0.604	0.556	0.628	0.593	0.593	0.886							
8 Resource commitment x Green empowerment	0.664	0.575	0.600	0.553	0.617	0.885	0.885						

Structured model testing

The PLS algorithm describes direct, indirect, and total effects in a structured model (Ringle, C. M. et al., 2022). SmartPLS 4 offers useful information on the variance inflation factor (VIF). The internal model results show that if the VIF value is less than 5, multicollinearity does not exist (Hair, J. F. et al., 2013). The testing results revealed that the VIF value is between 1.0 and 2.0, indicating that there is no multicollinearity (Table 4). At the same time, the R2 value for Green behavior is 0.832. The research model meets the requirements as the multiple regression model has a standard R² of ≥ 50%. Using the Q2 index, the independent variable has an out-of-sample explanatory power of 0.748 on the Green behavior variable, indicating a high prediction accuracy.

Table 4: Discriminant validity index for the measuring scale.

[Source: Questionnaire Data Processing with Smart PLS 4, 2024]

Items	VIF	Items	VIF	Construct	R-square	R-square adjusted
CR2	7.346	GE4	5.982	Green behavior	0.832	0.827
CR4	3.115	GE5	7.219			
CR5	9.628	GR1	10.405			
GB1	9.09	GR2	10.93			
GB2	21.909	GR3	7.905			
GB3	14.144	GR4	6.338			



GB4	8.344	GT1	14.364			
GB5	30.643	GT2	10.55	Construct	Q²predict	RMSE
GB6	38.247	GT3	15.32	Green behavior	0.748	0.731
GB7	32.588	GT4	14.509			
GB8	18.909	GT5	5.96			
GB9	22.457	Resource commitment x Green Empowerment	1			
GE1	6.804	Resource commitment x Green recruitment and selection	1			
GE2	8.339	Resource commitment x Green training	1			
GE3	6.128					

The bootstrapping technique was employed to test the study hypothesis. This method employs 5000 replicate samples with 1458 instances (Henseler, J. et al., 2009). Table 5 shows the findings of the standardized beta coefficient (original sample) and the statistical significance (P value).

Table 5: Results of testing the research hypothesis based on Bootstrapping results

[Source: Questionnaire Data Processing with Smart PLS 4, 2024]

	Original sample (O)	P values	Decision
H3. Green Empowerment -> Green behavior	0.275	0.029	Supported
H1. Green recruitment and selection -> Green behavior	0.229	0.020	Supported
H2. Green training -> Green behavior	0.519	0.037	Supported
H4. Resource commitment -> Green behavior	0.377	0.000	Supported
H5. Resource commitment x Green recruitment and selection -> Green behavior	0.151	0.081	Un supported
H6. Resource commitment x Green training -> Green behavior	0.417	0.009	Supported
H7. Resource commitment x Green Empowerment -> Green behavior	0.013	0.931	Un supported

The findings of testing the structural model using Bootstrapping techniques demonstrate that all of the assumptions about the direct impact relationship are accepted, albeit with varying degrees of influence. Green training, in particular, had the greatest impact on green



employee behavior (H2: $O = 0.519$, $p = 0.000$), with a positive impact. Furthermore, the empirical study demonstrates that green recruiting, selection, and empowerment have a very substantial direct impact on the green behavior of employees in accommodations. As a result, the indicators on the impact of green recruitment and selection on green employee behavior (H1: $O = 0.29$, $p = 0.020$) and green empowerment on green employee behavior (H3: $O = 0.275$, $p = 0.029$).

The study also used a Bootstrap test to investigate the moderating influence of resource commitment in the link between green human resource management parameters and green behavior. The test technique demonstrated that resource commitment moderates the connection between green training and green behavior (H4: $O = 0.377$, $p = 0.000$; H6: $O = 0.417$, $p = 0.009$). However, the factor of enterprise resource commitment does not have a moderating role on the relationship between green recruitment, selection, and empowerment with green behavior of employees. The coefficient P values are all greater than 0.05, so the research hypothesis is not accepted (H5: $O = 0.151$, $p = 0.081$; H7: $O = 0.013$, $p = 0.931$). As a result, our empirical finding revealed that resource commitment simply moderates the association between green training and green behavior among employees of Ha Long's 4- and 5-star hotels and cruises.

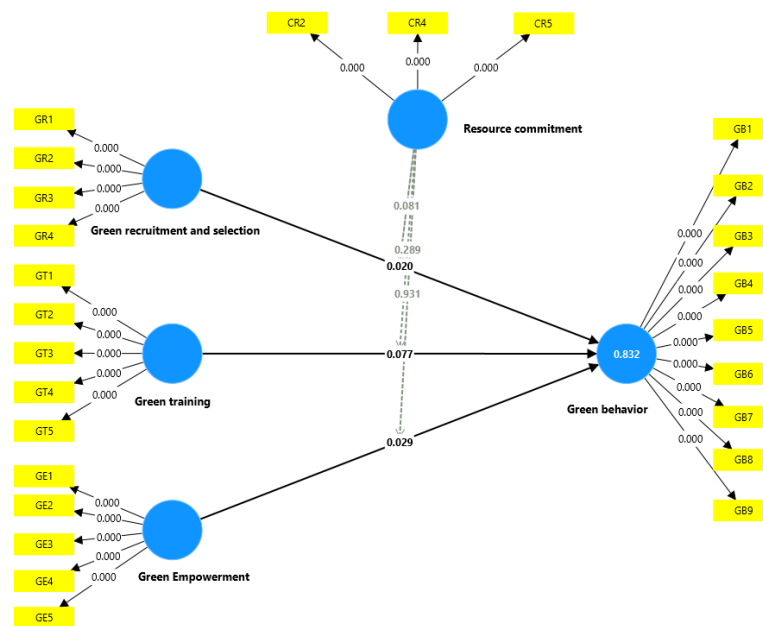


Figure 1: Structural measurement model

[Source: Questionnaire data processing using Smart PLS 4, 2024]

Discussion

The study presents a model of the impact of green recruiting, selection, training, and empowerment on green employee behavior in lodging companies, with resource commitment serving as a moderator. These factors are chosen using the Ability - Motivation - Opportunity theory, which includes three stages: selecting environmentally conscious



employees (ability), training to improve employees' green capacity (motivation), and empowering employees to engage in environmentally friendly behavior (opportunity). At the same time, these three aspects are crucial activities for adopting green human resource management because they influence employees' attitudes, knowledge, motivation, and sustainability-related behaviors (Anwar et al., 2020). However, green management actions are executed according to the enterprise's conditions, resources, and policies. When significant resources are invested, green human resource management activities can have a greater impact on green behavior (Michael Asiedu Gyensare, Samuel Adomako, 2023). As a result, the association between GRHM and green behavior is investigated with resource commitment serving as a moderating factor. This research model, which includes three independent factors (green recruitment and selection, green training, and green empowerment), explains 82.7% of the dependent variable of green behavior.

Green training had the greatest direct impact on employees' green behavior, with a standardized coefficient of $\beta = 0.519$. Using AMO theory, the study discovered a close relationship between the factors that many authors have considered and affirmed to be of particular importance in promoting employees' positive behavior toward the environment, such as Renwick, D. W. et al. (2016) and Janaka Siyambalapitiya et al. (2018). The green training process includes characteristics such as training programs that improve environmental spirit, abilities, and expertise; knowledge to reduce environmental consequences; and priority environmental training material... These green training programs influenced employees' attitudes, knowledge, motivation, and capacity, resulting in sustainability-related actions. The results of testing the green training variable in the study model are totally consistent with the importance of this element in GRHM practice, as demonstrated by earlier studies by Jabbour (2013), Janaka Siyambalapitiya et al. (2018), and Renwick, D. W. et al. (2016). As a result, green training is an important aspect in encouraging positive environmental behavior among employees. It is the most often used activity for adopting green human resource management in organisations (Jabbour, 2013).

When applying AMO theory, it is also necessary to evaluate performance ability. That capacity can be developed and enhanced through training activities (Renwick, D. W. et al., 2016). However, such capacity can be gained before to joining the company, thus the accommodation facility employs green recruitment and selects candidates who are environmentally conscious (Mousa & Othman, 2020). That is, the green recruitment and selection variable is tested in the measurement model using the second highest standardized impact coefficient of the original data (O) ($O = 0.29$). That is, green recruitment and selection have the second-greatest influence on employees' green behavior. To measure this component, the study looked at numerous factors, including whether the firm incorporates environmental criteria into the hiring process, recruits personnel with green knowledge and capacity, or draws applicants



through environmental dedication. As a result, our findings support the notion that green recruitment and selection are critical first steps in green human resource management (Bauer et al., 2012; Khan et al., 2020). Employees will therefore increase their green knowledge and comprehension (Renwick et al., 2013), comprehend the organization's green culture, and adhere to the organization's environmental principles (Noor et al., 2023).

AMO theory highlights the importance of creating opportunities for employees to participate in order to encourage them to embrace green behavior. Green empowerment is an important step when implementing GRHM since it encourages employees to take part in environmental development initiatives (Hoffman, 1993; Nielsen & Parker, 2012). The study looked at components of green empowerment such as giving employees authority over how to do green work, generating opportunities for them to do it, and developing methods for managing and evaluating employees' green behavior. The green empowerment scale was assessed for its impact level using these observable variables, yielding an O coefficient of 0.275, the model's third highest impact, and the hypothesis was accepted. That is, green empowerment has a favorable impact on green behavior among staff at four- and five-star hotels in Ha Long. As many authors have stated, when employees are more involved in the decision-making process related to environmental issues, they are more willing to participate in voluntary activities to improve the environment (Pinzone et al., 2016); encourage employees to demonstrate green behavior (Ramus & Steger, 2000).

Furthermore, the study model's interactions are moderated by resource commitment. Many research have found that resource commitment can impact the relationship between green human resource management practices (Gyensare, MA; Adomako, S; Amankwah-Amoah, 2024), as this element is strongly associated to employee citizenship behavior (Bergeron, 2007; Nielsen et al., 2012). However, fresh research has demonstrated that resource commitment plays a moderating role in the relationship between green training and green behavior. The greatest standardized coefficient modulating the link between the independent and dependent variables. When a business devotes real and intangible resources for green training, it increases employee activities toward green behavior. For the association between green recruitment, selection, and green empowerment with green behavior, the moderating function of the resource commitment component in this study has not been acknowledged. In this scale, the study introduced a new observed variable, CR4 (the company invests financial resources to build an employee green training program). The test results reveal that the observed variable totally meets the measurement model's requirements. At the same time, the P coefficient is less than 0.05, and the O coefficient is 0.904, indicating that the CR4 variable plays a moderating function in the impact link between green recruitment, selection, training, and empowerment and green employee behavior.



Conclusions

The report developed and tested a research model to assess the impact of some green human resource management parameters on employee green behavior. To fulfill the objectives and answer the two study questions, we reviewed past studies to develop the model and explain the hypothesis. Then, a survey of staff was done at 18 four- and five-star lodging facilities in Ha Long (hotels and cruise ships). The study used Smart PLS 4 software to analyze data from 250 valid samples for testing purposes. Testing the measurement and structural models demonstrated that green recruiting and selection, green training, and green empowerment all had a beneficial impact on employees' green behavior. On the other hand, the study took into account the interaction of these elements in the moderating relationship of resource commitment. However, the current study highlighted the moderating effect of the relationship between green training and green behavior. This study rejected the premise that resource commitment played a moderating effect in the relationship between green recruitment, selection, and empowerment and green behavior. Overall, the new conceptual model presented in this study helps to raise awareness of the value of GRHM practices in improving employees' green behavior. Accommodation companies should thus prioritize resource commitment to adopt GRHM in order to produce green products and services, safeguard the environment, and meet the growing demands of tourists interested in the green environment. GHRM methods enable accommodation facilities to continuously improve their competitiveness and ensure the long-term development of their enterprises and tourism destinations.

Although the study used credible measurements to clarify the suggested model, additional research is required to clarify the following issues:

1. The moderating effect of demographic characteristics on green behavior is investigated to determine differences in employee evaluations of green behavior when performing GHRM.
2. Personal qualities (education, mentality, etc.) play a moderating influence in the link between GRHM and employee green behavior.
3. Other researchers can enhance the sample size by visiting a larger number of 4- and 5-star accommodations to improve sample reliability.

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Comparison Of Menu Analysis Models: Case Studies at Bejana Restaurant at The Ritz Carton Bali

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Abstract

Bejana Restaurant is one of the restaurants that specializes in selling Indonesian and Balinese specialties at The Ritz-Carlton hotel, Bali. There are 21 main course items offered by Bejana Restaurant. To determine the level of popularity of the 21 menus offered to visitors, this study collected sales data from each main dish menu during the period January-June 2023. The theories used to analyze the level of menu popularity are Miller's theory, (1980), Kasavana and Smith, (1982); and Pavesic, (1985). The three menu analysis approach models divide the menu into 4 categories with follow-up recommendations in the form of "signature food" for the stars/winners/prime category; "increase selling price" for the category of plow horses/marginals II/standards; "upselling" in the puzzles/marginals III/sleepers category; and revise menus that are classified as underselling and have high food costs (dogs/loser/problems). The result of the analysis showed that Miller's menu analysis approach model with the Kasavana & Smith approach model and the Pavesic model had different results on 8 menu items from 21 menu items, while 13 menu items obtained the same menu category results. This study recommends that Bejana Restaurant management consider the results of menu analysis on 13 menu items that are categorized the same according to the results of the analysis of the three models. Furthermore, in 8 menu items that have different results, it is recommended to choose one of the menu analysis results or one that has the same category of analysis results from two analysis models.

Keywords: Menu analysis, signature dish, increase selling price, upselling, revise

Introduction

The word "menu" derives from the Latin word "minutus," meaning "small," and is a list of items that helps cooks remember ingredients to buy so they can prepare elaborate meals (Kotschevar & Withrow, 2008). The first use of the menu dates back to 1541, and it was previously in the form of a list of foods served at evening parties or banquets (Aguilera 2018). The existence



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and change of the classical menu began and changed in France towards the end of the Middle Ages and into the modern era. Businesses need to consider the menu as a management process and use it as a strategic tool to increase profitability at each stage to gain a competitive advantage. Besides being one of the first signs of the dining experience, and a tool that provides information about what is served in the restaurant and guides the food selection, the menu can be considered as important evidence that reflects the brand image and personality of the restaurant (Magnini and Kim, 2016; Erdem et al, 2022). In food and beverage businesses, all these processes start with the menu and determine the design, layout, management style, and goals of the business. With the growth of trade volume in the food and beverage industry, the importance of menus is increasing in businesses that have started to develop differentiation and competition policies (Jung, 2014). A well-prepared menu provides control over many stages, starting with the purchase of ingredients. For this reason, food and beverage businesses take action according to the menu. The menu guides the investments and initiatives of enterprises and is also a tool used for sustainable competition (Mutlu et al, 2022). The restaurant is one of the essential parts that must be owned in a hotel business, where a restaurant is a place for providing food and beverage services; this is in line with the human need for food for human survival. In the business world, the restaurant earns a profit or profit through the food and beverage products offered to every customer, both coming from outside the Hotel and staying at the Hotel (Juliana et al., 2021).

Bejana Restaurant at The Ritz-Carlton, Bali offers authentic Indonesian cuisine with a variety of menu choices that represent the uniqueness of Indonesian culture, especially Bali. All meals served in this restaurant are typical Indonesian dishes. Bejana Restaurant offers a wide selection of menus from a group of appetizers, soups, main courses, and desserts. Table 1 below describes maincourses food sales in the period January to June 2023 at Bejana Restaurant.

Table 1: Maincourses Food Sales In The Period January to June 2023



No.	Item	Number of Sold	Selling Price	Food Cost
1.	Kare Tahu Sayur	68	258.000	18.054
2.	Kacang Merah, Kentang Berkuah	52	258.000	20.160
3.	Kerang Tumis Bumbu Pedas	52	258.000	25.638
4.	Ayam Goreng Kecombrang	153	278.000	20.665
5.	Rendang Daging Sapi	333	278.000	52.037
6.	Bebek Betutu	161	278.000	47.450
7.	Sotong Balado Daun Jeruk	75	298.000	39.190
8.	Sambal Udang Blimbing Wuluh	124	298.000	59.685
9.	Ikan Bakar Menyat-Nyat	206	298.000	44.510
10.	Kambing Mekuah	121	350.000	73.335
11.	Mie Goreng Jawa	266	240.000	23.460
12.	Nasi Goreng Seafood Daun Lemo	171	240.000	28.241
13.	Sate Ayam	211	165.000	16.870
14.	Sate Sapi	89	165.000	67.650
15.	Sate Lilit Ikan	71	165.000	31.816
16.	Sate Campur	122	258.000	39.392
17.	Ayam Bakar Cincane	77	298.000	24.451
18.	Bebek Bakar Taliwang	95	330.000	37.377
19.	Seruit Sambal Terong Ungu	41	330.000	45.735
20.	Iga Babi Bakar Pencet	173	350.000	34.918
21.	Udang Bakar Madu	181	350.000	103.610
	Total	2.842		

(Source: Bejana Restaurant, 2023)

Research Objectives.

This study aims to compare three (3) menu analysis models, including the Kasavana & Smith approach model, the Miller approach model, and the Pavesic approach model (Wiyasha, 2024: 14-38) in analyzing maincourse group dishes at Bejana restaurants at The Ritz Carlton Bali, Nusa Dua.

Literature Review

Menu analysis is one of the process of assessing the restaurant performance by evaluating the performance of each menu item based on predetermined performance indicators. For this reason, menu analysis is important in detecting menu items with lower performance than expected and achieving the business goals through the appropriate improvements (Erdem et al, 2022). In menu engineering, analysis is made by considering the cost percentages, contribution margins, and popularity rates of the products. Thus, the profitability of all products on the menu, both in marketing and prices, is evaluated and classified. It is accepted that the contribution and price ratios of the food and beverages on the menu have an average distribution. On the other hand, it is important to know which products make a real contribution (Wansink, 2005). The contribution margin of the products on the menu is calculated by subtracting the cost from the selling price of the products.



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Calculations of the average contribution margin in menu engineering are mainly found as a result of comparing the products on the menu with the contribution margins. If the contribution margin of an item in the menu is greater than the weighted contribution margin of the menu, that item is included in the product category with the highest contribution margin (Wansink, 2005; Mutlu et al., 2022).

In preliminary studies carried out to measure the performance of menu items through matrix models (Kasavana and Smith, 1982; Pavesic, 1985; Miller, 1987; Le Bruto et al. 1995), it was emphasized that performances of the menu items depend on each other, with some menu items, inevitably, remaining below the determined level. Due to inability to evaluate each item independently and the limited level of knowledge, this is not considered as effective menu analysis. As an alternative to matrix model. Historically menu analysis models have included food cost, contribution margin and popularity or product mix. As many definitions of menu engineering and analysis exist as there are techniques. Cohen et al, (1998) suggested menu sales mix analysis (often referred to as menu engineering) as a suitable managerial tool (Taylor and Brown, 2007). Since the menu is a powerful factor that can affect processes such as raw material purchase, production, and service in restaurant businesses (Kivela, 2003; Kwong, 2005), it also directly affects demand, income, and cost (Bayou & Bennett, 1992; Kivela, 2003). For this reason, the profitability of the enterprise passes through the profitability of the menu (Taylor et al., 2009).

For a successful business, the cost of the menu and its place in the business budget must be determined quite accurately. The budget spent on food and beverages is different for each business, and the products with high and low costs are distributed in a balanced and systematic way throughout the day. Climate, seasons, and geographical factors affect the food market, and weather changes and seasons affect the food and beverage preferences of customers. In cold weather, high energy and hot foods are considered, while in hot weather, cold and fresh foods are emphasized. Menus should be created with these conditions in mind (Nuutila, 2019; Mutlu et al., 2022). Miller (1987) was the first to develop a matrix model which focused on food cost and product mix to analyze menu item profitability without consideration of production costs. Kasavana and Smith (1982) used the Boston Consulting Group Portfolio Analysis as the basis for the Menu Engineering matrix approach to menu analysis. Pavesic (1983) modified matrix models by both Miller (1987) and Kasavana and Smith (1982) by using food cost and weighted average contribution margin, which included popularity and contribution margin. Pavesic did not treat food cost percentage and gross profit as mutually exclusive components and used weighted gross profit/contribution margin to replace the individual menu item gross profit used by Kasavana and Smith (1982). In doing so, Pavesic included popularity as an indirect third variable. To obtain the weighted gross profit, individual gross profit of each menu item was multiplied by the number sold. Pavesic's Cost/Margin model included an option of adding a "supplemental cost" to



food cost. This theoretically could be used for a labor component or for packaging costs of carry-out food (Taylor and Brown, 2007).

Research Methodology

This study used quantitative descriptive and qualitative descriptive approaches. The quantitative descriptive approach uses data in the form of numbers as a descriptive statistical analysis tool (Sugiyono, 2015). The main data used in this study are sales data, selling prices, and food costs of each item of the main course dishes at Bejana Restaurant. This research will focus on processing the data that has been obtained by testing the level of popularity using a three-model menu analysis approach. The data that has been obtained will be grouped and arranged according to the menu analysis form so that later a comparison of three menu analysis approach models will be obtained. Sales data on the main course, food cost, and menu price were collected from January 1 to June 30, 2023. The location of this study is at the Bejana restaurants, at The Ritz Carlton Nusa Dua, Bali with the object of research on the level of popularity of the main course menu.

Results and Discussions

Kasavana and Smith Model Menu Engineering.

This menu analysis approach analyzes two variables, namely the contribution margin (CM) and the level of popularity of a menu item. The following formula is applied to determine the level of popularity of a menu item:

$$\text{level of popularity} = 70\% \times \frac{1}{n} \times N$$

n = number of menu items

N = number of portions sold

70% = Benchmarks that must be met

Kasavana and Smith's Model Menu Analysis is described by Figure 1 underneath:

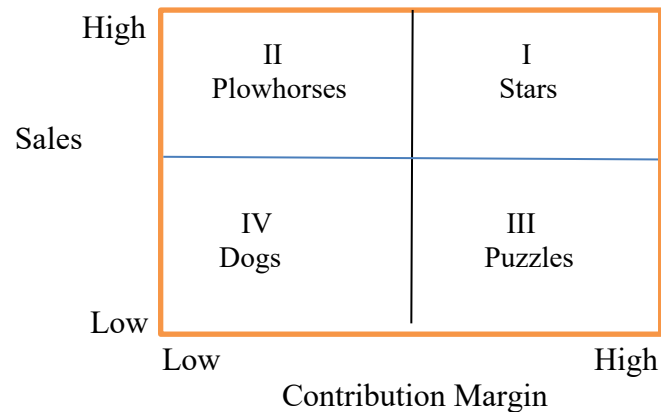


Figure 1: Menu Engineering Model by Kasavana and Smith
(Source: Wiyasha, 2024: 16)

The results of menu analysis using the Kasavana and Smith models are presented in Table 2 underneath.

Table 2: Kasavana and Smith's Model Menu Analysis Result

No.	Item	NoS	CM	TS	CMT	CMC	MMC	MC
1	Kare Tahu Sayur	68	239.946	17.544.000	16.316.328	H	L	Puzzle
2	Kacang Merah KB	52	237.840	13.416.000	12.367.680	H	L	Puzzle
3	Kerang Tumis BP	52	232.362	13.416.000	12.082.824	H	L	Puzzle
4	Ayam Goreng K	153	257.335	42.534.000	39.372.255	H	H	Stars
5	Rendang Daging S	333	225.963	92.574.000	75.245.679	L	H	Plow Horse
6	Bebek Betutu	161	230.550	44.758.000	37.118.550	L	H	Plow Horse
7	Sotong Balado DJ	75	258.810	22.350.000	19.410.750	H	L	Puzzle
8	Sambal Udang BW	124	238.315	36.952.000	29.551.060	H	H	Stars
9	Ikan Bakar MN	206	253.490	61.388.000	52.218.940	H	H	Stars
10	Kambing Mekuah	121	276.665	42.350.000	33.476.465	H	H	Stars
11	Mie Goreng Jawa	206	216.540	63.840.000	57.599.640	L	H	Plow Horse
12	Nasi Goreng Seafood	171	211.759	41.040.000	36.210.789	L	H	Plow Horse
13	Sate Ayam	211	148.130	34.815.000	31.255.430	L	H	Plow Horse
14	Sate Sapi	89	97.350	14.685.000	8.664.150	L	L	Dog
15	Sate Lilit Ikan	71	133.184	11.715.000	9.456.064	L	L	Dog
16	Sate Campur	122	218.608	31.476.000	26.670.176	L	H	Plow Horse
17	Ayam Bakar C	77	273.549	22.946.000	21.063.273	H	L	Puzzle
18	Bebek Bakar T	95	292.623	31.350.000	27.799.185	H	H	Stars
19	Seruit Sambal TU	41	284.265	13.530.000	11.654.865	H	L	Puzzle
20	Iga Bakar Babi P	173	315.082	60.550.000	54.509.186	H	H	Stars
21	Udang Bakar M	181	246.390	63.350.000	44.596.590	H	H	Stars
		2.842			656.639.879			
					Av.CM =			
					231.048			
					Av.Volume =			
					2.842/21 x			
					70% = 94,7			

Source: data processing results (2024)

Note: NoS = Number of Sold; CM = Contribution Margin; ; TS = Total Sold; CMT = Contribution Margin Total; CMC = Contribution Margin Category; MMC = Menu Mix Category; MC = Menu Classification

Miller's Model Menu Analysis

According to Miller, menu management is determined by the percentage of cost of food and sales volume. The emphasis on this approach is the efficiency of the menu items. If the percentage of food cost of goods can be controlled, a high level of profitability and sales volume can be achieved. The formula of Miller model is as follows:

$$\text{Food cost percentage} = \text{food cost/selling price} \times 100\%$$



Miller's Model Menu Analysis is described by Figure 2 underneath:

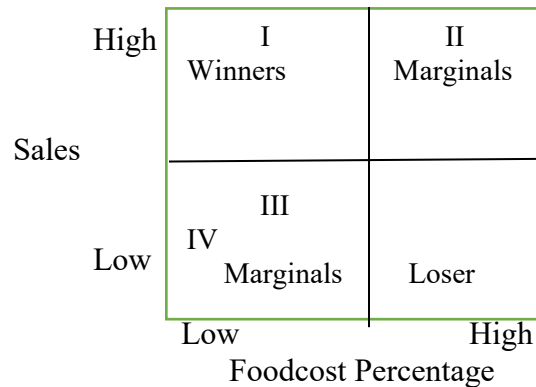


Figure 2: Menu Analisis Model by Miller
 (Source: Wiyasha, 2024: 27)

The results of menu analysis using the Miller's model are presented in Table 3 underneath.

Table 3: Miller's Model Menu Analysis Result

No.	Item	NoS	% FC	TS	TFC	FCC	MMC	MC
1	Kare Tahu Sayur	68	7,0	17.544.000	1.227.672	L	L	Margin
2	Kacang Merah KB	52	7,8	13.416.000	1.048.320	L	L	Margin
3	Kerang Tumis BP	52	9,9	13.416.000	1.333.176	L	L	Margin
4	Ayam Goreng K	153	7,4	42.534.000	3.161.745	L	H	Winners
5	Rendang Daging S	333	18,7	92.574.000	17.328.321	H	H	Margin
6	Bebek Betutu	161	17,1	44.758.000	7.639.450	H	H	Margin
7	Sotong Balado DJ	75	13,1	22.350.000	2.939.250	L	L	Margin
8	Sambal Udang BW	124	20,0	36.952.000	7.400.940	H	H	Margin
9	Ikan Bakar MN	206	14,9	61.388.000	9.169.060	L	H	Winners
10	Kambing Mekuah	121	20,9	42.350.000	8.873.335	H	H	Margin
11	Mie Goreng Jawa	206	9,8	63.840.000	6.240.360	L	H	Winners
12	Nasi Goreng Seafood	171	11,8	41.040.000	4.829.211	L	H	Winners
13	Sate Ayam	211	10,2	34.815.000	3.559.570	L	H	Winners
14	Sate Sapi	89	41,0	14.685.000	6.020.850	H	L	Losers
15	Sate Lilit Ikan	71	19,3	11.715.000	2.258.936	H	L	Losers
16	Sate Campur	122	15,3	31.476.000	4.805.824	L	H	Margin
17	Ayam Bakar C	77	8,2	22.946.000	1.882.727	L	L	Margin
18	Bebek Bakar T	95	11,3	31.350.000	3.550.815	L	H	Winners
19	Seruit Sambal TU	41	13,9	13.530.000	1.875.135	L	L	Margin
20	Iga Bakar Babi P	173	10,0	60.550.000	6.040.814	L	H	Winners
21	Udang Bakar M	181	29,6	63.350.000	18.753.410	H	H	Margin
		2.842		776.579.000	AFC = 119.218.921 /			



					776.579.000=1 5,352% Av.Volume = 2.842/21 x 70% = 94,7			
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Source: data processing results (2024)

Note: NoS = Number of Sold; % FC = Food Cost percentage; TS = Total Sold; TFC = Total Food Cost;
FCC = Food Cost Category; AFC = Average Food Cost; MMC = Menu Mix Category; MC = Menu Classification

Pavesic's Model Menu Analysis (Cost Margin Analysis)

Pavesic's Model Menu Analysis is described by Figure 3 underneath:

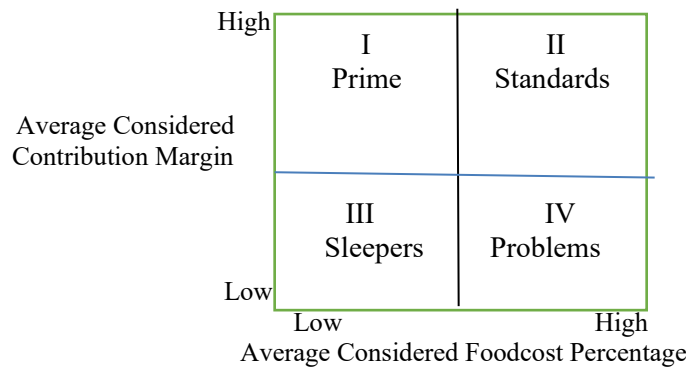


Figure 3: Menu Analisis Model by Pavesic
(Source: Wiyasha, 2024: 37)

The results of menu analysis using the Pavesic's Model are presented in Table 4 underneath.

Table 4: Pavesic's Model Menu Analysis Result

No.	Item	NoS	% FC	TS	TFC	CMT	CAC MC	CAP FCC	MC
1	Kare Tahu Sayur	68	7,0	17.544.000	1.227.672	16.316.328	L	L	Sleepers
2	Kacang Merah KB	52	7,8	13.416.000	1.048.320	12.367.680	L	L	Sleepers
3	Kerang Tumis BP	52	9,9	13.416.000	1.333.176	12.082.824	L	L	Sleepers
4	Ayam Goreng K	153	7,4	42.534.000	3.161.745	39.372.255	H	L	Prime
5	Rendang Daging S	333	18,7	92.574.000	17.328.321	75.245.679	H	H	Standards
6	Bebek Betutu	161	17,1	44.758.000	7.639.450	37.118.550	H	H	Standards
7	Sotong Balado DJ	75	13,1	22.350.000	2.939.250	19.410.750	L	L	Sleepers
8	Sambal Udang BW	124	20,0	36.952.000	7.400.940	29.551.060	L	H	Problems
9	Ikan Bakar MN	206	14,9	61.388.000	9.169.060	52.218.940	H	L	Prime
10	Kambing Mekuah	121	20,9	42.350.000	8.873.335	33.476.465	H	H	Standards
11	Mie Goreng Jawa	206	9,8	63.840.000	6.240.360	57.599.640	H	L	Prime
12	Nasi Goreng Sea.	171	11,8	41.040.000	4.829.211	36.210.789	H	L	Prime
13	Sate Ayam	211	10,2	34.815.000	3.559.570	31.255.430	L	L	Prime
14	Sate Sapi	89	41,0	14.685.000	6.020.850	8.664.150	L	H	Problems



15	Sate Lilit Ikan	71	19,3	11.715.000	2.258.936	9.456.064	L	H	Problems
16	Sate Campur	122	15,3	31.476.000	4.805.824	26.670.176	L	L	Sleepers
17	Ayam Bakar C	77	8,2	22.946.000	1.882.727	21.063.273	L	L	Sleepers
18	Bebek Bakar T	95	11,3	31.350.000	3.550.815	27.799.185	L	L	Sleepers
19	Seruit Sambal TU	41	13,9	13.530.000	1.875.135	11.654.865	L	L	Sleepers
20	Iga Bakar Babi P	173	10,0	60.550.000	6.040.814	54.509.186	H	L	Prime
21	Udang Bakar M	181	29,6	63.350.000	18.753.410	44.596.590	H	H	Standards
		2.84 2		776.579.000	119.938.921 AFC = 119.938.921 / 776.579.000= 15,44%	656.640.879 CACMC = 656.640.879 : 21 CACMC = 31.268.613			

Source: data processing results (2024)

Note: NoS = Number of Sold; % FC = Food Cost percentage; TS = Total Sold; TFC = Total Food Cost; FCC = Food Cost Category; AFC = Average Food Cost; CMT = Contribution Margin Total; CACMC = Considered Average Contribution Margin Category; CAPFCC = Considered Average Percentage of Food Cost Category

Comparison of three Models

The comparison of menu analysis using Kasavana and Smith, Miller, and Pavesic Models are presented in Table 5 underneath.

Table 5: The comparison of menu analysis Kasavana and Smith, Miller, and Pavesic Models

Model	Author	Corresponding Quadrant			
		Winners	Marginals II	Marginals III	Losers
Menu Analysis	Miller	Winners	Marginals II	Marginals III	Losers
Menu Engineering	Kasavana and Smith	Stars	Plowhorses	Puzzles	Dogs
Cost/Margin Analysis	Pavesic	Primes	Standards	Sleepers	Problems
Decisions(s)					
Option 1		Keep menu item as is	Reduce costs by retooling recipe	Promote menu item by advertising and/or menu placement	Delete menu item
Option 2			Increase price	Decrease price	
Option 3			Do nothing	Do nothing	
Option 4			Delete menu item	Delete menu item	

Source: Taylor and Brown (2007)

The comparison of menu analysis result using Kasavana and Smith, Miller, and Pavesic Models are presented in Table 6 underneath.

Table 6: Comparison of Menu Analysis Result

No	Item	Kasavana & Smith Catagory	Action	Miller Catagory	Action	Pavesic Catagory	Action



1	Kare Tahu Sayur	Puzzle	Upselling	Marginals 3	Upselling	Sleepers	Upselling
2	Kacang Merah Kentang Berk.	Puzzle	Upselling	Marginals 3	Upselling	Sleepers	Upselling
3	Kerang Tumis Bumbu Pedas	Puzzle	Upselling	Marginals 3	Upselling	Sleepers	Upselling
4	Ayam Goreng Kecombrang	Stars	Signature dish	Winners	Signature dish	Prime	Signature dish
5	Rendang Daging Sapi	Plow Horse	Increase selling price	Marginals 2	Increase selling price	Standards	Increase selling price
6	Bebek Betutu	Plow Horse	Increase selling price	Marginals 2	Increase selling price	Standards	Increase selling price
7	Sotong Balado Daun JerukJ	Puzzle	Upselling	Marginals 3	Upselling	Sleepers	Upselling
8	Sambal Udang Belimbing W.	Stars	Signature dish	Marginals 2	Increase selling price	Problems	Revise
9	Ikan Bakar Menyat-Nyat	Stars	Signature dish	Winners	Signature dish	Prime	Signature dish
10	Kambing Mekuah	Stars	Signature dish	Marginals 2	Increase selling price	Standards	Increase selling price
11	Mie Goreng Jawa	Plow Horse	Increase selling price	Winners	Signature dish	Prime	Signature dish
12	Nasi Goreng Seafood DL.	Plow Horse	Increase selling price	Winners	Signature dish	Prime	Signature dish
13	Sate Ayam	Plow Horse	Increase selling price	Winners	Signature dish	Prime	Signature dish
14	Sate Sapi	Dog	Revise	Losers	Revise	Problems	Revise
15	Sate Lilit Ikan	Dog	Revise	Losers	Revise	Problems	Revise
16	Sate Campur	Plow Horse	Increase selling price	Marginals 2	Increase selling price	Sleepers	Upselling
17	Ayam Bakar Cincane	Puzzle	Upselling	Marginals 3	Upselling	Sleepers	Upselling
18	Bebek Bakar Taliwang	Stars	Signature dish	Winners	Signature dish	Sleepers	Upselling
19	Seruit Sambal Terong Ungu	Puzzle	Upselling	Marginals 3	Upselling	Sleepers	Upselling
20	Iga Bakar Babi Pencet	Stars	Signature dish	Winners	Signature dish	Prime	Signature dish
21	Udang Bakar Madu	Stars	Signature dish	Marginals 2	Increase selling price	Standards	Increase selling price

Source: data processing results (2024)

Similarity of Menu Analysis Results

The similarity of menu analysis results is shown in Table 7 below:

Table 7: The Similarity of Menu Analysis Results

Menu	Follow Up/Action
1. Kare Tahu Sayur	1. Upselling
2. Kacang Merah Kentang Berkuah	2. Upselling
3. Kerang Tumis Bumbu Pedas	3. Upselling
4. Ayam Goreng Kecombrang	4. Signature dish



5. Rendang Daging Sapi	5. Increase selling price
6. Bebek Betutu	6. Increase selling price
7. Sotong Balado Daun Jeruk	7. Upselling
8. Ikan Bakar Menyat-Nyat	8. Signature dish
9. Sate Sapi	9. Revise
10. Sate Lilit Ikan	10. Revise
11. Ayam Bakar Cincane	11. Upselling
12. Seruit Sambal Terong Ungu	12. Upselling
13. Iga Bakar Babi Pencet	13. Signature dish

Source: data processing results (2024)

Table 7 shows that there are thirteen menus that obtain the same category based on the analysis results of the three analysis menu models.

Differences in Menu Analysis Results

Differences in menu analysis results are shown in Table 6 below:

Table 6. Differences in Menu Analysis Results

No	Item	Kasavana & Smith Category	Action	Miller Category	Action	Pavesic Category	Action
1	Sambal Udang Belimbing W.	Stars	Signature dish	Marginals 2	Increase selling price	Problems	Revise
2	Kambing Mekuah	Stars	Signature dish	Marginals 2	Increase selling price	Standards	Increase selling price
3	Mie Goreng Jawa	Plow Horse	Increase selling price	Winners	Signature dish	Prime	Signature dish
4	Nasi Goreng Seafood DL.	Plow Horse	Increase selling price	Winners	Signature dish	Prime	Signature dish
5	Sate Ayam	Plow Horse	Increase selling price	Winners	Signature dish	Prime	Signature dish
6	Sate Campur	Plow Horse	Increase selling price	Marginals 2	Increase selling price	Sleepers	Upselling
7	Bebek Bakar Taliwang	Stars	Signature dish	Winners	Signature dish	Sleepers	Upselling
8	Udang Bakar Madu	Stars	Signature dish	Marginals 2	Increase selling price	Standards	Increase selling price

Source: data processing results (2024)

In Table 6, it is explained that there are differences in menu analysis results that tend to be extreme, specially for Sambal Udang Belimbing Wuluh which says Star category (signature dish) in the Kasavana Model but says Problem category (revise) in the Pavesic Model.

Conclusions

The three menu analysis approach models have similar concepts to measure menu popularity, which is based on data on food cost variables,



contribution margins, and the number of menu portions sold. The three menu approach models have similar analysis results on 13 menu items out of a total of 21 menu items on the Bejana Restaurant analyzed, while the difference in results is shown in 8 menu items. This study recommends that Bejana Restaurant management consider the results of menu analysis on 13 menu items that are categorized the same according to the results of the analysis of the three models. Furthermore, in 8 menu items that have different results, it is recommended to choose one of the menu analysis results or one that has the same category of analysis results from two analysis models.

The approach to the three menu analysis models is simply an approach in assessing the popularity of the menu in a restaurant. This means that whatever the results of this menu analysis, the restaurant manager and kitchen chefs certainly have their own considerations in deciding whether a menu that is said to be unpopular (dogs, losers, problems) needs to be removed or replaced from the menu list.

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The Implementation of Time Management at The Anarta Loka Karya Art Event

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Abstract

This research examines time management using a descriptive qualitative approach, through interviews with the organizers of the Anarta Loka Karya art event. Effective time management is a key factor in the successful execution of the event. The study shows that detailed planning, priority identification, good communication, and continuous monitoring are essential elements in managing event time. Efforts to overcome challenges, such as rent price negotiations, adding sponsors, and managing additional facilities, successfully ensured the event proceeded according to schedule and budget. The application of these strategies highlights the importance of flexibility and adjustments in event planning.

Keywords: art, event, implementation, management, time

Introduction

Time management is a critical element in the planning, management, and supervision of an event. The application of effective time management ensures that every aspect of the event is executed efficiently, avoiding delays and optimizing resource use. Time management in every phase of the event, especially in the planning stage, involves scheduling activities, setting deadlines, and allocating time for various tasks. This is important to ensure that all activities are completed as planned and to avoid delays that may impact the entire event. Based on Project Management Theory, as explained by Henry Gantt with the Gantt Chart, the importance of planning and scheduling is emphasized. The Gantt Chart helps visualize the project timeline, allowing managers to track progress and ensure that all tasks are properly scheduled.

In the management phase, time management focuses on coordinating daily activities and monitoring progress to ensure the event runs on schedule. Managers must be able to adjust the schedule if issues or sudden changes arise. Management Control Theory, proposed by Robert Anthony, highlights the importance of time control in daily operations to achieve efficiency. Effective time management assists in supervision, reporting, and operational adjustments necessary to ensure the smooth execution of the event.



During the supervision phase, the focus is on monitoring performance and ensuring that all elements of the event adhere to the established schedule. This includes addressing any issues that may arise and making quick decisions to keep the event on track. W. Edwards Deming's Total Quality Management (TQM) theory emphasizes continuous quality improvement, with time management being part of the quality control process. In the context of event supervision, TQM underscores the importance of time monitoring to ensure quality standards are maintained and problems are proactively addressed.

This description demonstrates that time management is a key element in every phase of event organization, from planning to supervision. Theories such as the Gantt Chart in project management, management control, and TQM provide a solid foundation for understanding how time management can enhance the efficiency and effectiveness of an event. Implementing good time management strategies can help avoid delays, maximize resource utilization, and ensure the success of the event.

Literature Review

Financial Time Management refers to a person's ability to allocate their time in planning, scheduling, setting priorities according to importance without procrastinating in achieving established goals (Fajriyani & Dhila, 2020). In the *Journal of Time Management Training on Academic Stress for Full-Time Workers*: Hatmanti & Septianingrum (2019) state that poor time management can lead to academic stress. In the *Darmajaya Business Journal on Time Management Training for Academic Stress in Full-Time Workers: A Literature Review* by Gea (2014), it is mentioned that effective time management can help accomplish important tasks during work hours. Furthermore, it is said that time management involves the management of planning, organizing, implementing, and overseeing time productivity (Abdillah et al., 2020). *Time Management from Theory to Self-Awareness of Students*: Time management is also defined as the process of recording and controlling the time spent by staff (Sitanggang et al., 2019).

The quality of time management in an event is influenced by various aspects that can affect the efficiency and success of the event's execution. Some key aspects that influence the quality of time management in event organization: detailed planning, priority setting, effective communication, resource management, adaptability, monitoring and evaluation, technology and management tools, managerial skills, team involvement. Detailed Planning of various components such as resources and human resources, including scheduling, resource allocation, and setting deadlines. The impact of good planning helps identify all necessary activities, avoid scheduling conflicts, and ensure that all event elements are completed on time.

Priority Setting includes establishing priorities based on the urgency and importance of tasks. The ability to map priorities helps focus on the most important and urgent activities, preventing delays, and ensuring that critical tasks are completed first.



Effective Communication is the aspect of clear and open communication among all team members and stakeholders. The impact of this can ensure that everyone understands the schedule, deadlines, and their responsibilities, reducing the likelihood of miscommunication and mistakes.

Resource Management includes the allocation and use of resources such as labor, equipment, and budget. Efficient resource use affects how well activities can be completed on schedule while minimizing waste and delays.

Adaptability involves the flexibility to respond to unexpected changes or issues. This ability helps adjust schedules and plans when problems or sudden changes arise, keeping the event on track.

Monitoring and Evaluation involve periodic progress tracking and evaluation of schedule implementation. This capability allows for early detection of problems or delays, as well as the application of necessary solutions to correct and keep the project on the right path.

Technology and Management Tools refer to the use of software and project management tools. The impact of these tools includes assisting in scheduling, tracking, and communication, making time management and coordination easier.

Managerial Skills include the event manager's ability to plan, organize, and supervise activities. This affects the leader's ability to make timely decisions, set priorities, and handle emerging issues.

Team Involvement refers to the engagement and motivation of team members. An engaged and motivated team tends to work more efficiently and adhere to the established schedule, reducing the risk of delays.

The description above shows that these aspects are interconnected and influence the quality of time management in event organization. Good planning, priority setting, effective communication, resource management, adaptability, monitoring, technology use, managerial skills, and team involvement all contribute to successful time management. Managing these aspects effectively can improve efficiency, reduce the risk of delays, and ensure the event's success.

Research Methodology

This research utilizes the interview method. Deep interviews, or in-depth interviews, are a qualitative research method aimed at uncovering detailed information regarding individuals' thoughts, feelings, experiences, and perspectives on a particular topic (Antari, 2021). This method involves direct interaction between the researcher and the respondent, usually in a face-to-face format, although it can also be conducted over the phone or online. Deep interviews provide flexibility for researchers to explore answers in a detailed and comprehensive manner, allowing respondents to give more in-depth responses compared to structured surveys.

Deep interviews are used when researchers require a rich understanding of social phenomena or behaviors that cannot be explained solely by numbers. The main objectives of this method are: To explore individuals'



motivations, attitudes, and personal views. To understand respondents' thought processes when faced with certain situations. To collect qualitative information that can be used to develop further theories or hypotheses (Pratama, 2023).

Steps in conducting deep interviews include preparing the questions, conducting the interview sessions, and analyzing the data. Questions in deep interviews are semi-structured, where the researcher has a general guide but remains open to developing follow-up questions based on the answers provided by respondents. The questions usually focus on respondents' personal experiences, views, and interpretations of a topic. Interviews typically last for an extended period, ranging from 30 minutes to several hours, depending on the depth of information required. The researcher plays an active role as a facilitator of the conversation but does not dominate the discussion, ensuring respondents feel comfortable speaking openly (Kusuma, 2019).

The data generated from these interviews are usually recorded and transcribed for thematic analysis. The analysis is carried out by identifying patterns, themes, and key concepts from the respondents' answers, which form the basis for the research conclusions. Grounded theory (Glaser & Strauss, 2016) explains that this approach seeks to develop theory based on data collected directly from the field, rather than relying on pre-existing theories. In the context of deep interviews, grounded theory is used to understand patterns and themes that emerge from in-depth interviews, which can then be used to build new theories. Researchers use in-depth interviews to identify relevant concepts from the respondents' perspectives and how they frame their realities.

Husserl (2017) explains that the phenomenological approach focuses on individuals' subjective experiences and how they understand the world. In deep interviews, this approach allows researchers to explore the perceptions and meanings respondents attach to their experiences. Phenomenological researchers are interested in understanding how individuals interpret and give meaning to unique experiences, making in-depth interviews a crucial tool for uncovering personal and subjective insights.

The deep interview approach is also presented by Blumer (2019) through the concept of symbolic interactionism. This approach emphasizes how individuals interact with their social environment and how they use symbols to create meaning (Pratiwi Arcana, 2014). In deep interviews, this approach helps researchers understand how respondents form and reflect on identity, norms, and values through social interaction. Through in-depth interviews, researchers can reveal how individuals negotiate these meanings within a broader social context.

The advantages of deep interviews include: Depth of information: Deep interviews allow researchers to gather detailed and comprehensive information. Flexibility: Questions can evolve based on responses given, allowing researchers to follow unexpected lines of thought. Personal context: In-depth interviews provide space for respondents to freely



express their personal views.

Results and Discussions

The selected case study is the Time Management Implementation for the Anarta Loka Karya Art Event. Anarta Loka Karya is an art event aimed at bringing together local and international artists, showcasing contemporary visual arts, theater performances, music, and public art installations. The event aims to increase public appreciation for the arts and support young, talented artists. The event spans three days across several venues, including art galleries, open spaces, and auditoriums. In organizing this event, budgeting becomes a key factor for its success. The Event Organizer (EO) responsible for managing Anarta Loka Karya must plan a precise budget to ensure all operational aspects, from facility provision to marketing, run smoothly.

The study of time management in the case of the Anarta Loka Karya art event reveals the challenges and efforts made to ensure the event runs according to plan. This study includes an analysis of how time was managed from the planning stage to the event execution, as well as the solutions applied to overcome various obstacles. Below is an explanation of the study:

Time Management Study in the Anarta Loka Karya Case

1. Time Planning

In the planning stage, detailed scheduling and appropriate time allocation for various activities are key. Anarta Loka Karya required scheduling for different event elements, such as budgeting, venue selection, marketing, and coordination with artists. According to Kerzner (2017), effective time planning involves creating a realistic project timeline, scheduling key tasks, and identifying task dependencies.

2. Priority Identification and Setting

Identifying priorities based on urgency and impact on the event helps focus on key tasks such as venue rental and exhibition preparation. This helps allocate time effectively and minimizes the risk of delays. According to Covey (2020), using a priority matrix to identify important and urgent tasks helps time managers make better decisions about time allocation.

3. Communication and Coordination

Effective communication between the team, service providers, and artists is a crucial aspect. In Anarta Loka Karya, good coordination helped keep



all parties informed and minimized the chances of errors that could cause delays. According to Jones and George (2017), effective communication in project management involves managing information clearly and consistently to ensure that all team members are working on the same path.

4. **Monitoring and Adjustments**

Continuous monitoring of event progress and adjusting the schedule when necessary are important steps. In Anarta Loka Karya, monitoring helped detect delays or problems early, allowing solutions to be implemented. According to Meredith and Mantel (2017), project time monitoring and control require techniques such as status reports and variance analysis to ensure that the project stays on track.

Efforts to Overcome Time Management Barriers

1. **Negotiation and Location Optimization**

Effort: To address fluctuating rental prices and budget constraints, the event organizer (EO) negotiates with the venue owners and seeks more economical alternatives. According to Winch (2019), effective negotiation and strategic location selection can help manage costs and time efficiently.

2. **Increasing Sponsors and Collaboration**

Effort: To cover funding shortages, the EO collaborates with local brands and increases ticket sales. According to Freeman (2020), collaboration and strategic alliances can enhance financial resources and support better time management.

3. **Management of Additional Facilities**

Effort: The EO partners with service providers to secure discounts on additional facilities requested by the artists. According to Turner and Keegan (2020), smart resource management and service agreements can help meet additional needs without straining the budget.

4. **Use of Contingency Budget**

Effort: A reserve budget is used to cover unexpected additional costs, ensuring that the event continues despite changes. According to Hillson and Murray-Webster (2017), a contingency budget is an essential tool in risk management to provide flexibility in dealing with unforeseen issues.



Conclusion

The study of time management in the Anarta Loka Karya case shows that careful planning, clear priorities, effective communication, and continuous monitoring are the keys to success. Efforts to overcome obstacles involved negotiation, collaboration, facility management, and the use of contingency budgets, all of which contributed to the successful and timely execution of the event. Effective time management was a key factor in the success of the Anarta Loka Karya Art Event. This study indicates that detailed planning, priority identification, good communication, and continuous monitoring are essential elements in managing event time. Efforts made to address challenges, such as rental price negotiations, securing additional sponsors, and managing additional facilities, successfully ensured that the event was executed according to schedule and budget. The application of these strategies highlights the importance of flexibility and adjustment in event planning. **Suggestions:** To enhance the quality of time management in similar future events, it is recommended to strengthen the planning process by considering potential risks and obstacles from the outset. More flexible scheduling and the creation of more detailed contingency plans will help in facing unexpected changes. Additionally, expanding collaboration with various partners and sponsors can strengthen financial and logistical resources, supporting the smooth overall execution of the event.

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The Influence of Budgeting on Operational Performance at The Anarta Loka Karya Art Event

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Abstract

Proper budgeting is a crucial first step towards the success of an organization's operations. This study examines the budgeting process for an event using a qualitative approach with in-depth interviews. The results show that the Art Event Anarta Loka Karya ran smoothly due to its well-planned and detailed budgeting strategy. In summary, the success of Anarta Loka Karya shows that flexible and well-planned budgeting is key to managing challenges like fluctuating costs and unexpected expenses. Through strategic negotiation, collaboration, and efficient use of contingency funds, the event ran smoothly without sacrificing quality.

Keywords: art, budgeting, event, impact, planning

Introduction

Budgeting is a fundamental aspect of operational success for an event organizer (EO). A well-structured budget affects the quality of services provided, operational efficiency, and client satisfaction. Failure to understand and properly plan a budget can lead to an inability to manage resources effectively, reduced profitability, and even event failure. The significance of budgeting for EO's operational performance includes better financial control, minimizing the risk of loss, operational efficiency, and improved planning strategies (Indriyani, 2015).

Budgeting allows an EO to control expenses and revenues in a more structured way. A well-planned budget helps allocate funds according to priority, avoid unexpected expenses, and maintain cash flow stability. In any event, there is a risk of cost overruns that could harm the EO (Hidayat, 2022). By understanding how to create a budget, the EO can mitigate this risk by controlling costs and making realistic financial forecasts, reducing potential losses.

Accurate budgeting encourages the EO to work more efficiently. With a clear budget, the EO can plan the optimal distribution of resources, from logistics, labor, to event promotion. A budget not only helps manage daily operations but also aids in long-term strategic planning. EOs can evaluate the success of previous events by comparing planned budgets with actual



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outcomes, allowing them to develop better strategies for future events (Umarella, 2019).

Challenges and Barriers in Event Organizer Budgeting. Common obstacles and challenges in EO budgeting include changes in client requests, cost fluctuations, lack of historical data or experience, and difficulties in aligning client expectations with budget realities. One of the biggest challenges faced by EOs is the client's changing demands during the planning process or even during the event itself (Eko Aprilawati and Wakhid Yuliyanto, 2020). This often forces the EO to adjust the budget unexpectedly, potentially disrupting the stability of the original budget. Operational costs, such as venue rentals, supplier rates, and material prices, can change without warning. These cost fluctuations affect the EO's ability to maintain the well-structured initial budget. For new or growing EOs, the lack of historical data on expenses and revenues can make it difficult to create a realistic budget. This can lead to inaccurate budgeting, which impacts operational success. Clients often have high expectations for event quality, but these expectations may not align with the budget they provide. EOs frequently face the challenge of meeting these expectations without exceeding the available budget (Rohman and Prananta, 2018).

Solutions to Overcome Budgeting Challenges in Event Organizers. Solutions for overcoming the challenges and barriers in EO budgeting include transparent communication with clients, using data and predictive analysis, preparing contingency budgets (for unforeseen costs), negotiating with suppliers for future events, and enhancing the financial management skills of the team. To address changes in client demands and expectations, it is important for EOs to maintain open and clear communication from the beginning regarding budget constraints. Agreeing on potential changes during the process can help the EO adjust the budget accordingly (Desak *et al.*, 2024). Utilizing technology and available historical data can help EOs make more accurate cost estimates. Financial management software can predict price fluctuations and help manage expenses according to market trends.

One way to address the risk of cost overruns is by creating a contingency budget. This is a reserve fund allocated to cover unexpected expenses, maintaining the stability of the main budget. Negotiating with suppliers for long-term contracts can help EOs mitigate the impact of cost fluctuations. Long-term contracts with suppliers can help secure more stable, fixed pricing. It is also crucial for EOs to provide financial management training to their teams, making them more proficient in budget planning and managing expenses during operations. An EO with a financially skilled team will be better equipped to handle budgeting challenges. A deep understanding of budgeting is essential for the operational success of an event organizer. A well-planned budget not only helps the EO manage finances efficiently but also enhances their ability to respond to challenges that may arise during the operational process. By overcoming barriers such as changing client demands and fluctuating costs, and implementing solutions like contingency budgeting and supplier negotiations, EOs can



ensure optimal performance in every event they manage. This also encourages research related to budgeting in event planning.

Literature Review

Financial management encompasses all financial activities related to the acquisition, funding, and management of assets, with the aim of generating income while minimizing costs and maximizing the value of the company (Suindari and Juniariani, 2020). Fuad et al. (2020:2) explain that a budget is a systematically prepared plan in numerical form and expressed in monetary units, covering all company activities over a specific future time period (Diwyarthi, 2023).

The results of a partial test on the influence of human resource quality on performance-based budgeting show that human resource quality has a positive and significant effect. This means that human resource quality has a positive and significant influence on performance-based budgeting (Ismid, Kusmanto, & Lubis, 2020) (Rohman and Prananta, 2018).

Eni Kaharti (2019) explains in the Journal of Scientific Accounting and Finance that the budget is a key component of planning activities, which includes future financial planning, goals, and appropriate actions to achieve the objectives of the organization or company. Ratna Pita and Sagala (2019:41) in the Smart Scientific Journal state that a budget is also a detailed and formal plan expressed in quantitative measures to indicate how resources will be utilized over a certain period of time.

Ravel Anwar et al. (2022:1085) in the Journal of Educational and Language Research describe the budget as a highly systematic plan encompassing all operational activities of the company, expressed in monetary units and set within a specific future time period (Desak and Santi, 2023a). Additionally, a budget can be defined as a detailed plan showing how resources are expected to be utilized during the planned period. A budget represents an organization's plan for allocating its resources to meet its needs or programs. A budget has several functions: it can be used as a planning tool, control tool, fiscal policy tool, political tool, coordination and communication tool, and performance evaluation tool (Desak and Santi, 2023b), (Ainun Nahya, 2022:193).

Suhardi (2019:3) explains that a budget, often referred to as "budget," is a plan systematically and meticulously prepared by a business or service company, expressed in quantitative form as monetary units or in units of goods/services applicable for a future period.

Research Methodology

This research utilizes the interview method. Deep interviews, or in-depth interviews, are a qualitative research method aimed at uncovering detailed information regarding individuals' thoughts, feelings, experiences, and perspectives on a particular topic (Antari, 2021). This method involves direct interaction between the researcher and the respondent, usually in a



face-to-face format, although it can also be conducted over the phone or online. Deep interviews provide flexibility for researchers to explore answers in a detailed and comprehensive manner, allowing respondents to give more in-depth responses compared to structured surveys.

Deep interviews are used when researchers require a rich understanding of social phenomena or behaviors that cannot be explained solely by numbers. The main objectives of this method are: To explore individuals' motivations, attitudes, and personal views. To understand respondents' thought processes when faced with certain situations. To collect qualitative information that can be used to develop further theories or hypotheses (Pratama, 2023).

Steps in conducting deep interviews include preparing the questions, conducting the interview sessions, and analyzing the data. Questions in deep interviews are semi-structured, where the researcher has a general guide but remains open to developing follow-up questions based on the answers provided by respondents. The questions usually focus on respondents' personal experiences, views, and interpretations of a topic. Interviews typically last for an extended period, ranging from 30 minutes to several hours, depending on the depth of information required. The researcher plays an active role as a facilitator of the conversation but does not dominate the discussion, ensuring respondents feel comfortable speaking openly (Kusuma, 2019).

The data generated from these interviews are usually recorded and transcribed for thematic analysis. The analysis is carried out by identifying patterns, themes, and key concepts from the respondents' answers, which form the basis for the research conclusions. Grounded theory (Glaser & Strauss, 2016) explains that this approach seeks to develop theory based on data collected directly from the field, rather than relying on pre-existing theories. In the context of deep interviews, grounded theory is used to understand patterns and themes that emerge from in-depth interviews, which can then be used to build new theories. Researchers use in-depth interviews to identify relevant concepts from the respondents' perspectives and how they frame their realities.

Husserl (2017) explains that the phenomenological approach focuses on individuals' subjective experiences and how they understand the world. In deep interviews, this approach allows researchers to explore the perceptions and meanings respondents attach to their experiences. Phenomenological researchers are interested in understanding how individuals interpret and give meaning to unique experiences, making in-depth interviews a crucial tool for uncovering personal and subjective insights.

The deep interview approach is also presented by Blumer (2019) through the concept of symbolic interactionism. This approach emphasizes how individuals interact with their social environment and how they use symbols to create meaning (Pratiwi Arcana, 2014). In deep interviews, this approach helps researchers understand how respondents form and reflect on identity, norms, and values through social interaction. Through in-depth



interviews, researchers can reveal how individuals negotiate these meanings within a broader social context.

The advantages of deep interviews include: Depth of information: Deep interviews allow researchers to gather detailed and comprehensive information. Flexibility: Questions can evolve based on responses given, allowing researchers to follow unexpected lines of thought. Personal context: In-depth interviews provide space for respondents to freely express their personal views.

Limitations of deep interviews include: Interviewer bias: Researchers may influence responses through their questioning style or interpretation. Difficulty in generalization: The data produced is usually qualitative and based on personal experiences, making it difficult to generalize to a wider population. Time-consuming: The process of conducting interviews and analyzing data takes longer compared to quantitative methods like surveys.

The deep interview method is commonly used in various fields, including: Psychology: To explore emotional experiences or cognitive processes of individuals. Sociology: To understand social dynamics, identity, and community interactions. Management: To explore employee perceptions of organizational culture or leadership. Tourism: To understand tourist experiences, travel preferences, or motivations behind travel behavior.

Results and Discussions

The selected case study is the Budgeting Process for the Anarta Loka Karya Art Event. Anarta Loka Karya is an art event aimed at bringing together local and international artists, showcasing contemporary visual arts, theater performances, music, and public art installations. The event aims to increase public appreciation for the arts and support young, talented artists. The event spans three days across several venues, including art galleries, open spaces, and auditoriums. In organizing this event, budgeting becomes a key factor for its success. The Event Organizer (EO) responsible for managing Anarta Loka Karya must plan a precise budget to ensure all operational aspects, from facility provision to marketing, run smoothly.

Based on interviews with the event organizers, the steps in budgeting for this event include Phases of Budgeting for Anarta Loka Karya, which consist of the identification of needs and revenue sources, as well as the identification of major expenses. In the initial phase, the EO identifies all the event's needs, including venue rental costs, logistics, artist and crew fees, production costs, marketing, and support facilities such as transportation and accommodation. On the other hand, revenue sources are projected through ticket sales, sponsorships from art institutions, government bodies, and collaborations with local brands. The identification of major expenses includes venue rentals, art exhibitions and installations, promotional and marketing costs, logistics, and transportation.



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Venue Rental: EO selects strategic venues such as art galleries and open spaces that appeal to visitors. Art Exhibition and Installation: The production and installation of artworks require specific expenses for tools, materials, and technical labor rentals. Promotion and Marketing Costs: Digital campaigns through social media, influencers, and collaborations with local media. Logistics and Transportation: Including the shipment of artworks, exhibition equipment, as well as transportation and accommodation for artists and invited guests.

In the next phase, the EO identifies the revenue sources, including ticket sales, sponsorships, and merchandise. Ticket Sales: Daily tickets and special packages for art collectors. Sponsorship: Sourced from local brands, art galleries, and art institutions supporting the event. Merchandise: The sale of thematic items from participating artists.

Once the needs have been identified, the next step is for the EO to allocate the budget based on priorities, ensuring all major needs are met before allocating for secondary items. The largest portion of the budget is allocated for venue rental and event production, as these are the most crucial aspects of organizing the art exhibition and performances. Promotional expenses are prioritized at the beginning of the campaign to increase awareness before the event starts. A contingency budget (about 10% of the total budget) is set aside for unexpected needs, such as additional costs due to bad weather or schedule changes.

Discussion

Based on interviews, it was revealed that the challenges faced in the budgeting process for the Anarta Loka Karya art event include fluctuating venue rental prices, limited funding from sponsors, and additional requests from artists.

Fluctuating Venue Rental Prices: During peak tourism months, the rental prices for art venues and public spaces in the host city increase significantly. The EO had to renegotiate with venue owners to obtain more reasonable prices or seek alternative locations that remained attractive yet more affordable.

Limited Sponsorship Funding: The initially targeted sponsorship was not met, as several companies withdrew their support due to changes in their promotional focus. This forced the EO to seek additional sponsors at the last minute or find alternative revenue streams, such as increasing ticket sales or launching a crowdfunding program.

Additional Requests from Artists: Several international artists requested additional amenities, such as VIP transportation and accommodation, which were not anticipated in the initial budget. These requests placed additional pressure on the set budget, forcing the EO to make adjustments. Solutions Implemented by the EO include renegotiation and optimization of venue choices, securing additional sponsorship through brand collaborations, managing additional artist requests, and utilizing the contingency budget.

The EO successfully renegotiated venue rental prices with several art galleries and public spaces by offering long-term collaboration for future



events. Cheaper alternative venues were also found, reducing rental expenses by around 15%. This aligns with the theory proposed by Hurdawaty et al (2022) that states success event comes from success investment. (Hurdawaty and Sahid, 2022)

To address the sponsorship shortfall, the EO created a collaboration program with local fashion and culinary brands interested in the arts. This partnership not only helped cover part of the event costs but also provided mutual marketing opportunities for both parties. This aligns with the theory proposed by Nadzir (2016) that states it needs a good collaboration for all parties of event aspect (Nadzir, 2016)

To accommodate the artists' additional requests without burdening the budget, the EO partnered with hotels and airlines supporting the event, offering special discounts for artist transportation and accommodation. This solution allowed the EO to meet the needs without incurring significant expenses. This aligns with the theory proposed by Mananda et al (2017) that states the supporting team for a success event (Mananda and Dewi, 1970).

The pre-prepared contingency budget was used to cover some of the unexpected additional expenses. However, due to efficient main budget management, only a small portion of the contingency budget was used, maintaining the event's financial balance. This aligns with the theory proposed by Pratiwi (2014) that states the well prepared budget for an event (Pratiwi Arcana, 2014)

The Anarta Loka Karya event was a success, with thousands of visitors over the three-day period. From a financial perspective, the event achieved its ticket sales targets and secured additional sponsorships that helped cover most of the expenses.

Some key points of evaluation include: The importance of flexibility in budgeting to handle unexpected changes. Optimizing resource management through negotiation and collaboration with event partners was crucial in reducing costs. The use of a contingency budget proved effective in covering unexpected expenses, allowing the event to proceed without major issues.

The description above illustrates how the Anarta Loka Karya case study demonstrates the importance of careful and flexible budgeting in organizing an art event. The challenges encountered were overcome through negotiation strategies, collaboration, and effective financial management, ensuring the event's success without compromising quality.

Conclusion.

In conclusion, the Anarta Loka Karya event highlights the importance of careful and flexible budgeting in organizing art events. Despite challenges such as fluctuating venue costs, limited sponsorship, and unexpected artist requests, these were successfully managed through effective strategies like renegotiation, collaboration with brands, and optimal use of a contingency budget. This approach ensured the event's success without compromising quality, demonstrating the value of strategic financial planning in event



management.

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The Importance of Contractual Realization in Maintaining Work Commitments for Event Management

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Abstract

Human Resource Management (HRM) is a process that involves the planning, organizing, development, and control of human resources within an organization. The primary goal of HRM is to ensure that the organization has a competent and motivated workforce that can effectively support the achievement of the company's vision, mission, and objectives. At the APAO 2024 event, organized by PT. Rinus Marvent from February 22-25, 2024, HRM encompasses various activities, including recruitment, selection, training, competency development, and performance management. HRM also plays a role in creating a conducive work environment that supports employee well-being and productivity, ultimately contributing to the organization's competitive advantage.

Keywords: *Contractual, employee, management, performance*



Introduction

Human resource management (HRM) is one of the key pillars in the success of an organization, both in the public and private sectors. HRM plays a crucial role in creating a productive, efficient, and harmonious work environment, supporting the achievement of short-term and long-term organizational goals. Essentially, HRM encompasses a variety of activities, ranging from workforce planning, recruitment, training, development, to employee performance appraisal (Josua, Alwie and Hendriani, 2017). These activities are designed to ensure that the organization has competent, motivated, and optimally performing human resources to advance the company.

More broadly, HRM is also vital in ensuring employee well-being and supporting business continuity through fair and transparent policies. According to Mathis and Jackson (2019), effective HRM not only focuses on recruitment and training but also on how to retain quality employees and motivate them to achieve optimal performance (San, Yee and Qureshi, 2020). Factors such as job satisfaction, effective communication, and good relationships between superiors and subordinates all influence employee productivity. Furthermore, the use of technology in HRM has become increasingly significant in the digital era, where human resource information systems (HRIS) are used to enhance the efficiency of administrative processes, recruitment, training, and performance evaluation (Nururly *et al.*, 2024).

In the realm of event management, effective workforce management becomes a key element in achieving success, particularly in large-scale events that involve many stakeholders. One example is the Manpower Contract Realization for the APAO 2024 event organized by PT. Rinus Marvent. APAO (Asia-Pacific Academy of Ophthalmology) is a major congress held in Bali from February 22 to 25, 2024, involving various parties, including committees, sponsors, volunteers, and external vendors. Given the scale of the event, proper HR management is crucial to ensuring that every aspect of the event runs smoothly.

Workforce management in an event like APAO 2024 requires thorough planning, from determining manpower needs, assigning roles, to supervising task execution on-site. In this context, PT. Rinus Marvent, as the event organizer, must be able to optimally manage its human resources, ensuring that every individual involved in the event understands their roles and responsibilities. Good workforce management involves proper recruitment steps, careful selection, and adequate training to ensure that each individual is prepared to perform their duties effectively.

According to Ulfiah Novita and Fitria Ramadhani (2021), effective HR management includes various aspects such as recruitment, training, and performance appraisal, all of which contribute to the team's effectiveness in carrying out their tasks (Diwyarthi, 2021). In the context of event management, each team member must understand their roles and



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responsibilities, as well as the deadlines for task completion. This is crucial to avoid confusion or delays in task execution on-site. With good time management, team productivity can be enhanced, allowing the event's goals to be achieved without excessive pressure (Desak *et al.*, 2024). The importance of competent and well-coordinated human resources in a large event like APAO cannot be overstated, as shortcomings in manpower management could result in delays or even the failure of the event.

This report will explore various aspects of manpower contract realization implemented by PT. Rinus Marvent in the APAO 2024 event. The discussion will cover the challenges faced, the solutions applied, and the strategies used to maintain the work commitment of all parties involved. One of the common challenges in workforce management for large-scale events is ineffective communication among the team, lack of coordination between the committee and vendors, as well as logistical issues that affect operational smoothness. To address these problems, PT. Rinus Marvent implemented various strategies, including using technology to monitor task execution, clear role division, and regular evaluations to ensure that all parties remain on track.

Additionally, this report will discuss how PT. Rinus Marvent maintained the work commitment of the workforce involved through various approaches such as incentives, continuous training, and transparent performance appraisals. With effective workforce management, it is hoped that the APAO 2024 event will run successfully and provide a positive experience for all participants and stakeholders involved. Furthermore, this report aims to provide valuable insights for future event management practitioners, particularly in the area of efficient and effective human resource management.

Overall, good human resource management is the foundation for the success of major events such as APAO 2024. Through careful planning, coordinated execution, and strict supervision, PT. Rinus Marvent has demonstrated the importance of workforce management in achieving the desired outcomes. The success of HR management in this event can serve as a valuable lesson for other companies aiming to organize similar events in the future.

Literature Review

Concepts in human resource management (HRM) and event management, focusing on workforce management in large-scale events. Below are some key concepts to be discussed in the literature review, along with references from experts and appropriate journal articles (Diwyarthi and Prawira, 2024). Human resource management (HRM) is a discipline that focuses on planning, organizing, directing, and controlling the workforce to achieve organizational goals. The main activities in HRM include recruitment, selection, training, development, and performance evaluation. In the context of event management, effective HRM is crucial to ensure that everyone involved works efficiently to meet event objectives (Adi Pratama and Diwyarthi, 2024).



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According to **Dessler (2020)**, good HRM begins with the proper recruitment process, followed by relevant training to ensure that the workforce has the competencies needed for the organization's requirements. In large events like the APAO 2024, clearly assigned roles and responsibilities, along with performance monitoring, are essential to prevent confusion and inefficiencies on the ground. Managing workforce in large-scale events is a challenge as it involves coordinating various parties with different roles and responsibilities. This includes effective coordination between committees, sponsors, vendors, and volunteers. Allen et al. (2019) emphasize that a critical aspect of workforce management in events is clearly defining roles and leveraging technology to improve communication and performance monitoring on the ground. Large events like APAO 2024 require workforce planning, task rotation, and regular evaluations to ensure smooth operations. Bladen et al. (2018) highlight the importance of utilizing technology, such as event management applications or task tracking systems, to optimize coordination and communication between stakeholders.

The use of technology in HRM has significantly developed in the digital era, particularly in workforce management for event operations. Human Resource Information Systems (HRIS) and project management applications enhance the efficiency and effectiveness of recruitment, training, and task assignments. According to Stone and Dulebohn (2019), technology in HRM facilitates performance tracking, task monitoring, and team communication, which is crucial for large-scale events. Project management software like Trello or Asana could assist PT. Rinus Marvent in overseeing tasks and minimizing miscommunication during the APAO event.

Recruitment and training are two critical aspects of HRM, especially in the context of large-scale events (Adi Pratama and Diwyarthi, 2024). Proper recruitment ensures that the workforce has the qualifications suited to the event's needs, while training provides the necessary skills for performing tasks effectively. According to Noe et al. (2020), effective training not only focuses on technical skills but also on soft skills such as communication, time management, and teamwork. For an event like APAO 2024, training provided to committee members, volunteers, and support staff should include how they can work together in dynamic and often high-pressure situations. Employee motivation and performance evaluation are two key factors that influence the success of an event. Herzberg (1959), in his Two-Factor Theory, explains that the well-being of the workforce and recognition for their work are critical in maintaining motivation (Sijabat, Sushardi Mastap and Moonti, 2023). For an event like APAO 2024, providing incentives, recognizing contributions, and conducting transparent performance assessments can help increase workforce commitment and productivity. Additionally, Vroom's Expectancy Theory explains that workers are more motivated if they believe their efforts will result in rewards. Therefore, in managing the workforce for the APAO 2024 event, it is important for PT. Rinus Marvent to offer rewards that are proportionate to the contributions made by the workforce.



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Performance evaluation is an essential element of HRM, especially in ensuring that every team member involved in an event understands their role and responsibilities. Periodic performance evaluations during the preparation and execution of the event can help ensure that each task is being carried out according to schedule and standards. According to Armstrong (2018), a good performance evaluation should be conducted transparently and fairly, with constructive feedback provided to employees (Fredereca and Chairy, 2010). This practice is particularly important in large-scale events like APAO 2024, where efficiency is key to success.

This literature review can be enriched by including case studies on workforce management in large-scale events in the MICE (Meetings, Incentives, Conferences, Exhibitions) industry (Achmad Pradana *et al.*, 2023). For example, O'Toole (2019) in his study on workforce management at the Olympic Games emphasizes the importance of cross-functional coordination and the use of workforce management systems to ensure smooth event operations. This literature review provides a strong theoretical foundation for understanding the importance of HRM in the context of large-scale event management, such as the 2024 APAO Event. By referencing theories from experts and recent research, this report offers insights into how effective workforce management can enhance the success of an event.

Research Methodology

This research is a qualitative study with a descriptive approach. The research methods used include case studies, participant observation, and in-depth interviews. The case study approach is the most suitable method for investigating the realization of labor contracts in large-scale events, such as APAO 2024. Yin (2018) explains that case studies allow researchers to explore specific contexts in depth within certain time and place constraints. In this case, the focus of the study is the management of manpower carried out by PT. Rinus Marvent during the event.

The steps of a case study include collecting detailed data from various sources, such as contract documents, committee reports, labor data, and internal reports. It also involves comparative analysis of the work plan and its realization in the field, including emerging issues and their solutions.

The participant observation method can be used to understand how manpower management is carried out during the event. In this method, the researcher is directly involved in the field activities, observing the labor coordination process, as well as the roles and functions of each individual or team in the event. With this method, the researcher can observe firsthand the interactions between the workforce, the committee, and sponsors. Additionally, the researcher can document the changes related to labor management that occur throughout the event, during both the preparation and execution stages (Angrosino, 2016).

In-depth interviews with the parties involved in the event management are crucial to gaining a clearer understanding of the challenges and successes of manpower management. These interviews can be conducted with the



main committee, contracted workers, sponsors, and other key stakeholders. Questions explored in the interviews may include: How were labor contracts structured and executed? What were the biggest challenges in managing labor during the event? How was labor performance evaluated? What strategies did PT. Rinus Marvent use to maintain labor motivation and productivity?

Results and Discussions

Data Presentation

At the APAO 2024 event, data collected includes several key aspects related to the management of contract workers by PT. Rinus Marvent. Below is a summary of the data obtained from observations, in-depth interviews, and employment contract documents:

1. **Number of Contract Workers:** A total of 50 contract workers were involved in the APAO 2024 event. They were responsible for various technical aspects, including souvenir preparation, participant registration, room setup, and logistics.
2. **Preparation and Execution Time:** Technical preparations began months before the event, but the workload intensity peaked on the day before the event, with some teams working late into the night. The contract workers spent more than 8 hours per day working overtime during the last 3 days leading up to the event.
3. **Issues Identified:**
 - **Overtime Without Compensation:** Contract workers did not receive overtime pay despite working late into the night.
 - **Fatigue:** Many workers experienced fatigue due to a lack of proper job rotation and rest.
 - **Delayed Payments:** Wages promised in the employment contracts were not paid on time, leading to dissatisfaction among the contract workers.
4. **Interviews:** Interviews with contract workers and committee members revealed that a lack of coordination between the committee and the event organizer led to a buildup of tasks on the day before the event. Additionally, workers expressed disappointment because they were not paid as outlined in the contract.

Discussion of Data Analysis Results

Based on the above data, several important aspects can be analyzed regarding human resource management at the APAO 2024 event:

1. **Inadequate Human Resource Planning:** Despite initial planning, the data shows a lack of effective organization in the lead-up to the event. This is evident from the heavy workload on the day before the event and the



- resulting worker fatigue. According to the human resource planning theory by Larasati (2018), it is crucial to ensure that tasks are distributed evenly throughout the preparation period, not just concentrated in the final days.
2. **Lack of Fatigue Management:** Contract worker fatigue was caused by insufficient task rotation and rest. Angrosino (2016) highlights that participatory observation in event management can reveal the importance of effective rotation and scheduling to maintain productivity levels.
 3. **Delayed Payments:** The failure to pay workers on time is one of the major management issues. Batjo & Shaleh (2018) emphasize the importance of maintaining payment commitments to ensure worker satisfaction and motivation. Delays in payment can lead to dissatisfaction, which ultimately affects the quality of their work.
 4. **Motivation and Recognition:** Workers did not feel appreciated, particularly due to the lack of overtime pay. Herzberg's motivation theory states that fair rewards and incentives are essential for maintaining worker motivation. Providing appropriate recognition will improve worker loyalty and productivity.

Conclusion.

Based on the data analysis, several important conclusions can be drawn:

1. **More Effective Human Resource Management:** PT. Rinus Marvent must improve human resource planning and organization, especially in distributing workload evenly and ensuring adequate job rotation. This helps reduce employee fatigue and increase work effectiveness.
2. **Compliance with Employment Contracts is Crucial:** Delays in wage payments and the lack of appreciation for overtime work are major issues that must be addressed. PT. Rinus Marvent needs to ensure timely and contract-compliant payments to maintain employee motivation and satisfaction.
3. **Job Rotation and Rest Management Need Improvement:** Workers who are fatigued on the day before the event should not be given heavy workloads on the day of the event. Rescheduling with better job rotation will maintain productivity throughout the event.
4. **Recognition for Employees:** Providing incentives and recognition to employees who work overtime can increase their loyalty and job satisfaction. PT. Rinus Marvent should pay more attention to this in future workforce management.

By implementing the right solutions, PT. Rinus Marvent can ensure the success of future events, reduce the risk of fatigue, and enhance employee commitment and productivity

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represent this paper as motivation supporting for the students.

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PLANNING AND MANAGEMENT STRATEGIES MENU-BASED CATERING AT WARUNG JEMBUNG BALI (CASE STUDY AT WARUNG JEMBUNG BALI)

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ABSTRAK

Layanan catering dalam industri kuliner di Bali berkembang pesat, sehingga menekankan pentingnya perencanaan dan pengelolaan menu yang efektif. Penelitian ini berfokus pada analisis strategi menu di Warung Jembung Bali, terutama dalam pengendalian bahan dan variasi menu untuk meningkatkan kualitas layanan dan kepuasan pelanggan. Dengan menggunakan metode deskriptif kualitatif, data dikumpulkan melalui wawancara dengan pemilik dan staf. Hasil penelitian menunjukkan bahwa perencanaan menu yang didasarkan pada preferensi pelanggan, harga, dan variasi menu mampu meningkatkan loyalitas pelanggan. Kesimpulannya, penelitian ini menunjukkan bahwa strategi perencanaan dan pengelolaan menu yang baik secara signifikan berkontribusi pada profitabilitas dan keberlanjutan bisnis Warung Jembung Bali.

Kata Kunci: Strategi perencanaan¹, manajemen menu², catering³, kepuasan pelanggan⁴, Warung Jembung Bali⁵

ABSTRACT

Catering services in Bali's culinary industry are rapidly growing, highlighting the need for effective menu planning and management. This research focuses on analyzing the menu strategies at Warung Jembung Bali, particularly in ingredient control and menu variety to improve service quality and customer satisfaction. Using a qualitative descriptive method, data were gathered through interviews with the owner and staff. The findings indicate that menu planning, based on customer preferences, pricing, and variety, enhances customer loyalty. In conclusion, the study shows that well-executed menu planning and management strategies significantly contribute to the profitability and sustainability of Warung Jembung Bali.

Keywords: *planning strategy¹, menu management², catering³, customer satisfaction⁴, Warung Jembung Bali⁵*

INTRODUCTION

In the competitive culinary industry of Bali, restaurants and catering services must continuously innovate to maintain customer satisfaction and business sustainability. Warung Jembung Bali, a local culinary venture, has emerged as a key player in preserving traditional Balinese cuisine while adapting to modern trends and global demands. Established in 2017, Warung Jembung offers a unique blend of local and international dishes, catering to both domestic and international tourists.

Effective menu planning and management are essential for businesses like Warung Jembung, especially in the highly competitive hospitality sector. Menu planning is not just about creating a list of dishes to be served; it encompasses aspects such as ingredient selection, pricing strategies, menu variety, and customer preferences. Furthermore, proper ingredient management ensures food quality, minimizes waste, and optimizes operational efficiency, all of which are crucial for maintaining profitability.

This study aims to investigate the planning and management strategies implemented by Warung Jembung Bali, focusing on how the business balances cost control with menu innovation. By examining the methods used to meet diverse customer segments and ensure high-quality service, this research seeks to provide valuable insights for small and medium culinary enterprises in Bali and its surroundings.

LITERATURE REVIEW

According to Rinawati and Ekawatiningsih (2019) in their book "Food and Beverage Service Management," a menu is defined as a selection of dishes prepared to be served as food or beverages, a list of food and drinks that can be ordered, as well as a list of food and drinks that will be served. According to Maligan, Saparianti, and Musanta (2019) in their book "Culinary Management Textbook," there are two types of menus: Table d'Hote and à la carte. The phrase "Table d'Hote" comes from French, meaning "host's table," indicating that the food is offered communally. A Table d'Hote menu typically consists of an appetizer, soup, main course, dessert, and beverages. The à la carte menu is a term in the food and beverage industry describing a sales system where items are priced separately. This means customers can choose the food and drinks they wish to order independently, without being bound to a set menu or meal package.

Catering comes from the word "to cater," which means to provide and serve food and beverages to the public. Based on this meaning, catering is typically intended for providing food at events, such as weddings, birthdays, or other celebrations. According to James A.F (2003), strategic planning is the process of selecting organizational goals, determining policies and strategies needed to achieve specific objectives, and establishing methods to ensure that those policies and strategies are implemented. According to Philip Kotler (2002: 347), menu diversity or variation refers to the availability of all types of menus offered for consumers to

possess, use, or consume, produced by a manufacturer. Each consumer has different tastes. Kotler and Armstrong (2012) state that in a narrow sense, price is the amount charged for a product or service; more broadly, price is the total value given by customers to gain the benefit of owning or using a product or service. According to Ninemeier and Hayes (2009), menu quality is the overall measure of a menu's effectiveness in meeting customer expectations, creating satisfying experiences, and supporting the restaurant's or food service's business objectives. According to Nugroho (2003:119), management is a term used in management science. Etymologically, the term management comes from the word "kelola" (to manage) and usually refers to the process of managing or handling something to achieve a specific goal. Menu management is the process of organizing and handling the menu to achieve customer satisfaction, operational efficiency, and business profitability.

According to Ariifin and Muhammad (2016), raw material control is a process conducted by both production management and operational management, which transforms raw materials into desired products or services to obtain a selling value. According to Kotler (2007), customer satisfaction is the feeling of pleasure or disappointment a person experiences after comparing the performance (results) of a product they think about against the expected performance. According to Tjiptono (2012), customer loyalty is the commitment of customers to a brand, store, or supplier, based on a positive attitude reflected in consistent repurchases.

According to Kotschevar and Withrow (2008), menu operations are a complex process that includes the selection, development, pricing, and arrangement of food and beverage items offered in a culinary venture. According to Sutrisno (2009:16), "profitability is the ability of a company to generate profits with all the capital working within it." Business sustainability is a way for companies to generate profits for stakeholders while considering environmental impacts and enhancing relationships with key parties such as customers and suppliers (Savit et al. in Cambraferro (2011)).

METHODOLOGY

This study employs a qualitative approach to analyze the menu planning and management strategies at Warung Jembung Bali. Data were collected through in-depth interviews with the owner and restaurant staff, as well as direct observation of daily operations and customer interactions. Additionally, customer feedback from online reviews was analyzed to gain insights into their satisfaction with the menu, services, and overall dining experience. The collected data were processed using the Miles and Huberman framework, which includes data collection, reduction, presentation, and conclusion drawing. Data reduction focused on filtering out irrelevant information to highlight key aspects related to menu performance and customer preferences. Conclusions were drawn by triangulating findings from interviews, observations, and customer reviews to ensure the validity of the analysis.

RESULTS AND DISCUSSION

The findings of this study present insights into the techniques and methods for designing and managing a catering-based menu based on the types of consumers around Warung Jembung. Based on data collected through in-depth interviews and participatory observation, here are the strategies for designing and managing a catering-based menu at Warung Jembung. From observations of the menu planning and design process at Warung Jembung, several key aspects were identified as fundamental in creating a menu that aligns with the target market and customer needs. Warung Jembung currently offers around 65 food items and 60 beverage options, including dishes from Taulan Café & Bar. The menu development process involves classifying items into international, local, and specialty categories, aiming to provide sufficient variety for a diverse customer base, both local and international.

Additionally, it was found that the management of Warung Jembung places importance on the quality of ingredients by working with local suppliers. This not only ensures the freshness of the ingredients but also supports the local economy. Fresh ingredients are then processed by skilled kitchen staff based on established recipe guidelines, ensuring that each dish maintains consistent flavor. Some menu items, such as the smoky grilled chicken and the well-balanced sweet-and-sour kwetiau with its soft texture, have become customer favorites.

Warung Jembung also retains high-profit and consistently popular menu items. For low-profit but popular items, price adjustments are made gradually to increase profitability without reducing the menu's appeal. For items that are less popular and have low profits, Warung Jembung applies promotional strategies such as discounts or bundling offers to boost customer interest in these items.

Warung Jembung faces challenges in creating a competitive menu amidst the many restaurants in Kerobokan Kelod, especially along the busy Jalan Cendrawasih. To maintain the attention of both local and international customers, Warung Jembung chooses to highlight the authenticity of Balinese and Indonesian specialties, which are rarely found in other restaurants that focus more on international cuisine. This strategy aims to distinguish Warung Jembung from competitors and attract guests seeking authentic Indonesian flavors. Warung Jembung's management also conducts research and observations on nearby competitors, allowing them to design unique menus with distinctive flavors not found in other restaurants.

The study found that the application of menu psychology has a significant impact at Warung Jembung, particularly in how item placement, descriptions, and pricing influence customer perceptions and purchasing decisions. Warung Jembung uses a printed rectangular menu with a neat layout. Each dish name is written in Indonesian, followed by an English translation and a brief description in English, which is tailored to the majority of current visitors who are international tourists.



Figure 1: Warung Jembung Menu
[Source: author]

The cooking process at Warung Jembung is initially carried out by the management, following established recipes with pre-measured ingredients. Seasonings are also measured according to the recipe to ensure that the taste of the dishes remains consistent, even when prepared by different staff. While there may be slight variations in taste due to the different individuals preparing the food, the management emphasizes that the resulting flavors should remain close to the established recipe standards.



Figure 2: Warung Jembung Kitchen
[Source: author]

Observations indicate that the menu design and development at Warung Jembung not only focus on dish diversification but also on adaptive business strategies responding to market changes. The menu design ultimately leads to profitability and sustainability. The diverse menu, from local to international dishes, has proven effective in reaching a wider customer segment, especially in Kerobokan Kelod, a destination for tourists from various countries. The menu, categorized based on its country of origin, such as Italian and French cuisine, allows customers to experience a variety of culinary delights in one place.

Furthermore, the approach of maintaining a menu based on profitability and popularity provides Warung Jembung with the flexibility to adjust its business strategies. This approach is adapted from previous theories and research, specifically applying Michael Kasavana's menu engineering concept, which involves an analytical approach in designing, developing, and evaluating menus to increase both profitability and popularity for each dish.

Michael Kasavana's concept introduces a menu engineering matrix, which helps restaurant owners analyze the performance of each item on the menu and classify them into four categories based on a combination of profitability and popularity: Stars, Plowhorses, Puzzles, and Dogs. Price adjustments for low-profit yet popular items reflect an effort to maintain customer satisfaction without sacrificing profit margins. Meanwhile, promotions for less popular items help maximize overall sales and give customers the opportunity to explore more options.

Overall, the menu design and development at Warung Jembung demonstrate a comprehensive approach in terms of menu creativity, business strategy, and collaboration with local suppliers. This combination allows Warung Jembung to compete in a competitive market while providing a satisfying dining experience for its guests. Recommendations from these observations include the importance of continuous market research to identify new culinary trends and regularly evaluate menu performance to maintain competitiveness and relevance in the market.

CONCLUSION

Based on the data analysis conducted, the following conclusions can be drawn:

1. The catering-based menu planning strategy at Warung Jembung Bali is based on customer diversity, both local and international. The menu is designed to accommodate various tastes, including traditional Indonesian cuisine and Western dishes. Planning also takes into account popular food trends, competitors, and feedback from online reviews, as well as special options such as vegan, gluten-free, and nut-free dishes. Menu pricing is set with consideration for balancing affordability for local customers and profitability from foreign tourists.
2. The catering-based menu management strategy at Warung Jembung Bali retains several dishes even if they are not always popular, due to occasional demand from customers. The menu is managed flexibly based on demand trends and online reviews.

Additionally, price adjustments are made periodically to ensure that prices remain competitive and align with customer expectations.

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Compensation Analysis on Event Employee at Clarity Production CV Cerah Langkah Tinggi

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Abstract

Compensation is a crucial element in human resource management, especially in the tourism and event industries such as MICE (Meetings, Incentives, Conferences, and Exhibitions). Compensation, which includes base salary, bonuses, incentives, and other benefits, plays a critical role in maintaining employee motivation and performance. According to literature, compensation consists of two main forms: direct and indirect financial compensation, as well as non-financial compensation, which includes work-related aspects and a supportive work environment. Various studies indicate that appropriate compensation can enhance employee loyalty, motivation, and productivity.

A case study on Clarity Production, a photobooth vendor in the event industry, reveals performance issues among employees, affecting the quality of service. Client complaints include slow setup times and inconsistent service quality. The analysis shows that fair financial compensation, such as performance bonuses, transportation and overtime allowances, as well as non-financial compensation like team-building activities, can improve employee satisfaction and performance. This highlights the importance of providing compensation that aligns with employee needs to support company success.

In conclusion, appropriate compensation not only serves as recognition for employees but also acts as a strategic tool to enhance performance and support the achievement of organizational goals. With a fair and targeted approach, companies in the MICE sector can create a productive work environment, where employee motivation and performance are optimized, ensuring high service quality and client satisfaction.

Keywords: *compensation, event, performance, production*



Introduction

In this modern era, human resources (HR) have become one of the most valuable assets for organizations or companies. Human resource management is a system aimed at influencing employee attitudes, behaviors, and performance so they can optimally contribute to achieving company goals (H. Suparyadi 2015, 2). Companies should pay attention to the needs, satisfaction, and well-being of their employees. However, companies often neglect these factors, which can ultimately lead to employee turnover. Therefore, companies must give special attention to employees by treating them fairly as a form of recognition for their contributions to the company.

Compensation is one of the main aspects of human resource management that affects employee satisfaction and performance. It includes base salary, allowances, bonuses, and incentives designed to attract and retain quality employees. According to Gary Dessler (in Dika Fidyanto 2018: 45), “Employee compensation includes all forms of payment or rewards given to employees that arise from their work and consists of two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses) and indirect payments (in the form of financial benefits such as insurance and paid vacations provided by the company).”

With high demand, the performance of employees involved in event execution becomes a key factor in determining the quality of services provided. Clarity Photobooth, part of Clarity Production (CV. Cerah Langkah Tinggi), established in 2015, has three branches in major cities, including Semarang, Malang, and Bali. Photobooth vendors are increasingly in demand in the event industry, especially at weddings, birthdays, corporate events, and music concerts.

Literature Review

Compensation is all rewards given to employees by the company, both direct and indirect financial rewards, as recognition for the hard work they have contributed to the company (Hermingsih & Purwanti, 2020). According to Hasibuan (Armansyah et al., 2022), compensation is all income in the form of money, goods, directly or indirectly received by employees as remuneration for the services they provide to the company. According to Handoko (Hendri et al., 2023), compensation is everything employees receive as payment for their work. Compensation not only includes base salary but also various allowances, bonuses, incentives, and other benefits designed to provide fair rewards to employees (Herin, 2023). Compensation includes various forms of payment, such as base salary, bonuses, incentives, allowances, and other benefits received by employees (Asniwati, 2022). Compensation is defined as something employees receive in return for their work. Compensation serves as motivation for employees to continue working diligently and maintaining good performance. Companies will gain employees willing to work and carry



out tasks well, while employees will see compensation as recognition of their efforts. This relationship will determine the company's survival and success.

Types of Compensation: Direct Financial Compensation, Indirect Financial Compensation, and Non Financial Compensation. Direct financial compensation is payment received in the form of salary, commission, or wages. According to Dessler and Tanya (2010), direct financial compensation includes wages, salaries, commissions, and bonuses. Indirect financial compensation includes insurance programs (health insurance, life insurance, pension, work insurance). Non-financial compensation includes job-related factors (interesting tasks, challenges, responsibilities, recognition, and a sense of accomplishment) and work environment factors (healthy practices, experienced mentors, pleasant colleagues, and an enjoyable work environment).

Compensation Objectives

The main objectives of providing compensation are to maintain and motivate employees to remain committed to the company. Compensation aims to demonstrate the company's recognition and ensure fairness within the organization. Providing compensation serves as recognition of employee performance and encourages behaviors or performances that align with the company's desired outcomes, such as high productivity. It also ensures fairness within the company, as the relationship between management and employees becomes stronger when employees feel appreciated for their hard work.

The Relationship Between Compensation and Employee Performance and Management

Human resources within a company can be enhanced by providing training and development, salary, bonuses, and compensation. Workers' rights include not only salary but also compensation in the form of money, allowances, health insurance, and even free vouchers. Management can improve, motivate, and increase employee satisfaction and performance by offering rewards in the form of compensation. Incentive programs or systems can be used to improve performance, with a clear and visible link between performance and compensation, motivating employees to develop beyond their current performance levels.

Results and Discussions

Clarity Production has encountered issues related to the performance of employees involved in event execution. Some employees have shown a decline in performance, affecting the quality of service provided to clients. Complaints include delayed photobooth setup times, inconsistent service quality, and frequent technical issues.

Case Study Results and Analysis

Employees who feel valued through fair compensation tend to be more motivated to give their best at work. With high motivation, employees will be more enthusiastic and meticulous in ensuring every aspect of event execution runs smoothly, from photobooth setup to guest interactions.



By providing appropriate compensation, Clarity Production can enhance employee satisfaction, motivation, and performance, ultimately improving the quality of services delivered. Some financial compensation options that can be provided include: Performance bonuses based on target achievements, such as successful events, and a commission fee of 10% from deals closed with clients. Year-end bonuses and religious holiday bonuses as a form of appreciation. Transportation allowances, either by reimbursing or providing additional transport costs for commuting to the event venue. Meal allowances, additional funds for food during the event, especially for long-duration events. Overtime pay for employees working outside regular hours, such as late-night events or additional time requested by clients. Non-financial compensation options include: Team-building activities, such as outings, gatherings, or group meals, as a form of appreciation for the hard work of employees.

Results and Discussion

Employees who feel valued through fair compensation tend to be more motivated to give their best at work. A sense of recognition and appreciation is crucial for fostering a positive workplace environment. When employees perceive that their contributions are acknowledged, they are likely to exhibit increased enthusiasm, dedication, and meticulousness in their tasks. This heightened motivation translates into better performance, particularly in the context of event execution, where attention to detail is paramount. Every aspect of event management, from the setup of photobooths to the quality of guest interactions, significantly affects the overall success of an event. Motivated employees are more likely to approach their duties with a proactive mindset, ensuring that every detail is managed effectively and that the event runs smoothly.

To enhance employee satisfaction, motivation, and performance, Clarity Production should consider implementing a comprehensive compensation strategy that includes both financial and non-financial incentives. Financial compensation options play a pivotal role in this strategy. For instance, performance bonuses can be structured based on target achievements, such as the successful execution of events. These bonuses not only reward employees for meeting specific goals but also encourage them to strive for excellence. Additionally, a commission fee of 10% from deals closed with clients can serve as a strong motivator for employees to engage more effectively with potential clients, enhancing their commitment to achieving positive outcomes.

Year-end bonuses and religious holiday bonuses are other critical components of financial compensation. These bonuses serve as tangible expressions of appreciation for the hard work employees put in throughout the year. Recognizing employees during festive periods fosters a sense of belonging and strengthens their connection to the organization. Furthermore, providing transportation allowances can alleviate the financial burden of commuting to event venues. This can be implemented through reimbursement or by offering additional funds for transport, which



can significantly enhance employees' overall job satisfaction.

Meal allowances represent another important financial incentive, especially during long-duration events. Ensuring that employees have adequate nourishment not only keeps them energized but also demonstrates a commitment to their well-being. Moreover, overtime pay for employees working beyond regular hours acknowledges the extra effort required for late-night events or additional client requests. By compensating employees fairly for their time and effort, Clarity Production can cultivate a culture of loyalty and dedication.

In addition to financial compensation, non-financial compensation options should also be incorporated into the overall strategy. Team-building activities, such as outings, gatherings, or group meals, provide valuable opportunities for employees to bond outside of the work environment. These activities serve as a form of appreciation for their hard work and foster a sense of camaraderie among team members. By creating a supportive and enjoyable workplace culture, Clarity Production can enhance employee engagement and motivation.

In conclusion, a well-rounded compensation strategy that combines both financial and non-financial incentives is essential for Clarity Production to boost employee satisfaction, motivation, and performance. By recognizing and rewarding the hard work of employees, the company can not only improve the quality of services delivered but also foster a more committed and enthusiastic workforce ready to tackle the challenges of event execution.

Providing appropriate compensation is a crucial factor in enhancing employee performance and supporting the overall management objectives of an organization. In today's competitive business environment, companies must recognize that their most valuable asset is their workforce. Employees who feel adequately compensated are more likely to demonstrate higher levels of engagement, productivity, and loyalty, all of which contribute significantly to the success of the organization. To achieve this, businesses must implement compensation strategies that are not only competitive but also aligned with the goals and values of the organization.

In practice, companies need to consider a multitude of factors when designing their compensation systems. One of the most important considerations is fairness. Employees need to perceive their compensation as equitable in relation to their contributions and in comparison to their peers. A transparent compensation structure that clearly outlines how pay is determined can foster a sense of trust and fairness among employees. When individuals believe they are being compensated fairly, they are more likely to be motivated to perform at their best. This sense of fairness extends beyond salary alone; it encompasses benefits, bonuses, recognition, and other forms of compensation.

Motivation is another critical factor that organizations must address. Different employees are motivated by different things; for some, financial incentives such as bonuses and raises are paramount, while others may



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prioritize non-financial rewards such as professional development opportunities or a positive work-life balance. To create a productive work environment, companies should take the time to understand the unique motivations of their employees and tailor their compensation packages accordingly. For instance, implementing performance-based bonuses can incentivize employees to exceed their targets, while offering flexible work arrangements can enhance job satisfaction for those who prioritize work-life balance.

Additionally, organizations must consider the individual needs of their employees. Personal circumstances, career aspirations, and life stages can all impact what employees value in a compensation package. For example, younger employees might prioritize salary increases and career advancement opportunities, while employees nearing retirement may value health benefits and retirement plans. By recognizing and accommodating these individual needs, companies can cultivate a more inclusive and supportive work environment, which in turn enhances employee satisfaction and retention.

The relationship between compensation, employee performance, and management objectives is mutually influential. When employees feel valued and supported through appropriate compensation, they are more likely to be motivated to achieve their performance goals. This increased performance can lead to the successful realization of management objectives, such as improved productivity, enhanced customer satisfaction, and ultimately, increased profitability for the organization. Conversely, if employees feel undervalued or inadequately compensated, their motivation and performance may wane, negatively impacting the organization's ability to meet its strategic goals.

Moreover, a well-structured compensation system can also play a pivotal role in attracting top talent to the organization. In competitive job markets, potential employees often evaluate compensation packages as a key factor in their decision-making process. A reputation for offering fair and competitive compensation can set a company apart from its competitors, making it easier to attract and retain high-quality talent. This influx of skilled employees can further enhance the company's performance and innovation capabilities.

Conclusion

In conclusion, providing appropriate compensation is essential for enhancing employee performance and supporting management objectives. By considering fairness, motivation, and individual needs, organizations can create a productive work environment that fosters engagement and loyalty. This mutually beneficial relationship is crucial for the overall success of the company, as it not only drives employee satisfaction and performance but also aligns with the strategic goals of the organization, ultimately contributing to long-term growth and success.



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The Impact of Strategic Planning on Human Resources Operations at HGB

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Abstract

Digital transformation has become a crucial element for the success of human resource (HR) operations in the event and wedding planning industry, particularly at H Group Bali, a company established in December 2023. The implementation of HR operational strategies focused on technologies such as the Internet of Things (IoT), artificial intelligence (AI), and big data has contributed to increasing operational efficiency and productivity. The challenges and opportunities presented by Industry 4.0, which brings digital technology integration, are balanced by the principles of Society 5.0, emphasizing harmony between technology and human well-being.

HGB faces challenges in staff adaptation to modern technology, which hampers the production and event management process. Employees involved in production, broadcasting, and event management need relevant digital skills to operate effectively. Proposed solutions include digital technology training, the formation of a dedicated IT team, the use of collaborative software, and the implementation of a digital literacy program, all aimed at supporting staff in meeting the challenges of the digital era and strengthening the company's operations.

The case study of HGB demonstrates that a comprehensive digital strategy implementation is essential to improve operational readiness and production quality. These measures are expected to enhance HGB's competitiveness in the Industry 4.0 and Society 5.0 eras by increasing operational efficiency and employee well-being, while also creating greater social value in the event and wedding planning sector in Bali.

Keywords: *impact, industry, operational, society, strategy*



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Introduction

Operational HR Strategies play a crucial role in enhancing the quality of an event . The rapid development of information and communication technology has brought significant changes in various aspects, including HR management. H Group Bali, as a business entity in the tourism sector, must face the challenges and opportunities that arise from the Fourth Industrial Revolution (Industry 4.0) and the transition to Society 5.0. H Group is an Event & Wedding Planner company based in Bali, established in December 2023.

The Fourth Industrial Revolution is characterized by the integration of digital technology, automation, and big data analysis, transforming how companies operate. For H Group Bali, a wedding planning company, the implementation of technologies such as the Internet of Things (IoT), artificial intelligence (AI), and data analytics is essential to improving operational efficiency.

The transition to Society 5.0 emphasizes a more human-centered approach, focusing on well-being through the integration of technology. In the case of HGB, an event & wedding planner company, HR operational strategies should focus not only on efficiency but also on creating social value and improving employee quality of life.

An effective HR operational strategy is crucial to ensure that the company can manage digital transformation without sacrificing operational efficiency. Effective HR management strategies are a key factor in facing competition in the Industry 4.0 era. Companies must emphasize enhancing digital skills and technological literacy for employees while strengthening human collaboration with smart technology to be ready for the challenges and opportunities of the digital revolution. The discussion above has led to the research question: “How does the operational HR strategy impact HGB during the Industry 4.0 and Society 5.0 era?” This research aims to understand the impact of HR operational strategies at HGB during the Industry 4.0 and Society 5.0 era.

Literature Review

According to Prastuti, implementation (actuating) is the action to ensure that all members strive to achieve the organization’s goals (Muchammad Satrio Wibowo, 2023). David (2011:18-19) states that strategy is a means to achieve long-term goals. According to Sinambela, human resource management is the process of managing and utilizing individuals (Nur April Listyani, 2021). Herman et al. describe the Fourth Industrial Revolution as the era of digital industry, where all parts collaborate and communicate in real-time by utilizing IT (information technology), such as the internet, CPS, IoT, and IoS to create more effective and efficient optimization (Nabillah Purba, Mhd Yahya, Nurbaiti Nurbaiti, 2021). Society 5.0 is a societal structure centered on aligning human needs effectively and efficiently, balanced with technological and economic advancements through solving social issues by integrating cyber and physical spaces (Pusat Inovasi dan Kajian Akademik UGM, 2020).



Case Study

The mass media and event industry plays an important role in promoting, covering, and broadcasting events, with a broad impact on society. In the Industry 4.0 era, digital technology integration in mass media and events has become crucial, while Society 5.0 emphasizes using technology for broader social benefits. H Group Bali, as an event company, faces the challenge of rapid digital transformation. Technologies such as big data, AI, VR/AR, and IoT are increasingly important in their operations. However, the lack of transformation and staff adaptation to modern technology at H Group Bali has become a significant obstacle, particularly for those involved in production, broadcasting, and event management. Employees such as journalists, producers, technicians, and event managers need to develop new skills relevant to digital technology to ensure effectiveness in managing events in an increasingly digital environment.

Result and Discussion

1. Conduct training to enhance the capabilities of HGB staff in managing new technologies in mass media. For example, training on operating digital equipment, real-time video editing, or managing streaming platforms during events.
2. Implement a digital transformation plan with infrastructure upgrades, the use of AI (Artificial Intelligence), and the adoption of cloud-based systems for media storage and content analysis.
3. Form a dedicated IT and digital team to handle technical aspects such as digital tools and streaming platforms during media production and event execution. This team will provide technical support during events, ensuring the smooth operation of digital tools, streaming platforms, and other technological needs.
4. Adopt collaborative software for event management, such as project management tools (e.g., Asana, Trello) and media collaboration platforms (e.g., Frame.io), to streamline communication and facilitate coordination among staff during events.
5. Implement a digital literacy program to enhance staff understanding of industry trends, social media management, and the use of analytics tools such as Google Analytics, social media insights, etc.

Conclusion

The case study of H Group Bali, an event & wedding planner company, highlights the lack of media transformation and staff adaptation to modern technology. To address this, the proposed solutions include digital technology training, the implementation of digital transformation strategies, the formation of a dedicated IT team, the adoption of collaborative software, and the implementation of a digital literacy program. These solutions are expected to



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Placement, Familiarization and Orientation Program in The ‘Thank God It’s Festival’ Music Concert Event

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Abstract

This research explores the vital role of human resources (HR) in the organization of the "Thank God It's Festival" (TGIF), a large-scale music festival. Effective HR management is crucial for ensuring a seamless experience for visitors, especially in the areas of program placement and familiarization orientation. By strategically positioning personnel and providing comprehensive orientation, HR enhances operational efficiency, fosters a positive atmosphere, and facilitates meaningful interactions between the event and its audience.

The study identifies key aspects of employee placement within the TGIF event, emphasizing the importance of aligning individual skills and expertise with specific roles. Placement areas include event management, production, safety and security, creative and artistic teams, and visitor service teams. Through this strategic placement, each team member can contribute effectively to the overall success of the festival, ensuring that all elements of the event run smoothly and meet the expectations of attendees. Furthermore, the familiarization orientation process is outlined, highlighting its role in preparing employees and volunteers for their responsibilities. This orientation focuses on understanding the event's vision, standard operating procedures, and the importance of effective communication. The findings suggest that a well-implemented HR strategy significantly impacts visitor loyalty and satisfaction, ultimately reinforcing TGIF's position as a memorable music event. Recommendations for future events include optimizing recruitment processes, providing ongoing training, and incorporating post-event feedback mechanisms to enhance overall experience and operational effectiveness.

Keywords: *employee, event, orientation, placing, program*



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Introduction

Human Resources (HR) play a vital role in the success of every event, including the organization of music festivals like "Thank God It's Festival" (TGIF). HR is a strategic asset responsible for various operational and management aspects that directly contribute to creating a quality experience for visitors. Without effective HR management, organizing a large event like TGIF would struggle to achieve its goals, especially in the area of program familiarization, which requires careful planning and precise execution.

In the context of TGIF, HR plays a key role in ensuring that all elements of the event—from artist selection, stage management, audience management, to interactive experiences—run smoothly and memorably. Personnel responsible for operations on the ground must be able to implement designed programs in line with the desired familiarization orientation. For example, the event team must create a comfortable, organized, and friendly atmosphere for visitors, which can only be achieved if all teams, from program managers to field staff, work synergistically.

Good HR management in TGIF also acts as a bridge between the structured programs and visitor expectations. Well-trained and competent HR can read the field situation effectively, adapt to visitor needs, and create a closer emotional bond between the event and the audience. With HR that understands the importance of familiarization, they can be more proactive in creating positive interactions, guiding visitors to relevant programs, and ensuring that visitors feel comfortable and personally engaged.

Furthermore, HR in TGIF also plays a role in maintaining the quality of interactions between organizers and visitors through friendly attitudes, professionalism, and understanding the event's details. This creates a familiar atmosphere that is the main focus of familiarization in this event. Success in creating a friendly and comfortable atmosphere heavily depends on how HR understands audience needs and how they can facilitate the creation of relevant and enjoyable experiences.

Therefore, human resources are not only important in an operational context but also in efforts to build a deeper relationship between the event and the audience. HR involved in TGIF must possess skills that are not only technical but also interpersonal, to support the program's familiarization orientation, which is at the core of the TGIF experience. In the long run, effective HR management can enhance visitor loyalty and strengthen TGIF's position as a music event that offers a unique and personal experience for every individual present. This discussion drives the effort to study workforce placement in a company, particularly an event. The chosen event as a case study is TGIF. The problem statements raised are: How can the program placement strategy in TGIF support familiarization and create a more intimate experience for visitors? How does the program orientation in TGIF play a role in creating a



sense of emotional connection between visitors and the event? What is the impact of program familiarization on TGIF visitor loyalty?

This research is expected to enrich the literature on event management, particularly in the context of program familiarization in music events. This study is also expected to provide insights into strategies that can be applied to enhance visitor experiences and build visitor loyalty through a familiarization approach. The results of this research are expected to provide practical guidelines for music event organizers in designing and managing programs that focus on familiarization. Thus, events like TGIF can maximize visitor engagement, enhance their satisfaction, and build long-term loyalty. Event organizers can apply the findings of this research to create a better and more relevant experience for their audiences.

Literature Review

Research theories that support the analysis of placement and familiarization orientation of programs in the music concert event "Thank God It's Festival" (TGIF). These theories include relevant concepts in the fields of event management, event experience, familiarity or program familiarization, and customer loyalty. Understanding these theories is expected to provide a solid foundation for evaluating the familiarization approach used in TGIF. Farida (2021) explains that efforts to introduce new employees to their workplace help them get to know each other and work together. The implementation of orientation greatly assists someone who has just joined an institution or organization in their process of adapting to the environment in which they work. The theory by Yani & Sugiyanto (2022) explains that one characteristic of loyalty is the willingness to continue using and recommending products and services to others. This willingness to recommend comes because users of marketed products and services feel satisfaction related to their needs being met.

The theory by Aldy (2020) finds that employee placement positively and significantly affects employee performance. Ernawan, Qomariah & Sanosra (2021) state that proper job placement will influence employee performance in their research. Tanjung (2022) states that job placement is planning to determine which employees will fill the jobs available in the relevant company.

Placement and orientation of employees are important aspects of human resource management, especially when facing large events like music concerts. Placement is the process of placing individuals in positions that align with their skills and the organization's needs. Meanwhile, orientation is the process of helping new employees understand their roles, work environment, and the company's values.

In the context of the event "Thank God It's Festival" (TGIF), this placement and orientation process is more complex, given that the event involves various parties, including permanent employees, freelancers, and volunteers. The right placement process is crucial to ensure that each individual can work effectively and support the event's success.



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Orientation, on the other hand, aims to provide a comprehensive understanding of each individual's role in the event, especially in delivering the best experience to the audience.

Employee placement in large events like TGIF must consider various factors such as experience, skills, and specific roles needed. Some areas of placement in the TGIF event include: Event Management Team: Responsible for overall coordination, including logistics, marketing, and artist relations. Production Team: Manages technical aspects such as lighting, sound, and staging. Safety and Security Team: Responsible for ensuring the safety of participants and visitors during the event. Creative and Artistic Team: Handles visual design, decoration, and ensuring alignment between the event theme and audience expectations. Visitor Service Team: Provides customer service, information, and supports operations on the ground.

Each individual is placed based on relevant expertise and experience to maximize their contribution to the smooth running of the event. For example, freelancers with experience in audio-visual production will be placed in technical roles, while volunteers with communication skills will be placed in visitor services.

Orientation in the TGIF event aims to introduce every new employee to the work culture, core values, and expectations of their roles. Program familiarization involves several steps as follows: Introduction to the Event and Vision Mission: Orientation participants are introduced to the vision and mission of TGIF, the goals to be achieved through the event, and the experiences to be provided to the audience. Briefing on Roles and Responsibilities: Each individual is given a clear briefing regarding their specific roles, including responsibilities, reporting structure, and tools and resources to be used. Teaching Standard Operating Procedures (SOP): New employees are introduced to the applicable SOPs in the event, including safety protocols, evacuation procedures, and how to handle emergencies. Simulation and Field Training: Before the event begins, simulations and field training are held to ensure that all team members are prepared and understand the work environment. This is particularly important for security and visitor service teams. Emphasis on Team Communication: Given the scale of the TGIF event, effective team communication becomes a critical factor. New employees are taught about the importance of communicating effectively with other team members to ensure that every issue can be addressed promptly.

Results and Discussions

Case Study of the Event "Thank God It's Festival". The music concert "Thank God It's Festival" is held as one of the largest festivals on a national scale, involving many parties directly or indirectly. In its implementation, employee placement and orientation play an important role in ensuring the event runs smoothly.

Employee Placement

In the TGIF event, the placement process begins well before the event



starts, with the following steps:

1. Identifying Needs: First, event management identifies how many people are needed and which roles need to be filled. They also consider whether those roles require professionals or volunteers.
2. Recruitment Process: After mapping needs, the recruitment process for employees is carried out through various platforms such as job portals, social networks, and direct recruitment on campuses.
3. Assessment and Selection: Candidates who apply are selected based on their experience, technical skills, and ability to work under pressure. Those selected will be placed in suitable positions based on the assessment results.

Familiarization Orientation

The familiarization orientation process in TGIF includes an introduction to the event's culture, such as values of inclusivity, safety, and comfort for all visitors. Employees and volunteers are also provided with training materials designed to help them understand the flow of the event better, as well as how to deal with challenges that may arise during the concert.

This orientation is conducted in several sessions, both online and face-to-face, depending on each individual's role. Employees involved in production, for instance, undergo hands-on training sessions at the event location to ensure they understand the layout and technical devices used.

Conclusions

The implementation of placement and orientation programs in TGIF runs well, with teams positioned strategically according to their expertise. A high level of orientation also contributes positively to the readiness of employees and volunteers, allowing them to function optimally during the event. In the case study of the placement and familiarization orientation program in the event "Thank God It's Festival" (TGIF), it is evident that human resource management, especially in terms of employee placement and orientation, plays a crucial role in the event's success. Proper placement based on expertise, experience, and event needs ensures that each individual can work effectively. A comprehensive familiarization orientation process also helps employees and volunteers understand their roles, responsibilities, and the culture of the event, thereby creating good coordination and a positive experience for visitors.

Recommendations to ensure future events are even more successful, it is recommended to: **Optimize the Recruitment and Placement Process:** For future events, it would be beneficial to integrate technology into the recruitment and placement processes, such as using an applicant tracking system (ATS) to manage applications more efficiently. **Provide Continuous Training:** Offering ongoing training and development opportunities for employees can help them build skills and improve performance even after the event is over. **Gather Feedback:** Post-event evaluations from staff and visitors



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can provide valuable insights into areas that need improvement, ensuring future events can build on successes while addressing shortcomings. By continuously improving HR strategies in event management, especially in program placement and familiarization orientation, music festivals like TGIF can create memorable and impactful experiences for their audiences

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Work Supervision in Event Management: A Case Study of The Prambanan Jazz Festival 2024

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Abstract

This research aims to analyze the implementation of operational supervision at a recurring event, which still faces various challenges. The research methods used in this study include in-depth interviews and observation. The analysis of work supervision at the 2024 Prambanan Jazz Festival reveals significant shortcomings in operational oversight, disrupt event schedules, discomfort for both artists and attendees, and undermine the event's overall success. The result shows proper coordination, quality control, and issue resolution were lacking, highlighting the need for stronger supervision mechanisms in large-scale events. Effective work supervision is essential for the smooth execution of complex events like the Prambanan Jazz Festival. The festival's challenges demonstrate that insufficient oversight can lead to critical operational failures, negatively affecting the event experience. Strengthening coordination and implementing comprehensive supervision strategies are crucial to mitigating risks, ensuring smooth operations, and enhancing the success of future events.

Keywords: *controlling, event, management, monitoring, work*



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Introduction

Work supervision is a fundamental component of event management, ensuring that all elements of an event operate according to the established plans and standards (Vinahapsari and Rosita, 2020). It involves monitoring and evaluating various activities to ensure the smooth execution of the event. This aspect includes coordination, quality control, and problem-solving for any issues that may arise during the event (Prenada, 2005). Effective work supervision is crucial not only for keeping the event on track but also for ensuring that every team and individual fulfills their responsibilities effectively (Kurnia Harahap *et al.*, 2024).

In the context of event management, effective supervision or control is essential to the success of any event. As events grow in scale and complexity, especially major festivals like the Prambanan Jazz Festival, effective supervision helps manage various elements such as technical aspects, logistics, and coordination among all parties involved. Proper oversight minimizes risks that could negatively impact the attendee experience and overall event success.

Work supervision is a critical element of event management, ensuring that all components function according to established plans and standards. Effective supervision encompasses coordination, quality control, and problem-solving, all of which are essential for the seamless execution of an event. As events grow in scale and complexity, such as the Prambanan Jazz Festival, proper oversight becomes even more vital to managing technical aspects, logistics, and stakeholder coordination. Inadequate supervision, as evidenced by challenges at the 2024 Prambanan Jazz Festival, can lead to disruptions, delays, and a diminished experience for both artists and attendees. To ensure the success of large-scale events, it is essential to implement comprehensive oversight and effective coordination strategies. This case highlights the critical need for comprehensive oversight and coordination among all parties involved to prevent similar issues in the future and ensure that the event proceeds smoothly as planned. This explanation encourages further research on the effectiveness of supervision in The Prambanan Jazz Festival Event.

Literature Review

Robinson & Judge (2013) state that work supervision involves the process of observing and evaluating employee performance to ensure that work is carried out according to established standards (Diwyarthi and Prawira, 2024). They emphasize the importance of constructive feedback in enhancing employee motivation and performance (Adi Pratama and Diwyarthi, 2024). Hendry *et al.* (2022) explain that effective supervision can minimize work errors and improve employee discipline. They emphasize that supervision is not just about monitoring but also about providing the necessary support to achieve work goals.

Katz & Kahn assert that supervision within organizations functions to maintain stability and effectiveness (Adenuddin Alwy, 2022). They argue that supervision must be conducted systematically to identify problems and take necessary corrective actions.



Schermerhorn (2014) highlights that work supervision also plays a role in creating a positive organizational culture (Achmad Pradana *et al.*, 2023). Good supervision can enhance communication, collaboration, and trust among team members, ultimately contributing to the overall performance of the company. Fayol presents management principles that include supervision as one of the managerial functions (Didik, Hutauruk and Education, 2022). According to Fayol, supervision is a means of ensuring that established plans are implemented correctly and aligned with the set objectives.

McGregor (1960), in his management theory, introduced Theory X and Theory Y, which describe two different approaches to supervision. Theory X assumes that employees need to be closely monitored, while Theory Y suggests that employees can be taught to take responsibility and motivate themselves (Mulyani Karmagatri, 2011). Armstrong (2009) posits that work supervision includes setting performance standards, measuring achievements, and taking corrective actions if results do not meet expectations (Handoko and Santoso, 2023). Armstrong emphasizes the importance of results-oriented supervision that focuses on employee development. These references can serve as a foundation for understanding the concept of work supervision in the context of company management.

Results and Discussions

Supervision Issues at the Prambanan Jazz Festival 2024: The Prambanan Jazz Festival is a renowned annual music festival in Indonesia, held at the iconic Prambanan Temple complex in Yogyakarta. The event draws thousands of visitors every year, celebrating jazz music with a unique cultural atmosphere. Despite its success, the 2024 edition encountered significant issues with work supervision, resulting in delayed artist performances. This problem originated from the sound system being switched off due to the vendor's failure to make timely payments to the equipment provider. As a result, artists had to wait over two hours in the backstage area.

The incident was exacerbated by poor coordination between the vendor, sound system provider, and event organizers. A lack of effective communication, scheduling conflicts, and administrative issues contributed to the failure to ensure the availability and operational readiness of critical technical equipment.

The impact of this delay was far-reaching. The disrupted schedule caused a cascading effect on subsequent performances, inconveniencing attendees who had to wait longer than expected. Additionally, the long wait created frustration among the artists, potentially affecting their performances once they finally took the stage. For the audience, the delay reduced satisfaction as their experience was diminished compared to expectations. Moreover, such incidents risk damaging the festival's reputation and may affect future participation by both artists and attendees. A thorough evaluation of this incident, along with the implementation of improved supervision strategies, is necessary to prevent similar problems in the future and ensure



the smooth and successful execution of events.

Work Supervision in Event Management: Work supervision is one of the fundamental aspects of event management, ensuring that every element of the event functions effectively and according to plan. The core principles of work supervision include several key elements that are crucial for achieving event success: monitoring, coordination, quality control, and adjustment. Monitoring involves ongoing observation of the progress and outcomes of various event activities.

According to Muslim (2022), “Supervision is the action of observing the actual results against what should have been done or achieved (*das sollen* and *das sein*) in a comprehensive manner (Masic *et al.*, 2017).” Hendry *et al.* (2022) further state, “Work supervision minimizes work errors that may impact employee performance.” Melsandi *et al.* (2020) emphasized the positive impact of routine supervision on employee discipline, while Kurniasari & Rosdiana (2023) highlighted that “supportive work supervision can increase employee motivation.” The controlling function in event management ensures that activities remain aligned with the pre-set goals (Setiawan and Hamdan, 2019).

Recommendations and Improvements:

For large-scale events like the Prambanan Jazz Festival, effective work supervision is key to ensuring smooth operations and event success. A robust work supervision system involves proper coordination between all involved parties and efficient management of all operational aspects. To enhance work supervision systems, several strategic steps can be taken, focusing on improving coordination between technical teams and vendors and enhancing the efficiency of payment systems.

Improved Coordination: Better coordination between the technical team and vendors is crucial for smooth event operations. One way to achieve effective coordination is by forming a dedicated coordination team consisting of representatives from the technical team, vendors, and event organizers. This team should be responsible for organizing regular pre-event meetings to discuss all technical, preparation, and logistical aspects. These meetings should take place periodically, starting from the initial planning stages until the day of the event, ensuring that all parties are on the same page and prepared to address any potential issues.

Additionally, project management tools and cloud-based communication platforms can be utilized to support coordination. These tools enable real-time status updates, document sharing, and direct communication between technical teams and vendors. The implementation of a technology-based event management system that tracks all technical elements, from equipment procurement to execution, will also increase transparency and facilitate more effective supervision. In this way, any changes or updates can be immediately communicated to all relevant parties, minimizing the risk of errors or miscommunication.

Enhanced Payment Systems: The payment system must be improved to avoid delays that could affect event operations. Clear and detailed payment agreements should be established with all vendors, covering payment



schedules, terms to be fulfilled before payments are made, and consequences for delays. The payment system should be set up in a way that allows for electronic transactions integrated with the event management system. This technology would simplify payment tracking, reduce the risk of delays, and ensure that all transactions are accurately recorded. It is also essential to verify payments a few days before the event to ensure that all financial obligations have been met. Automated payment platforms that manage and process payments on time can also reduce potential issues. By ensuring that all technical elements of the event are well-managed and uninterrupted, a comprehensive supervision plan is critical.

Real-time Monitoring and Effective Communicational-time monitoring should be carried out using cloud-based monitoring technology that allows the team to track the operational status of technical systems and quickly identify problems. Effective communication among all parties involved must be guaranteed through the use of integrated communication systems. These systems should support instant status updates and notifications, allowing the team to respond to issues or changes promptly.

Emergency Planning: A comprehensive contingency plan should be in place to address unexpected technical issues. This plan should include detailed procedures for handling equipment failures, delays, or other disruptions. A standby team should be prepared to address technical problems, and crisis management procedures should be ready and rehearsed. Emergency drills should be conducted to ensure that all parties are familiar with the procedures and can act quickly in crisis situations. By developing a comprehensive and integrated supervision plan, event organizers can ensure that every aspect of the event is managed effectively, reducing the risk of disruptions and ensuring the overall success of the event.

The Effective work supervision is a vital component of successful event management, as evidenced by the challenges faced during the Prambanan Jazz Festival 2024. The festival highlighted how poor coordination, inadequate communication, and administrative inefficiencies can lead to significant delays and disruptions, ultimately diminishing the experience for both artists and attendees. To address these issues, it is essential to implement a robust supervision system that fosters better coordination among all stakeholders, enhances payment processes, and incorporates real-time monitoring technologies. By establishing clear communication channels and leveraging project management tools, event organizers can ensure that all parties are aligned and prepared to respond swiftly to any potential challenges.

Moreover, the development of a comprehensive emergency plan is crucial for mitigating the impact of unforeseen technical difficulties. This plan should encompass well-defined protocols for addressing equipment failures and other disruptions, with a standby team trained to execute crisis management strategies effectively. By prioritizing these strategies, event organizers can significantly enhance the operational efficiency of large-



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scale events, ensuring a seamless experience for participants and maintaining the festival's reputation. Ultimately, implementing these recommendations will lead to improved work supervision, better event execution, and greater satisfaction for all involved.

Conclusion

In conclusion, effective work supervision plays a critical role in ensuring the smooth operation of large-scale events such as the Prambanan Jazz Festival 2024. The festival's challenges, including poor coordination, inadequate communication, and administrative inefficiencies, highlighted the significant impact that weak supervision can have on event execution. These issues resulted in delays, disruptions, and a diminished experience for both artists and attendees.

To mitigate these problems, it is essential to implement a robust supervision system that promotes better coordination among stakeholders, streamlines administrative processes, and utilizes real-time monitoring technologies. Furthermore, having a comprehensive emergency plan in place, with clear protocols and a trained crisis management team, will help address unforeseen technical difficulties swiftly and efficiently.

By enhancing work supervision and prioritizing these strategies, event organizers can ensure operational efficiency, improve overall event execution, and elevate participant satisfaction, ultimately preserving the festival's reputation.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

Innovative and Creative Implementation in Risk Management at Hospitality Industry: A Case Study in Ubud Guesthouse

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Abstract

Risk management is a crucial process for identifying, assessing, and managing potential risks that can affect an organization's objectives. This research aims to study the application of creativity and innovation in risk management in the tourism industry, especially in guesthouse in Ubud, after the Covid pandemic has passed. The research was conducted using dept interviews and direct observation methods. The results were risk management used to minimize negative impacts and seize opportunities across various domains, including operational, financial, legal, and reputational aspects. The process involves: risk identification, impact and probability assessment, mitigation planning, monitoring and evaluation. The recent advancements in risk management theories such as artificial intelligence (AI), big data, and integrated management approaches. These innovations enhance the ability to analyze complex risks and improve decision-making processes. The creative implementation drove hotels make attractive and enhanced health protocols, flexible revenue models, and technology optimization to ensure business continuity. These all to build improved communication, crisis management, and adaptation as comprehensive strategies in a challenging market landscape.

Keywords: *hospitality, industry, implementation, innovative*

Introduction

Risk management is a crucial process in the hospitality industry, designed to identify, assess, and manage potential risks that could affect the achievement of organizational goals. In this sector, risks can stem from a variety of sources, including operational disruptions, financial challenges, legal and regulatory issues, health and safety concerns, environmental risks, and reputational damage (Josua, Alwie and Hendriani, 2017). The hospitality industry, by nature, is highly dynamic and guest-centered, making it vulnerable to a wide range of risks that can significantly impact its financial stability, customer satisfaction, and long-term viability (Virgianne, Ariani and Suarka, 2019).

In the hospitality industry, operational risks are a major concern. These risks include disruptions in service delivery, equipment failure, and staff shortages. Hotels and restaurants rely on a consistent, high-quality service experience to maintain their



reputations and retain guests. Any disruption in the operational flow, such as food safety issues, housekeeping lapses, or malfunctioning facilities, can result in negative guest experiences and damage the brand's reputation. Managing operational risks requires detailed planning, staff training, regular maintenance of facilities, and implementation of contingency plans to ensure smooth operations even in the face of unexpected challenges.

Financial risks are also a significant concern in hospitality, where fluctuating demand, seasonality, and economic downturns can drastically impact revenue streams. Events like the COVID-19 pandemic have shown how quickly financial risks can escalate, with widespread cancellations, lower occupancy rates, and increased operational costs (Ananda, Pratiwi and Amaral, 2022). Effective risk management in this area involves cash flow management, maintaining liquidity, diversifying revenue streams (such as offering food delivery services or remote work packages), and leveraging financial instruments like insurance or hedging strategies to protect against economic volatility.

Compliance with local, national, and international laws is essential for the smooth functioning of hotels, restaurants, and other hospitality businesses. These legal risks include issues such as labor laws, health and safety regulations, environmental laws, and consumer protection (Scheyvens and van der Watt, 2021). Failure to comply with these regulations can result in hefty fines, legal actions, and reputational damage. For example, food safety violations can lead to restaurant closures, while inadequate health protocols can lead to the spread of illnesses, especially in a post-pandemic world. Hotels must continually update their practices to remain compliant with evolving laws and standards, and engage in regular training of staff to ensure these protocols are followed.

Health and safety risks are particularly relevant in hospitality, where guest well-being is a top priority. Ensuring that facilities are safe, clean, and well-maintained is not just a regulatory requirement but also a core part of guest satisfaction. In the aftermath of the COVID-19 pandemic, there has been an increased focus on hygiene protocols, physical distancing measures, and the reduction of contact between guests and staff. Risk management in this area involves implementing strict health protocols, ensuring food safety, training employees in emergency procedures, and maintaining robust systems for responding to accidents or health crises.

The hospitality industry, particularly hotels and resorts, is increasingly focused on managing environmental risks as part of their broader corporate social responsibility (CSR) initiatives. These risks include natural disasters, such as floods, hurricanes, and wildfires, which can severely disrupt operations and cause significant financial loss. Additionally, there is growing pressure from both regulators and consumers for the industry to adopt sustainable practices, such as reducing energy and water consumption, managing waste responsibly, and minimizing the carbon footprint. Hotels that do not adapt to these expectations may face reputational risks and lose market share to more environmentally conscious competitors. Managing environmental risks involves not only preparing for natural disasters through emergency response plans but also integrating sustainability into daily operations.

Reputation is one of the most valuable assets in the hospitality industry. Negative reviews, social media backlash, or incidents involving guest safety can cause lasting damage to a brand's reputation. In today's digital age, where guest feedback can be instantly shared across multiple platforms, reputation management has become an integral part of risk management. Hotels and restaurants must actively monitor online reviews, engage with guests through social media, and respond to negative feedback in a timely and professional manner. Additionally, training staff to provide consistent, high-quality service is critical to minimizing reputational risks.

With the increasing digitalization of hospitality operations, from online bookings to digital payments, the risk of cyberattacks and data breaches has become a major concern. Hackers can target hotels to steal personal and financial information from guests, leading to both financial losses and damage to the hotel's reputation. To manage these risks, hotels must invest in robust cybersecurity measures, such as encryption, firewalls, and secure payment systems, while also training staff in data privacy and security protocols. Compliance with data protection regulations, such as GDPR in Europe, is also essential to avoid legal penalties.

These description drove the need to analyse risk management as crucial process to apply innovative and creative implementation, especially after Covid-19 Pandemic, with case study in Ubud Guesthouse.

Literature Review

Artificial Intelligence-Based Risk Management Theory by Schuett (2023) leverages artificial intelligence (AI) to identify, evaluate, and manage risks. AI processes complex and large-scale data to provide more accurate analysis, predict potential risks, and forecast trends that could impact an organization. By using AI, risk management can be made more precise and proactive. This theory was published by Schuett (2023).

Digital Economy Risk Management Theory by Okrepilov (2020) focuses on the risks that emerge in the context of the digital economy, such as cybersecurity threats, data privacy concerns, and technological disruptions (Chrismansyah, 2023). It develops strategies to manage risks associated with digitalization and technological transformation in business. This theory was published by Okrepilov, Vladimir, Galina Peshkova, and Anna Samarina in "Risk Management Approach in the Digital Economy," European Proceedings of Social and Behavioral Sciences (2020).

Adaptive Risk Management Theory by Bjerga et al (2015) emphasizes the importance of adaptability in risk management. In rapidly changing environments, an adaptive approach enables organizations to dynamically respond to risks by adjusting strategies and policies according to evolving conditions. It recognizes that decisions must be continuously tracked to gather information on the effects of different actions. This theory was published by Bjerga, Torbjørn, and Terje (2015).



Integrated Risk Management Theory by Kalra et al (2020) stresses the integration of risk management into every aspect of an organization. It involves mapping risks across all business functions and processes, ensuring that risks are managed holistically. This approach also analyzes potential risks that may arise from using collaborative systems, such as data security issues, communication errors, or dependency on technology. The theory was published by Kalra, Ghazal, and Afifi (Eko Aprilawati and Wakhid Yuliyanto, 2020).

Big Data Risk Management Theory by Deni (2024) focuses on utilizing big data to enhance risk analysis. By analyzing large volumes of data in real-time, organizations can identify risk patterns that may not be visible with traditional methods and make faster, more informed decisions. This theory was published by Deni (2024). Elkington's (2017) said triple bottom line theory, which explains that balancing economic, environmental, and social risks is crucial for achieving sustainable business practices (Rohman and Prananta, 2018). KPMG's (2012) theory of risk-enabled performance management, which suggests that effective risk management enables organizations to turn potential threats into opportunities for competitive advantage (Umarella, 2019).

Case Study:

Risk Management in Ubud Guesthouse During the COVID-19 Pandemic

The COVID-19 pandemic had a profound impact on the hospitality industry. Travel restrictions, a sharp decline in tourist numbers, and heightened health concerns caused hotel occupancy rates to plummet. Guesthouse and hotels management faced serious challenges such as revenue losses, increased operational costs, and heightened reputational risks. Ubud Guesthouse has no guest house for month. After the Covid 19 pandemic passed for two years, tourists began to flock to visit, as well as guests who came to stay. Guesthouse management implements various efforts to implement risk management. This aims to anticipate and minimize the negative impact of external situations on the sustainability of the guesthouse.

Solutions:

1. Enhanced Health Protocols

Guesthouse management implemented strict health protocols, including regular disinfection of all hotel areas, providing hand sanitizers at strategic points, and training all staff on strict health and safety measures. Employees were provided with personal protective equipment (PPE). To ensure physical distancing and reduce transmission risks, the capacity of restaurants and public spaces was also limited.

2. Revenue-Boosting Strategies

Guesthouse management introduced more flexible and affordable stay packages to attract a broader market segment. Additionally, offering room service for food



and beverages provided added convenience for guests preferring to stay in their rooms. For long-stay guests requiring workspaces, hotels provided comprehensive remote work facilities, such as high-speed internet access and comfortable workstations, making the stay more appealing.

3. **Technology Optimization**

Guesthouse management adopted more advanced online booking systems, allowing guests to make reservations anytime and from anywhere. Digital marketing efforts were intensified through social media platforms and search engines to reach more potential customers. Furthermore, the introduction of cashless payment systems like credit cards or e-wallets accelerated transactions, enhanced security, and provided greater convenience for guests.

4. **Rebuilding Guest Trust**

Guesthouse management maintained open and transparent communication regarding the measures taken to prevent the spread of COVID-19. By providing clear and accurate information, guests felt safer and more comfortable. Regularly collecting feedback from guests helped hotels identify areas needing improvement and enhance service quality.

5. **Insurance and Crisis Management**

Guesthouse management invested in comprehensive insurance coverage and developed crisis management plans to systematically identify, respond to, and manage situations that could threaten business continuity. These measures helped protect against financial risks and unexpected emergencies, ensuring the hotel's resilience.

The description explain Risk Management Process in Hospitality: The process of risk management in the hospitality industry involves several key steps:

1. **Risk Identification:** This involves recognizing potential risks that could impact the organization. For a hotel, this might include anything from foodborne illnesses in the restaurant to a fire in the building or a cyberattack on guest data.
2. **Risk Assessment:** Once risks are identified, they need to be evaluated in terms of their likelihood and potential impact. For example, assessing the probability of a data breach and its potential financial and reputational consequences helps prioritize risk mitigation efforts.
3. **Mitigation Planning:** This involves developing strategies to minimize the impact of identified risks. In the hospitality industry, this could involve installing fire suppression systems, enhancing cybersecurity protocols, or offering flexible booking policies to mitigate the risk of guest cancellations.
4. **Implementation of Controls:** Effective risk management requires putting in place controls, such as health and safety measures, regular audits, staff training, and emergency response procedures to ensure that risks are managed proactively.



- 5. Monitoring and Evaluation:** Continuous monitoring of risks is essential to adapt to changing circumstances. For instance, during a pandemic, hotels must continuously evaluate and update health protocols based on the latest guidelines from health authorities.

The description explain risk management has core aspects, include identification of risks, assessment of risks, mitigation strategies, continuous monitoring, avoiding significant losses, ensuring compliance, and enhancing decision-making.

The guesthouse made a structured risk management process provide clarity and transparency, enabling better-informed decision-making at all level of organization. These risk management process are not a one-time task, it requires ongoing monitoring and evaluation to adapt to new risks and changing circumstances. This show the developing and implementing strategies to minimize or eliminate the effects of identified risks is essential. This can involve preventive measures or reactive strategies to manage risks when they occur.

The result of risk management in innovative and creative implementation includes: minimize negative impacts, leveraged opportunities, sustainable business practices. The guesthouse implement robust risk management strategies are better equipped to minimize the adverse effects of potential risk. This support Hillson's (2002) theory of risk management, which emphasizes that proactive risk management helps businesses reduce the negative consequences of uncertainties. By understanding risks, the guesthouse management could identified opportunities for growth and innovation that may arise from those same risk. This support KPMG's (2012) theory of risk-enabled performance management, which suggests that effective risk management enables organizations to turn potential threats into opportunities for competitive advantage. Continuous risk assessment and management contribute to long-term sustainability by ensuring the guesthouse management can adapt to uncertainties in their environment. This support Elkington's (1997) triple bottom line theory, which explains that balancing economic, environmental, and social risks is crucial for achieving sustainable business practices.

In summary, effective risk management is vital for guesthouse management, aiming to safeguard their objectives while navigating uncertainties. By systematically identifying, assessing, and mitigating risks, guesthouse management not only protect themselves from potential loses, but also position themselves for future opportunities. By innovative and creative implementation.

In conclusion, risk management is an essential component of the hospitality industry, helping businesses mitigate a wide range of potential threats, from operational disruptions to cybersecurity breaches. By identifying risks early, implementing proactive measures, and continuously monitoring and adapting to new challenges, hospitality organizations can ensure their resilience, protect their reputations, and sustain business continuity even in an unpredictable world.



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Conclusion

Risk management is a systematic process for identifying, assessing, and managing potential threats that could hinder an organization's ability to achieve its goals. Risk management theories have evolved significantly, encompassing AI-driven approaches, digital economy risk management, adaptive, integrated, and big data-based models. This case study of risk management in a guesthouse in Ubud during the COVID-19 pandemic highlights the importance of implementing comprehensive strategies, such as enhanced health protocols, technological optimization, and rebuilding guest trust. Effective solutions involve a combination of preventive actions, risk mitigation, and adaptation to changing business environments. By employing sound risk management practices, guesthouse management can strengthen their resilience and ensure business continuity in the face of uncertainty.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

The Data Driven Impact on Decision-Making: Theoretical and Practical Perspectives

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Abstract

In the digital era, Data Driven Decision Making (DDDM) has emerged as a critical approach that utilizes data to support decisions, replacing assumptions and intuition. The DDDM framework provides theoretical and practical insights into decision-making processes, highlighting the importance of data democratization, creating a data-driven culture, behavioral data science, prescriptive analytics, and data quality management. Each of these theories offers a unique perspective on how organizations can effectively leverage data to enhance their decision-making capabilities.

This paper specifically explores Data Quality Management Theory (DQM) through a case study of an online retail company, XYZ, which faced significant challenges related to customer, product, and transaction data management. The issues included incomplete or inaccurate customer data, unsynchronized product information, and disorganized transaction records, leading to customer dissatisfaction and increased operational costs. These challenges underscore the necessity for a robust data management strategy to ensure data integrity and reliability.

To address these issues, several solutions are proposed, including establishing a data governance team to oversee data quality management, implementing automated data validation systems, integrating stock management with the company's website, and providing training for operational staff on the importance of data accuracy. Additionally, a real-time data quality monitoring dashboard is suggested to facilitate quick responses to data inconsistencies. These strategies aim to improve the accuracy, consistency, and relevance of data used in strategic decision-making.

In conclusion, the implementation of Data Driven Decision Making is crucial for organizations aiming to navigate the complexities of the digital age. By enhancing data quality through DQM principles, organizations like XYZ can improve customer satisfaction, reduce operational costs, and foster a culture that prioritizes data-informed decisions. High-quality data serves as a foundation for effective and efficient decision-making, ultimately driving organizational success in today's fast-paced environment.

Keywords: data, decision, driven, making

Introduction

Data-Driven Decision Making (DDDM) has emerged as a crucial approach for organizations seeking to make informed, strategic decisions (Multin, Munawar and Noor, 2019). This approach replaces assumptions and intuition with insights drawn from data. The theory of data offers a framework for evaluating decisions, while the practice of leveraging technology, such as big data, provides support for strategic decision-making (Multin, Munawar and Noor, 2019). The significance of DDDM lies in its ability to enhance decision accuracy and effectiveness by integrating both theoretical and practical perspectives. This paper aims to explore the influence of data on decision-making, analyzing it from both a theoretical and practical standpoint (Abduh, 2019).

In today's digital era, Data-Driven Decision Making (DDDM) has used for organizations across various industries, including the ever-evolving hospitality sector. As competition grows and customer expectations become increasingly complex, the ability to make informed, strategic decisions has become more critical than ever for hospitality businesses (Rachman and Rahman, 2020). DDDM provides a means for organizations to transition away from relying on assumptions, intuition, or outdated practices. Instead, they can base their decisions on data-driven insights, enabling them to respond more effectively to market trends, improve operational efficiency, enhance customer satisfaction, and stay ahead of competitors (Pakpahan, 2018).

In the hospitality industry, DDDM is not just a trend—it is becoming an essential practice. The sheer volume of data available to hotels, restaurants, resorts, and travel companies through online bookings, customer feedback, social media interactions, and IoT devices (e.g., smart room technology) has grown exponentially (Karmawan, 2017). Leveraging this wealth of data can help hospitality businesses gain deeper insights into customer preferences, operational bottlenecks, pricing strategies, and marketing effectiveness. This shift towards data-centric decision-making can be particularly impactful in an industry that thrives on guest satisfaction and operational efficiency (Khongrat, Syafganti and Mustafa, 2022).

The Role of Data in Hospitality Decision-Making

Hospitality is an industry that deals heavily with customer experience, and every touchpoint in the customer journey generates valuable data. Whether it's booking data, guest reviews, loyalty program participation, or operational data such as room occupancy rates and restaurant table turnover, all of this information can offer actionable insights. When appropriately analyzed, these data points can inform decisions about everything from personalized guest experiences to resource allocation and pricing strategies.



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Literature Review

Theoretical Background: Data-Driven Decision Making Theories

1. Data Democratization Theory

This theory emphasizes the importance of making data and analytical tools accessible to everyone within an organization, not just data teams or senior management. The goal is to enhance the ability of all stakeholders to make data-driven decisions. Authors such as Cindi Howson and Bernard Marr have discussed this extensively (2019-2023).

2. Data-Driven Culture Theory

This theory focuses on creating an organizational culture that supports the use of data in every operational and decision-making process. It involves a shift in mindset and organizational processes to prioritize data-driven decisions (Purnomo, 2022). Additionally, it encourages all team members to utilize data in their daily work, requiring changes in thinking, training, and leadership. Thomas H. Davenport and Jeanne G. Harris have written about developing a data-driven culture (2019-2023).

3. Behavioral Data Science Theory

This theory combines behavioral science principles with data analytics to understand how psychological factors influence decision-making. It includes analyzing data to identify behavioral patterns and preferences, which can inform strategies in marketing, product development, and customer interactions (Pertanian and Amzalova, 2020). Bastian Greshake Tzovaras and Eva S. O'Rourke have written about integrating behavioral science with data analytics (2019).

4. Prescriptive Analytics Theory

Prescriptive analytics goes beyond predictive analytics by not only forecasting outcomes but also offering specific recommendations to achieve desired results. James Taylor, author of "Decision Management Systems: A Practical Guide to Using Business Rules and Predictive Analytics," discusses this approach (2019).

5. Data Quality Management Theory (DQM)

DQM focuses on ensuring that the data used for decision-making is accurate, consistent, and reliable (et al., 2016). It includes techniques for data cleansing, ensuring data integrity, and continuously monitoring data quality. J. Michael (Mike) O'Brien contributed to developing this theory (2018-2024).



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Research Methods

This research utilizes a qualitative approach through literature reviews and case studies. Theories related to Data-Driven Decision Making are analyzed using scholarly sources published between 2018 and 2024. Case studies are employed to explore the practical application of these theories, particularly in addressing challenges related to data quality management in organizations. The literature study will include publications from leading authors in the field, while observation and data collection methods will focus on real-life cases such as the online retail company XYZ.

Case Study: Data Quality Management Theory in Online Retail

Background:

XYZ, an online retail company, faced challenges in managing customer, product, and transaction data. Customer data was often incomplete or inaccurate, leading to errors in shipping. Product data was sometimes out of sync, resulting in products being listed as available when they were out of stock. This decreased customer satisfaction and increased operational costs due to returns and customer complaints.

Main Challenges:

- **Incomplete or Inaccurate Customer Data:** Inaccurate shipping addresses or missing phone numbers often led to shipping problems.
- **Product Data Mismatch:** Inventory and website stock data were not updated in real-time, causing customers to purchase items that were actually out of stock.
- **Disorganized Transaction Data:** Errors in transaction records, such as unverified payments or incorrect shipment records, resulted in customer dissatisfaction and operational inefficiencies.

Solutions:

1. Establishing Data Governance Policies

A data governance team was formed to oversee data quality management. This team developed policies for data collection, storage, and processing to ensure data quality, increasing consistency and accountability across the organization.

2. Automated Data Validation

An automated system was implemented to validate customer data in real-time, checking the completeness and accuracy of shipping addresses and contact information. This reduced errors caused by human input and improved data reliability.



3. Integration of Inventory and Website Management Systems

XYZ integrated its inventory management system with its website to ensure that product data was updated in real-time. This ensured consistency between warehouse inventory and product availability on the website, enhancing data accuracy.

4. Training for Operational Teams on Data Quality

Operational teams were trained on the importance of accurate data entry and the impact of data errors on business operations. This improved human accountability and the overall accuracy of data management.

5. Real-Time Data Quality Monitoring Dashboard

A dashboard was developed to monitor data quality in real-time, allowing for quick identification and correction of incomplete or inaccurate data. This tool enhanced the visibility of data quality issues and provided real-time insights to address problems promptly.

Discussion

The case study demonstrates the practical application of Data Quality Management Theory (DQM) in overcoming data-related challenges. The solutions implemented, including the formation of a data governance team, automated validation, and real-time monitoring, highlight the importance of maintaining high-quality data for operational efficiency and customer satisfaction. By adopting a data-driven approach, XYZ was able to reduce operational costs, improve customer satisfaction, and streamline its processes.

From a theoretical perspective, the integration of DQM principles into the company's operations aligns with broader theories of data-driven decision-making, such as Data Democratization and Data-Driven Culture. These theories emphasize the need for accessibility, accuracy, and a data-centric mindset across all organizational levels. Data democratization encourages data accessibility, allowing employees at all levels to engage in decision-making processes informed by accurate and reliable data. Furthermore, the data-driven culture fosters an environment where decisions are based on objective data analysis rather than subjective intuition.

Conclusion

Data-Driven Decision Making (DDDM) represents a modern approach to decision-making that prioritizes the use of data over intuition or assumptions. The application of various DDDM theories, such as Data Quality Management Theory (DQM), allows organizations to improve the quality of data used for strategic decision-making. The case study of the online retail company XYZ illustrates the challenges related to managing customer, product, and transaction data, and how data governance, automated validation, system integration, and real-time monitoring can improve data quality. By implementing these solutions, organizations can enhance customer satisfaction, reduce operational costs, and foster a data-

driven culture. Ultimately, maintaining high-quality data is essential for effective and efficient decision-making in the digital era.

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Abstract

Americano coffee or American coffee is a term used to refer to a type of coffee made by brewing one or two shots of espresso and then diluting it with hot water to reduce the concentration and provide a lighter taste. Wedang is a traditional Indonesian drink made from a mixture of water and spices such as ginger, cinnamon, and cloves. Wedang can be served hot or cold, depending on preference. The aim of this study is to determine the level of preference of panelists for wedang americano through an organoleptic test so in the future wedang americano can be one of Indonesian Signature coffee. This research uses a quantitative descriptive technique by distributing organoleptic test questionnaires to 15 panelists using 6 research indicators and a 5-point hedonic scale. The results of this study show that the color indicator of wedang americano received a score of 4.13 in the like category, the aroma indicator received a score of 4.66 in the really like category, the taste indicator received a score of 3.6 in the like category, the aftertaste indicator received a score of 3.66 in the like category, the body indicator received a score of 3.8 in the like category, and the acidity indicator received a score of 3.53 in the like category. The overall average obtained was 3.89 in the like category, so it can be stated that the 15 panelists liked the wedang americano drink made from traditional spices.

Keywords: *Americano Coffee, Wedang, Organoleptic Test*

Introduction

Wedang Americano is a coffee beverage created by making Americano but we change the hot water with traditional wedang water. Wedang is made from boiling hot water with some Indonesian spices. Wedang Americano first made collaborated between student of Poltekpar Bali named I Putu Fila Fredina Zigeta and lecturer of Poltekpar Bali at 2020 titled "Preference Test of Wedang Americano Based on Ginger, Lemongrass, and Suji Leaves," which studied a wedang drink combined with Americano coffee, the results indicated a preference score of 4.78 out of 7.00, suggesting a moderate liking. To continue the research previously conducted, it is interesting to further investigate the level of preference for Wedang Americano. Given the previous study's conclusion of a moderate liking, it is worthwhile to conduct another organoleptic test on the Wedang Americano with a modified recipe to refine the research.

Indonesia Spice Up The World is one of the government programs that involves cross-



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ministerial/institution collaboration as an effort to enhance the marketing of Indonesia's spice and processed food products, particularly in Africa, Australia, and other potential countries. Furthermore, Indonesia Spice Up The World is also expected to develop and strengthen Indonesian restaurants abroad, serving as part of the gastrodiploamacy of restaurants. With the presence of Indonesia Spice Up The World, it is hoped that it will boost the export of processed food, especially spice products. This spice up program also inspiring us to create a coffee drink with spice.

In this study, although inspired by previous research to perfect the wedang americano, there are notable differences. The previous research used packaged coffee powder, ginger, lemongrass, and suji leaves. In contrast, this research uses whole coffee beans that are ground to a fine size, along with ginger, lemongrass, cloves, cardamon, cinnamon, and fragrant pandan leaves. In this context, the research on wedang americano is particularly interesting. Wedang americano is a coffee drink combined with a beverage based on spices.

This combination can create a refreshing taste sensation and relaxation for the coffee drinker. This study will reveal the level of preference for wedang americano, as well as how much consumers favor this drink. It is hoped that this product can be marketed and become an icon of Indonesia in the global arena for coffee mixed with spices. Based on this description, a hedonic test is needed to understand more about wedang americano and to gauge the level of liking for it.

Literature Review

Muhamadyah (2013) preference test is also known as a hedonic test. Panelists are asked for their personal responses regarding their liking or disliking of a product. In addition to expressing their feelings of pleasure or dislike, panelists also indicate their level of preference. These levels of preference are referred to as the hedonic scale. For example, the term "like" can have a hedonic scale such as: extremely like, very much like, like, somewhat like. Conversely, if the response is "dislike," it can also be rated on a scale.

Putri & Fibrianto (2018) state that spice plants are types of plants that have strong flavors and aromas and serve as seasonings or flavor enhancers in food. According to Anto (2020), the classification of spices is made based on their effects on taste and aroma characteristics, as well as their uniqueness, which can be grouped into several categories: spicy spices, aromatic fruits, and umbelliferous spices. In Indonesian, plants that have specific components in the form of essential oils are referred to as spices and are called seasonings when used in the food or culinary sector (W. Putri & Fibrianto, 2018).

According to Soeparno et al. (2018), wedang is a traditional Indonesian beverage made from a mixture of water, sugar, and spices such as ginger, cinnamon, and cloves. Nabila, A. Z. (2023) mentions that among the many types of wedang, some of the most popular are wedang ronde, wedang jahe, wedang uwuh, wedang sere, sekoteng, bajigur, bandrek, bir pletok,



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saraba, and wedang tahu. Rakhmatulloh, A. (2020) states that coffee is one of Indonesia's flagship products with significant economic potential. As we know, Italians often enjoy coffee in the form of espresso. Meanwhile, American soldiers find espresso too strong, so they mix it with hot water, creating the Americano coffee. Although both are black coffee, Americano is distinctly different from long black, primarily in the method of preparation (Yuliandri, M.T., 2023).

According to Fadri et al. (2022:177), coffee evaluation indicators can be divided into five types: fragrance (the smell of ground coffee before brewing), aroma (the smell when the coffee is brewed), body (the thickness of the coffee), flavor (the taste produced by the coffee), and aftertaste (the taste left after drinking the coffee). Based on an article by Nescafe (2022), several processes in coffee bean processing include planting coffee beans, cherry processing, milling, and coffee roasting and grinding.

According to Afrilian (2022), coffee is categorized into four types: arabica coffee, robusta coffee, liberica coffee, and excelsa coffee. According to EMC Healthcare (2019), coffee has both positive and negative impacts on its consumers. Positive effects include helping reduce the risk of Alzheimer's and Parkinson's diseases, enhancing short-term memory, alleviating headaches, and being a good diuretic. Negative effects include causing incontinence, insomnia, posing risks for diabetics, and worsening conditions for those with heart disease. The types of spices used in making wedang americano include several items. According to Max, K. (2023), cloves are a popular spice plant found in Indonesia. This plant has health benefits and has been used in various industries such as tobacco, food, and medicine.

Ginger is a herbaceous plant with many health benefits. It has anti-inflammatory, antioxidant, and antimicrobial properties that can help enhance the immune system (Farmasi, 2019). Lemongrass is an herbal plant widely grown in Indonesia and is often used in Indonesian cuisine to provide a distinctive aroma and flavor. Additionally, lemongrass has many known health benefits and has been used traditionally in Indonesia (Agrista, 2017). Based on an article released by Pane, M.D.C (2023), cardamom has benefits beyond enhancing flavors in cooking. Cardamom also has a savory and slightly sweet taste, making it commonly used as a flavor and aroma enhancer in dishes.

Cinnamon is a spice that has been recognized for its medicinal properties for thousands of years. Some studies suggest that it can help support blood sugar control, protect against heart disease, and reduce inflammation (Tim, 2023). Yulianti, A. (2024) mentions that pandan is a tropical plant known for its distinctive aroma, often added to various foods and beverages. Organoleptic testing assesses food ingredients based on preference and willingness to use a product. Organoleptic tests, sensory tests, or sensory evaluations are methods that utilize human senses as the primary tool for measuring product acceptance (Jayalangkara, 2017).

Organoleptic testing is based on sensory processes, defined as a physiological-psychological process involving the awareness or recognition of sensory properties due to stimuli received

from the object (Food Technology, Muhammadiyah University of Semarang, 2020). According to Waluyo et al. (2021: 105), organoleptic tests are divided into three types: discriminative tests, descriptive tests, and affective tests. According to Sugiyono (2018), the population in research refers to the entire set of objects or subjects with similar characteristics that will serve as the data source in the study.

Research Methodology

The focus of this research is to assess the hedonic level for WedangAmericano, aiming to collect quantitative data based on predetermined research indicators. The study is conducted at the Bali Tourism Polytechnic, specifically at the Nusantara Restaurant located at Jl. Dharmawangsa, Kampial, Kel. Benoa, Kec. Kuta Selatan, Bali, 80361. The research period spans four months, from March 2024 to June 2024, during campus operational hours.

Data is categorized into two types: quantitative and qualitative. Quantitative data, as defined by Sutisna (2020), consists of numerical values that can be measured and analyzed statistically. Qualitative data, according to Sugiyono (2015), includes descriptive information such as words, schemes, and images. Data collection is crucial for obtaining reliable information (Barlian, 2016).

Primary data is collected directly from research subjects through self-created questionnaires without intermediaries (Suliyanto, 2017). Techniques for primary data collection include organoleptic test forms, interviews, and documentation. Secondary data, as defined by Sugiyono (2018), comes from indirect sources such as reference books, research journals, and the internet, serving as supporting data for the study.

Data collection techniques include experimentation and documentation. Indicators for assessing the WedangAmericano are based on sensory evaluation, including color, aroma, flavor, aftertaste, body, and acidity (Kinasih et al., 2021). The panelists will consist of 15 individuals, including 3 trained and 12 semi-trained panelists with good sensitivity to the beverage, including faculty and sixth-semester students from the Bali Tourism Polytechnic.

This research employs descriptive quantitative techniques and descriptive statistics. According to Sulistyawati (2022), quantitative descriptive analysis describes phenomena using actual numerical data. Sugiyono (2013) states that descriptive statistics analyze collected data as it is, without aiming for general conclusions.

Results and Discussions

Coffee is one of the most popular beverages worldwide, known for its distinctive flavor influenced by tradition, history, social factors, and economic interests.Americano is prepared by brewing one or two shots of espresso and diluting it with hot water, resulting in a milder



taste, typically served in larger cups. Wedang, a traditional Indonesian drink, combines water, sugar, and spices such as ginger, cinnamon, and cloves. It can be served hot or cold, with various types like wedang jahe and wedang ronde.

Preference testing for WedangAmericano was conducted at the Saraswati Restaurant, Bali Tourism Polytechnic, on June 5, 2024. Equipment used for organoleptic testing are 1 Coffee Machine, 1Portafilter, 1Grinder, 1Portable Stove,1 Pot, 1 Cutting Board, 1 Knife15 Cups, 15 Saucers and 15 Teaspoons. Ingredients Used for Organoleptic Testing are Arabica Coffee Beans: 250 g, Water: 3000 ml, Cloves: 15 pcs, Cinnamon: 7 pcs, Cardamom: 7 pcs, Ginger: 60 g, Lemongrass: 3 pcs, Pandan Leaves: 5 pcs

The Preparation Process: Wash and prepare the spices. Cut ginger, lemongrass, and pandan leaves. Boil 3000 ml of water and add spices until fragrant. Brew espresso using the ground coffee. Combine the brewed espresso with the spiced water and stir. The organoleptic test involved 15 panelists: 3 trained faculty from the Food Service program and 12 semi-trained students.

This study on the preference for WedangAmericano utilized six indicators and five interval classes. Data were collected from 15 panelists—12 semi-trained and 3 trained. The mean scores were calculated using Excel, yielding the following results:

Table 1

Source : Research result (2024)

No	Indicator	Interval class	Value
1	Color	4,13	Like
2	<i>Aroma</i>	4,66	Very like
3	Taste	3,60	Like
4	<i>Aftertaste</i>	3,66	Like
5	<i>Body</i>	3,80	Like
6	Acidty	3,53	Like
overall		3,90	Like

From the table 1 we can see the result are : Color: Mean = 4.13, Aroma: Mean = 4.66, Taste: Mean = 3.60, Aftertaste: Mean = 3.66, Body: Mean = 3.80, Acidity: Mean = 3.53. The overall mean was 3.90, categorized as "Like."

The data indicated that five indicators were rated as "Like" and one as "Very Like." The highest rating was for aroma (4.66), followed by color (4.13) and body (3.80). Acidity received the lowest rating at 3.53, suggesting that while panelists enjoyed the beverage overall, the acidity characteristic of Arabica coffee was less pronounced.



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Conclusions

Based on the analysis it can be concluded that the hedonic level of the panelists for the wedang americano made with traditional spices is 3.90, categorized as "like." The assessment indicators show averages from lowest to highest: acidity at 3.53, taste at 3.60, aftertaste at 3.66, body at 3.80, color at 4.13, and aroma at 4.66. The lowest score in acidity occurred because panelists did not perceive the characteristic acidity of arabica coffee, likely due to over brewing during espresso preparation.

The taste average was influenced by over brewing and insufficient spices in the wedang preparation. The aftertaste score reflected a dominant bitter flavor due to over brewing. The body score indicates that the drink is not too heavy when consumed. The color average reflects its similarity to the typical color of americano coffee. Finally, the highest aroma score is attributed to the refreshing scent resulting from the combination of espresso and traditional wedang.

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Agile Leadership Theory as A Leadership Management Technique

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Abstract

Agile Leadership is an approach that emphasizes flexibility, adaptability, and collaboration in response to dynamic changes. Agile leaders focus on empowering teams, encouraging open communication, and adopting iterative processes to foster continuous learning and improvement. They quickly adjust strategies to meet situational demands, prioritizing short-term results while maintaining alignment with long-term strategic goals. This framework helps organizations remain responsive and innovative in a constantly evolving environment.

This study explores five recent theories underpinning Agile Leadership, including Human-Centered Design, Platform Economy Theory, Data-Driven Management, Servant Leadership, and Positive Psychology. Each theory contributes unique insights into enhancing Agile practices, such as emphasizing user-centered product development, leveraging data for decision-making, and fostering a supportive organizational culture. Case studies highlight the successful implementation of Agile Leadership in various sectors, showcasing its effectiveness in navigating complex challenges.

A case study of an Indonesian e-commerce startup illustrates the application of Agile Leadership in a rapidly changing digital landscape. The startup faced challenges in sustaining innovation and product development speed amid increasing competition and shifting consumer behaviors. Solutions implemented included adopting flexible Agile methodologies, focusing on customer experience, fostering a learning organization, leveraging technology, and developing adaptive leadership. The outcomes revealed increased innovation speed, product quality, customer satisfaction, team productivity, and a culture of continuous improvement.

Keywords: agile, leadership, management, technique



Introduction

Agile leadership has emerged as a crucial approach for organizations facing rapid and unpredictable changes in today's dynamic business environment (Josua, Alwie and Hendriani, 2017). It emphasizes flexibility, adaptability, and collaboration, allowing leaders to empower their teams, encourage open communication, and embrace iterative processes for continuous learning and improvement (Virgianne, Ariani and Suarka, 2019). Unlike traditional leadership models that focus on top-down directives, agile leadership thrives on decentralization, autonomy, and responsiveness. This model of leadership is particularly effective in industries experiencing constant disruption, such as technology, e-commerce, and finance, where speed and innovation are key (Kurnia Harahap *et al.*, 2024).

Agile leaders are skilled in adapting strategies according to situational demands, focusing on achieving short-term results while remaining aligned with long-term strategic goals (Azizah and Ulfah, 2021). They promote an environment of trust, where teams can operate independently and make quick decisions to seize emerging opportunities or navigate challenges (Prenada, 2005). As businesses face increasing volatility, uncertainty, complexity, and ambiguity (VUCA), agile leadership becomes a vital tool for maintaining competitiveness and fostering innovation (Adi Pratama *et al.*, 2024).

Five Agile Leadership Theories (Last Five Years):

1. Human-Centered Design Theory (HCD):

- **Originators:** The theory does not have a single originator but has evolved from disciplines like psychology, anthropology, and design.
- **Explanation:** Human-Centered Design theory emphasizes placing the user at the core of product development processes. In the context of agile leadership, integrating human-centered design helps organizations create more relevant products and services that meet the evolving needs of customers (Putranto *et al.*, 1920). This approach focuses on empathetic understanding, ensuring that leadership decisions align with end-user experiences, enhancing customer satisfaction and loyalty.

2. Platform Economy Theory:

- **Key Contributors:** Scholars such as Geoffrey Parker, Marshall Van Alstyne, and Sangeet Paul Choudary.
- **Explanation:** This theory explains how digital platforms create substantial value by connecting different actors (suppliers, consumers, and producers). Agile leadership is particularly relevant in platform-based economies, where quick adaptation to changes in the ecosystem is critical (Diwyarthi and Prawira, 2024). Leaders in platform-based businesses must continuously adjust strategies to optimize network effects, enhance collaboration, and manage competition from new entrants.

3. Data-Driven Management Theory:

- **Explanation:** Data-driven management focuses on leveraging data to inform decision-making processes. In agile leadership, data becomes a powerful tool



to make quicker, more informed decisions. By integrating real-time analytics, leaders can detect market shifts, forecast trends, and optimize operations, making the organization more responsive to change.

4. **Servant Leadership Theory:**

- **Originator:** Robert Greenleaf.
- **Explanation:** Servant leadership emphasizes serving others, particularly employees, to help them grow and succeed. In the agile context, leaders act as facilitators and mentors, enabling teams to function independently and fostering a collaborative culture (Achmad Pradana *et al.*, 2023). This leadership style aligns with agile principles by focusing on empowering teams, fostering trust, and supporting professional development.

5. **Positive Psychology Theory:**

- **Originator:** Martin Seligman.
- **Explanation:** Positive psychology centers on the strengths and potential of individuals rather than focusing solely on their deficiencies. Agile leadership, when combined with positive psychology, creates a workplace culture where employees are motivated, productive, and engaged. Leaders using this approach encourage resilience, creativity, and a growth mindset, promoting continuous improvement and innovation.

Research Method

The research methodology employed in this case study involved qualitative data collection through interviews with key leadership figures and employees within the e-commerce startup. The goal was to understand how agile leadership principles were applied and their impact on the company's ability to navigate changes and improve performance. Additionally, data from company records, including project timelines, customer feedback, and sales reports, were analyzed to assess the tangible outcomes of adopting agile leadership practices. The data analysis was done using content analysis to identify recurring themes related to leadership strategies, team dynamics, and organizational performance. The study also explored external data sources, including market trends and competitor analysis, to contextualize the company's challenges within the broader e-commerce landscape.

Case Study: Navigating Rapid Change in a Fast-Growing E-commerce Startup in Indonesia

Background: An e-commerce startup in Indonesia initially focused on selling fashion products and experienced rapid growth within its first few years of operation (Riyani, Larashat and Juhana, 2021). However, as competition intensified and consumer behavior shifted rapidly, the company faced increasing challenges in maintaining innovation and product development speed. The development team became bogged down in complex projects, and the company struggled to adapt to fast-changing market trends (Putri *et al.*, 2021). To remain competitive and responsive, the company turned to Agile Leadership as a solution.



Solutions Implemented:

1. **Flexible Agile Frameworks:** The startup adopted flexible Agile methodologies like Scrum and Kanban, customizing them to fit the company's specific needs. This flexibility enabled the teams to break down complex projects into smaller, manageable tasks, allowing for faster iteration and adaptation to changing market conditions.
2. **Customer Experience Focus:** By continuously collecting customer data and feedback, the startup could adapt its product offerings to meet changing customer preferences. The company integrated customer insights into the agile process, ensuring that every product iteration added tangible value to the user experience.
3. **Building a Learning Culture:** The startup fostered a learning culture by encouraging ongoing education, experimentation, and feedback loops. Teams were empowered to test new ideas, fail fast, and iterate on solutions based on real-time data.
4. **Leveraging Technology:** The company adopted cutting-edge project management tools, data analytics platforms, and online collaboration systems. This technological support ensured that the agile processes were efficient, streamlined, and scalable, enhancing productivity and cross-functional communication.
5. **Developing Adaptive Leadership:** Leadership development programs were introduced to train managers and executives in adaptive, flexible leadership styles. Leaders learned to facilitate rather than control, providing their teams with the autonomy needed to respond swiftly to external changes while ensuring alignment with the company's broader vision.

Discussion:

Agile leadership principles significantly enhanced the company's ability to innovate and respond to market demands. The integration of flexible Agile frameworks enabled teams to quickly pivot when market trends shifted or consumer preferences evolved. By focusing on the customer experience and using real-time data to inform product decisions, the company was able to deliver products that aligned more closely with market needs, improving customer satisfaction and retention.

Additionally, by cultivating a learning culture, the startup saw increased employee engagement and innovation. Teams were encouraged to experiment with new ideas, and the focus on continuous improvement helped eliminate bottlenecks in the development process. The use of technology not only supported efficient agile processes but also facilitated cross-functional collaboration, allowing for faster decision-making and improved productivity.

The leadership development programs that focused on adaptive leadership allowed the startup's leaders to better manage uncertainty and complexity. They learned to provide clear guidance without micromanaging, which empowered their teams to make faster decisions and be more innovative. This shift in leadership style created a more dynamic, responsive, and innovative organizational culture.

Outcomes and Objectives Achieved:



- **Increased Innovation Speed:** The company could respond to market shifts and consumer trends more rapidly, resulting in faster product development cycles.
- **Enhanced Product and Service Quality:** Products were continuously refined based on real-time customer feedback, leading to higher-quality offerings that met evolving market needs.
- **Improved Customer Satisfaction:** By placing the customer experience at the core of decision-making, the startup strengthened relationships with its customers and improved loyalty.
- **Higher Team Productivity:** Agile frameworks streamlined processes and reduced inefficiencies, allowing teams to work more effectively and accomplish more in less time.
- **Cultural Shift Towards Innovation:** The adoption of Agile Leadership created an environment where employees were encouraged to think creatively and seek out innovative solutions.

Conclusion:

Agile leadership, when combined with the latest theories in management, has proven effective in helping organizations navigate the challenges of the digital era. By adopting agile practices, focusing on customer needs, leveraging data, and building adaptive leadership, organizations like this e-commerce startup can become more responsive, innovative, and resilient. However, it is essential to recognize that Agile Leadership is not a one-size-fits-all solution. Each organization's unique context must be considered, and agile strategies should be tailored to align with the specific needs and culture of the organization. Ultimately, Agile Leadership fosters a culture of continuous improvement, enabling businesses to thrive in an ever-changing environment.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

The Analysis of Digital Communication Role as Management Strategic Implementation in The Era of Industry 4.0 and Society 5.0

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Abstract

In today's rapidly evolving digital era, digital communication has emerged as a crucial element in management, particularly for maintaining operational effectiveness and achieving business success. This paper highlights the importance of digital communication as a strategic tool for management to manage information, enhance collaboration, and build strong relationships with various stakeholders. Key advantages of digital communication include improved efficiency and speed of information dissemination, better collaboration and coordination among teams, and access to real-time data for deeper analysis. Furthermore, digital communication fosters transparency, accountability, and cost savings, enabling organizations to adapt to technological changes and market dynamics more effectively.

The case study examines the digital communication strategies employed by "So What," a micro, small, and medium enterprise (MSME) selling beverages during the COVID-19 pandemic. The challenges faced by the MSME, such as communication barriers with staff and customers, highlight the need for effective digital communication in overcoming economic downturns and adapting to new work environments. Solutions proposed include innovation and collaboration, effective use of social media, personalized communication, and employee education on digital marketing. These strategies are supported by various communication theories, emphasizing the significance of adapting communication styles to meet the needs of diverse audiences.

Ultimately, the paper emphasizes that mastering digital communication is essential for individuals in the Society 5.0 era, where all aspects of life are increasingly integrated with digital technology. The study reinforces the notion that effective digital communication can address various challenges and serves as an essential soft skill that benefits individuals across social, economic, and personal dimensions. Continuous adaptation and control of digital communication developments are vital for future success in an interconnected world.

Keywords: *communication, digital, industry, management, soft-skill*



Introduction

In the rapidly evolving digital era, communication has become one of the most crucial elements of management, particularly in maintaining operational efficiency and organizational success. Digital communication has emerged as a strategic tool for managers to effectively manage information, enhance collaboration, and foster strong relationships with various stakeholders, both internal and external (Nururly *et al.*, 2024).

There are several key reasons why digital communication is essential in management strategies: Efficiency and Speed of Information Delivery. Digital communication allows information to be transmitted quickly and efficiently (Damanik, Nabilla and Sani, 2024). In today's dynamic business environment, rapid access to information is a competitive advantage. Digital communication enables managers to communicate in real-time with employees, clients, or business partners, thereby accelerating decision-making processes and ensuring timely actions (Kurnia Harahap *et al.*, 2024). Enhanced Team Collaboration and Coordination. With the advancement of technology, such as instant messaging apps, email, video conferencing platforms, and cloud-based collaboration tools, managers can easily manage teams spread across multiple locations (Achmad Pradana *et al.*, 2023). Digital communication supports cross-departmental, cross-time zone, and cross-region collaboration, allowing organizations to operate more flexibly and effectively, particularly in the era of remote work (Novanda *et al.*, 2023).

Access to Deeper Data and Analytics. Digital technology provides direct access to real-time data and enables in-depth analysis related to consumer behavior, employee performance, and market conditions. Through digital communication tools, management can quickly collect feedback from customers and employees, which can then be used to improve strategies and make data-driven decisions. Building Reputation and Relationships with Stakeholders (WTTC, 2022). In an external context, digital communication allows companies to interact directly with customers, investors, and business partners through social media, websites, or other digital platforms. This creates opportunities to build and maintain a company's reputation, increase engagement, and strengthen trust and loyalty with stakeholders.

Adaptation to Technological and Market Changes. Rapid technological changes require companies to continually adapt. With the right digital communication strategy, businesses can respond more quickly to market trends and adjust their strategies according to technological advancements and consumer preferences. This is crucial for maintaining competitiveness in the digital era. Increased Transparency and Accountability. Digital communication enables management to be more transparent in delivering information to both employees and external stakeholders. With systems accessible to many parties, such as intranets or employee portals, managers can enhance accountability and encourage openness in the workplace (Balkan, 2018).



Operational Cost Savings. The use of digital communication can help companies reduce operational costs, such as travel expenses and the costs associated with physical meetings. By utilizing video conferencing, webinars, or email, companies can continue their communication activities without facing geographical barriers or high expenses.

Overall, digital communication plays a key role in modern management strategies by supporting operational efficiency, data-driven decision-making, and fostering better relationships with various stakeholders. Therefore, digital communication is an indispensable element in achieving organizational goals in today's digital era.

Literature Review

1. Social Presence

Social presence refers to the extent to which individuals feel connected and socially present in communication interactions, particularly in digital contexts. It is crucial for building effective relationships and improving communication quality. The theory of social presence has evolved over time, including through Lowenthal, P. R. (2021) in his article *Social Presence: A New Frontier for Learning and Interaction* in the *Journal of Educational Technology Systems*.

2. Media Richness

Media richness explains that different media have varying levels of "richness" based on their ability to convey information, reduce ambiguity, and support face-to-face interaction. Richer media, such as video conferencing, are more effective for complex communication. This theory was defined by Daft, R. L., & Lengel, R. H. (2000) in *Information Richness: A New Approach to Managerial Behavior and Organization Design*.

3. Interpersonal Communication

Interpersonal communication is the process of interaction between two or more people involving the exchange of verbal and non-verbal messages. The goal of this communication can range from building relationships, sharing information, to influencing one another. This theory is defined by Adler, R. B., & Rodman, G. (2020) in *Understanding Human Communication*.

4. Adaptive Digital Communication

The adaptive digital communication theory emphasizes the importance of adjusting communication methods in the digital era, especially in the context of social media and other digital platforms. This theory was articulated by Dr. Eshwar Chandrasekharan (2020).



5. Multi-level Diffusion Theory

The multi-level diffusion theory integrates various layers of analysis to understand how innovations are disseminated and adopted. It emphasizes that diffusion is influenced not only by individual factors but also by organizational and societal contexts. This theory was developed by Frenken, K., & Grefen, P. (2019).

Case Study: Digital Communication in the "So Whats" UMKM Online Business During the New Normal Era

The COVID-19 pandemic had a significant impact on the global economy, including Indonesia. Since the pandemic began, many changes were made, particularly in the economic sector. Micro, Small, and Medium Enterprises (UMKM) have been one of the drivers of Indonesia's economy, making them an important subject to discuss and examine. However, the development of UMKM during the pandemic was not easy. Many experienced losses and even went out of business. One UMKM that emerged during this period was "So What," which sells beverages.

The primary challenges faced by "So What" include difficulties in sourcing raw materials and challenges in marketing their products to customers. The biggest issue the business encountered was the difficulty of communicating with staff and customers. The pandemic forced many people to adapt to new ways of working, including working from home and communicating online. This created coordination barriers between staff, which hindered the production and distribution processes. Additionally, limited communication made it difficult for the UMKM owner to understand customer needs and feedback, which is crucial for product development and improving customer satisfaction.

Research Problems: How to face the economic downturn. How digital communication adaptation affects a business. How to deal with digitally unresponsive customers. Issues with verifying buyers and orders. Employees needing to learn about digital marketing and transactions.

Research Method:

This study employs a qualitative case study approach, focusing on exploring the communication challenges and digital adaptation strategies within the "So Whats" UMKM during the new normal era. Data collection methods include in-depth interviews with the business owner, employees, and customers, as well as observations of their business operations. Additionally, secondary data from online sources and related literature is used to support the analysis.



Solutions:

1. Innovation and Collaboration

To overcome the economic downturn, various creative ideas and innovations are needed to attract customer interest, such as new products, attractive packaging, or innovative promotions. Moreover, expanding the market can be achieved through collaboration with other UMKMs, either through product bundles or launching new variants. This strategy aligns with multi-level diffusion theory aimed at increasing the impact and reach of the business.

2. Content and Social Media Influence

By creating and uploading content on social media, products can be advertised quickly and efficiently, allowing them to reach anyone, anytime, anywhere without limitations. However, choosing the right type of content and social media platform is crucial; the more attractive the content and product appearance, the more competitive it is in the market. Social media also serves as an effective communication tool with customers, allowing businesses to build closer relationships and strengthen trust.

This approach aligns with media richness theory, emphasizing the importance of media's ability to deliver clear and in-depth information suitable for complex communication. Through two-way interactions and engaging visual content, social media enhances customer understanding, making communication more effective and strengthening the relationship between businesses and customers.

3. Education and Personalization

To handle consumers and employees who are unresponsive to digitalization, education is necessary. This could involve creating guides on how to make purchases and payments and providing product catalogs that make it easier for customers to choose the items they want. Personalized service is also crucial; offering specialized assistance to customers who have questions or concerns helps build better relationships and enhances the customer experience.

This approach aligns with adaptive digital communication theory, emphasizing the importance of tailoring communication to meet the needs and characteristics of different audiences, making communication more effective and strengthening business-customer relationships.

4. Communication and Trust-Building

Issues with verifying customers can be resolved through clear communication and trust-building efforts. This can be done by providing confirmation messages, wait time estimates, and requiring down payments before processing orders. These actions show attention to customers and increase social presence, creating clarity that strengthens the relationship between businesses and customers.

5. Intrapersonal Communication and Education for Employees

Employees struggling to adapt to digitalization and product marketing is a common problem faced by businesses. To address this, mentoring, regular monitoring, and digital marketing training are needed. Since individuals have different abilities, monitoring helps those less familiar with technology to stay on the right track. This process also involves intrapersonal communication, where employees can reflect on their strengths and weaknesses and set new goals.

Conclusion:

Digital communication adaptation is essential for everyone in the era of Society 5.0, where all aspects of life are increasingly integrated with digital technology. Adapting to these developments is crucial, as digital communication allows us to connect without time and space limitations as long as there is internet access. Digitalization will continue to evolve and become an important part of everyday life.

In the case study of "Digital Communication in the 'So Whats' UMKM Online Business During the New Normal Era," we found that communication is key to overcoming various challenges. By effectively communicating issues, most of the challenges faced can be resolved.

Through this paper, we emphasize that digital communication is an essential soft skill for every individual. Mastering this skill will benefit various aspects of life, including social, economic, and personal domains. With the support of existing theories, we believe that digital communication will continue to evolve and play a key role in the future.

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Sustainable Future: Cultivating Regenerative Tourism and Hospitality Industry

Community Engagement as the Cornerstone of Regenerative Tourism: A Case Study of Penglipuran Tourism Village, Bali

Trisno Nugroho
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Abstract

This paper examines the pivotal role of community engagement in implementing regenerative tourism practices, using Penglipuran Tourism Village in Bali as a case study. Regenerative tourism seeks not only to minimize the negative impacts of tourism but also to restore ecosystems and enhance cultural heritage. Penglipuran demonstrates how local participation in environmental conservation, cultural preservation, and governance has led to significant socio-economic benefits and ecological restoration. The study reveals how empowered communities contribute to the sustainability and resilience of tourism. The findings suggest that Penglipuran serves as a scalable model for other destinations aiming to integrate regenerative tourism with community-driven governance. This research emphasizes the importance of aligning tourism development with local values to ensure long-term sustainability.

Keywords: Regenerative tourism, community engagement, Penglipuran Village, sustainable tourism, cultural preservation, ecological restoration.

1. Introduction

Regenerative tourism goes beyond sustainability by seeking not only to minimize harm but to actively restore and improve ecosystems, cultures, and communities impacted by tourism (Becker & Kaur, 2021; Day, 2023; Schmidt, et al., 2024; Regenerative Travel, 2024). As a pioneering model of regenerative tourism, Penglipuran Tourism Village in Bali offers valuable insights into how communities can become key agents of this transformative approach.

Community engagement, often defined as "the process of working collaboratively with community groups to address issues affecting their well-being" (source), is essential for achieving the long-term success of regenerative tourism. It empowers local stakeholders to contribute to decision-making processes and take ownership of tourism development

initiatives. In the context of Penglipuran Village, this engagement has led to the preservation of traditional customs, environmental stewardship, and socio-economic improvements. Penelitian terdahulu lebih memaparkan bentuk dan jenis partisipasi masyarakat dalam pariwisata berkelanjutan secara umum (misalnya, Byrd,2007; Simpson,2008; Hall,2011; Saufi&Wilkins,2014; Dangi&Jamal,2016). Casematic research on community participation in sustainable tourism activities, especially in Penglipuran Tourism Village, still needs to be researched so that planning and utilization of human resources are more effective and efficient.

2. Theoretical Framework

Regenerative tourism is rooted in the broader principles of sustainability but expands upon them by promoting restoration and renewal. Regenerative tourism not only minimizes the negative impacts of tourism on local environments and communities but also seeks to enhance the ecological and social conditions that existed before tourism began (Becken& Kaur,2021; Day,2023; Schmidt et al.,2024).

Local communities play a crucial role in this process. As noted in literature, "community engagement ensures that tourism development aligns with local needs, cultural values, and environmental priorities." The active involvement of local hosts in tourism decision-making processes creates a sense of ownership and responsibility, leading to more meaningful and lasting outcomes (Bellato et al.,2020; Regenrative Travel,2024). Community engagement in sustainable tourism plays a vital role in advancing the Sustainable Development Goals (SDGs), particularly those directly linked to tourism. Here's how community engagement benefits key SDGs:

- 1) SDG 8: Decent Work and Economic Growth.

By involving local communities in tourism development, sustainable tourism creates jobs and promotes local entrepreneurship. When communities are directly engaged, tourism benefits are distributed more equitably, helping alleviate poverty and stimulate local economies. This ensures decent work conditions and economic growth within the community (Simpson, 2008; Saufi et al., 2014; Dangi & Jamal, 2016)

2) **SDG 11: Sustainable Cities and Communities.**

Community engagement encourages locals to have an active role in preserving cultural heritage and shaping tourism development in their areas. This fosters sustainable urban planning and promotes tourism activities that align with the goals of maintaining cultural identity and creating livable, resilient cities (Bramwell & Lane, 2011; Hall, 2011; Miedema & Konijnendijk, 2018; UNWTO, 2018; Duxbury & Richards, 2019).

3) **SDG 12: Responsible Consumption and Production.**

Engaging communities in sustainable tourism encourages practices like waste reduction, sustainable resource management, and the promotion of local products. This reduces the environmental impact of tourism while ensuring that local communities benefit from the value chain, supporting more sustainable consumption patterns (Han & Ahn, 2020; Jacobs & Mazzucato, 2016; Kalamas Hedden et al., 2012; United Nations, 2015).

4) **SDG 13: Climate Action.**

Community involvement ensures that local knowledge is incorporated into tourism projects, helping mitigate climate impacts. For example, indigenous and local communities often have extensive knowledge of managing ecosystems sustainably, which can enhance conservation efforts in tourism destinations (Ballantyne et al., 2011; Ramos & Prideaux, 2014; Dodds & Holmes, 2019; United Nations, 2021).

5) SDG 17: Partnerships for the Goals.

Sustainable tourism thrives on collaboration between local communities, governments, and businesses. Community engagement builds partnerships that drive more inclusive and responsible tourism, aligning with the global agenda of SDG 17 for multi-stakeholder collaboration to achieve sustainability (Bowen et al.,2010; Eade,2010; Kania&Kramer,2011).

In summary, engaging communities in sustainable tourism strengthens their participation in decision-making, boosts local economies, promotes cultural preservation, and ensures environmental protection, all of which contribute significantly to achieving the SDGs.

3. Method

This study employed a case study approach using qualitative methods to gather data from various stakeholders in Penglipuran Tourism Village. Case studies allow for an in-depth exploration of complex issues within their real-world context (Yin, 2018). Data were collected through in-depth interviews, field observations, and document analysis, ensuring a triangulation of data sources (Flyvbjerg, 2011). A total of 20 participants, including local residents, tourism managers, and local government officials, were selected using purposive sampling, which ensures the inclusion of participants who are directly involved in tourism activities and environmental management in the village (Krueger & Casey, 2015).

The data collection process spanned two months, from January to March 2024. In-depth interviews were conducted with 20 participants, each lasting between 45 minutes to 1.5 hours. These interviews were conducted face-to-face, using a semi-structured interview guide to maintain consistency while allowing flexibility to explore deeper issues (Kvale & Brinkmann,



2009). Field observations were conducted over a three-week period to document the village's environmental practices, such as waste management and cultural preservation efforts. Document analysis included a review of annual village reports, local regulatory documents, and relevant literature on regenerative tourism (Creswell & Creswell, 2017).

Participants were selected based on their direct involvement in tourism management. Out of the 20 participants, 10 were local residents involved in homestay management, five were tourism managers or staff members, and five were local officials responsible for decision-making related to tourism and environmental policies. Purposive sampling was employed to ensure a diverse representation of perspectives on community engagement and regenerative tourism (Simpson, 2008).

The collected data were analyzed using thematic analysis (Braun & Clarke, 2006), which involved transcribing interviews verbatim and conducting coding to identify key themes related to community engagement and regenerative tourism practices. NVivo software was used to manage and analyze the data, facilitating the identification of recurring patterns and themes (Bazeley & Jackson, 2013). These themes were then connected to the existing literature on regenerative tourism and community involvement (Becken & Kaur, 2021; Bellato et al., 2020). This analysis provided valuable insights into how community engagement contributes to the success of regenerative tourism in Penglipuran.

4. Discussion

4.1 Community-Driven Initiatives

In Penglipuran, the local community is the primary stakeholder in tourism development. The village operates under a community-based governance system where

residents participate in decision-making processes related to tourism activities. This model ensures that the benefits of tourism are distributed fairly among community members and that the cultural and environmental integrity of the village is preserved. As the literature explains, Penglipuran's success as a regenerative tourism destination is largely due to the high level of local participation in tourism management (Tosun, 2006; Gursoy et al., 2010; Aslam & Awang, 2015; UNWTO, 2013; World Bank, 2021).

However, a more critical engagement with the literature reveals that, while community-based tourism has been celebrated for its inclusive approach, it is not without challenges. Research by Simpson (2008) and Hall (2011) points out that maintaining long-term community engagement can be difficult, especially when economic pressures or external tourism developers are involved. In Penglipuran, the reliance on traditional governance systems—where decisions are made communally based on local customs—seems to mitigate some of these challenges. This indicates that destinations with strong indigenous governance structures may have a distinct advantage in implementing sustainable tourism practices. However, in contrast, regions without cohesive community leadership or where external influences dominate may find it more challenging to replicate Penglipuran's success without substantial capacity-building efforts (Byrd, 2007).

Penglipuran's model of community-driven tourism governance could be adapted by other rural or indigenous communities with similarly strong cultural ties and governance systems. Destinations in Southeast Asia, Africa, and Latin America with a strong cultural identity could replicate this model. However, in more commercialized or urban areas, hybrid models that integrate both traditional and modern governance structures might be necessary to sustain community engagement and ensure long-term tourism benefits.

4.2 Preservation of Local Culture and Environment

The community's strong connection to its cultural and environmental heritage is evident in its conservation efforts. Penglipuran Village has implemented a variety of eco-friendly practices, such as waste management programs, the prohibition of plastic, and the maintenance of its traditional architecture. These efforts align with the principles of regenerative tourism, which prioritize the restoration of ecosystems and cultural landscapes. The preservation of Penglipuran's traditional way of life has made it a model for how regenerative tourism can both protect and enhance cultural heritage. By integrating these practices into its tourism strategy, Penglipuran Village has demonstrated that it is possible to create a symbiotic relationship between tourism and cultural preservation (UNESCO, 2012; Mowforth & Munt, 2015; McCool & Bosak, 2016; UNWTO, 2018; UNEP, 2019).

Engaging more critically with the literature, it becomes clear that while many tourism destinations face the dilemma of balancing economic growth with cultural preservation, Penglipuran has managed to maintain its authenticity while fostering tourism. This is particularly notable when considering studies such as MacCannell (1973), which suggest that tourism often leads to the commodification of culture. In contrast, Penglipuran has shown that when local communities retain control over tourism, cultural practices can be preserved and even strengthened.

The Penglipuran model could be relevant for other destinations where cultural identity plays a key role in tourism. Indigenous communities, such as those in the Amazon or remote Himalayan regions, might adopt similar strategies to preserve both their cultural heritage and natural environment. However, in more globalized destinations, challenges such as cultural

commodification may require additional regulatory frameworks to ensure that local values are not eroded by tourism development.

4.3 Challenges and Opportunities

Traditional governance systems sometimes face challenges from modern legal frameworks or globalization pressures. Conflicts can arise between state laws and customary laws, particularly concerning land ownership, natural resource management, and intellectual property. Strengthening traditional governance systems presents opportunities for sustainable development, especially in fields like tourism, where local culture and environmental stewardship are key. Integrating traditional governance into modern governance frameworks can provide more inclusive and effective solutions (Wibowo, 2015; Kurniawan & Setiawan, 2019; Suryani, 2020).

Penglipuran's reliance on traditional governance systems supports many of the sustainable practices observed in the village. The community's adherence to customary laws ensures the protection of natural resources and cultural values. This echoes studies by Agrawal & Gibson (1999) and Berkes (2009), which argue that indigenous knowledge plays a crucial role in managing natural resources sustainably. However, a critical engagement with these studies suggests that while traditional systems are effective in certain contexts, they can face significant pressure from modernization and external political forces (Hall, 2011). For communities that lack the deep cultural ties or strong governance found in Penglipuran, external support or hybrid governance models may be required to achieve similar outcomes.

Penglipuran's model of traditional governance can be a template for other destinations with similar governance structures. However, in regions where traditional systems have

weakened, integrating them with state or modern governance systems may be necessary. Additionally, policy integration between traditional and national legal frameworks is crucial to avoid conflicts and ensure that local communities maintain control over their tourism and environmental resources.

Conclusion

Traditional governance systems play an essential role in managing local culture and values, ensuring that community customs, knowledge, and practices are preserved for future generations. By fostering communal decision-making, respecting elders' wisdom, and maintaining spiritual and environmental connections, these systems offer models of governance that promote sustainability, social cohesion, and cultural continuity.

Penglipuran Village illustrates how active community engagement is essential for the successful implementation of regenerative tourism. By involving residents in tourism planning and management, the village has fostered a sense of ownership and responsibility. As a result, the community has been motivated to maintain its cultural traditions and protect its natural environment, both of which are key pillars of regenerative tourism. Research shows that "community engagement leads to more resilient and sustainable tourism models because it aligns with the values and needs of local populations. In Penglipuran, this engagement has not only strengthened the village's tourism sector but also improved the well-being of its residents through the equitable distribution of tourism income and the preservation of its cultural identity.

Future research should explore how the Penglipuran model could be adapted to more urbanized or commercialized destinations where traditional governance is less prevalent.

Comparative studies between Penglipuran and other destinations practicing regenerative tourism could provide insights into the scalability of these practices and their potential contribution to the Sustainable Development Goals (SDGs) in diverse contexts.

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HUMAN RESOURCES DEVELOPMENT BASED ON TRAINING FOR STUDENTS OF SYARIAH TOURISM UIN BUKITTINGGI IN THE ISLAMIC NATURAL NUANCE OF TANAH DATAR REGENCY

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Abstract

This research is motivated by human resources, especially students of Syariah Tourism UIN Bukittinggi who rarely do field practice to develop their creativity after doing the teaching and learning process in class. This makes students of syariah tourism who have graduated do not have much provision to be able to dive directly into the world of work in the tourism industry. There is a gap between the education curriculum and the needs of the industry, as well as limited facilities and resources to equip students with the practical skills needed in the syariah tourism industry. The purpose of this study was to determine the development of human resources for Syariah Tourism UIN Bukittinggi based on training at Nuansa Alam Islami, Tanah Datar Regency. The method used is descriptive qualitative. Data collection techniques are observation, training, interviews and documentation. Data analysis techniques in this study are data reduction, data presentation, and drawing conclusions. The results of this study indicate that the training given to students of Syariah Tourism as tourism human resources is batik training which is carried out with 6 stages of the process, namely the process of preparing to process cloth, the process of making patterns, the process of canting, the process of coloring, the process of rolling, the process of finishing. The development of this training program can be in the form of measuring the level of achievement in the batik training that will be implemented, development to provide assistance in tourism business management, and finding ways and solutions for UIN Bukittinggi Syariah Tourism students who have not been able to start a tourism business.

Keywords: Human Resource Development; Training; Syariah Tourism; UIN Bukittinggi.

Introduction

The increasing need for skilled and competent human resources in the syariah tourism industry is currently growing rapidly. Along with the significant growth of the sharia tourism sector, UIN Bukittinggi as a higher education institution that offers syariah tourism study programs is expected to be at the forefront in producing graduates who are able to meet the demands and dynamics of the industry.

Training aims to ensure that trained human resources can achieve a standard, both in skills, knowledge, and to realize desired behavior and create conditions that allow such behavior to be achieved. The focus of training is the present, meaning that participants are trained to gain the skills needed today. As for those that are long-term and aim to develop human resource capabilities for future tasks, they are called *development*.

Sjeh M. Djamil Djambek State Islamic University Bukittinggi is one of the universities in West Sumatra. UIN Bukittinggi has a Syariah Tourism study program under the Faculty of Islamic Economics and Business.

Table 1. Number of Sharia Tourism Students

Subject	Year	Number of Students
Entrepreneurship and Innovation Management	2024	65

Source: Lecturer Teaching KDMI Courses 2024

The Tourism Study Program is currently in its 8th batch in 2024. The large number of Syariah Tourism students, around 273 students, has made the UIN Bukittinggi academic community strive to always improve the quality of existing human resources, one of which is through entrepreneurship and innovation management courses. So that after graduating, Syariah Tourism human resources can work anywhere.

The entrepreneurship and innovation management course in the Syariah Tourism study program only has 2 credits per week, so the learning and training process takes a long time and is sometimes carried out outside the campus. This is in accordance with the interview conducted by the researcher that 2 credits of KDMI learning are not enough if providing training in the classroom, so they decided to carry out training activities outside the campus, namely at Nuansa Alam Islami, Tanah Datar Regency. Nuansa Alam Islami is a tourist



destination that provides various kinds of tour packages that provide accommodation in the form of glamping and triangular houses. One of the packages sold is an education package for students and students.

As a copyright owner of batik dye from coffee grounds waste by receiving a MURI award in the tourist village category for the creator of batik artwork with dye from coffee grounds waste, the first and only in Indonesia, as well as a MURI record in the first tourist village category with coffee-scented batik at the 2022 Indonesian Tourism Village Award (ADWI) event, a lecturer in entrepreneurship and innovation management and owner of the Nuansa Alam Islami tourist destination provides batik entrepreneurship training for students of the Syariah Tourism study program to develop students' creativity and innovation in the tourism business sector.

However, in reality, there are still many obstacles in developing superior human resources in Syariah Tourism who have creativity and innovation in a business. The problems that arise are because syariah tourism students rarely do field practice to develop their creativity after carrying out the teaching and learning process in class. This makes syariah tourism students who have graduated do not have much provision to be able to dive directly into the world of work in the tourism industry.

In addition, challenges and opportunities will certainly be faced by Syariah Tourism students in facing the world of work. Students are expected to have a deep understanding of the principles of Syariah Tourism, relevant technical skills, and sensitivity to Islamic values in the context of tourism. However, in reality, there is still a gap between the educational curriculum and the needs of the industry, as well as limited facilities and resources to equip students with the practical skills needed in the Syariah Tourism industry.

Therefore, research on human resource development based on training for students of Syariah Tourism UIN Bukittinggi is important and significant to be conducted so that students have the ability of creativity and innovation for provisions in the world of work. In addition, this research is interesting because students are given training to make batik which later students can have their own business after graduating.

From the explanation of the background, the purpose of this study is to develop human resources based on training for students of Syariah Tourism at UIN Bukittinggi in Nuansa Alam Islami, Tanah Datar Regency. Based on this explanation, this article is expected to

contribute to decision makers in developing human resources based on training for students.

Literature Review

Human Resource Development

Development according to Noe refers to training, formal education, work experience, relationships, personality assessments, skills, abilities that help individuals face the world of work or future positions (Noe, 2020) . According to Jackson, development refers to activities in increasing competence in anticipating future needs (Jackson, SE, Sculer, RS, & Werner, 2018) . Human resource development is one of the functions of HR management that focuses on career planning and development activities, organizational development and performance management, and assessment (Mondy, RW, & Martocchio, 2016) .

Human resource development is a planned effort by an organization to improve HR competencies which is carried out continuously in the long term, which is carried out to ensure the availability of HR according to job needs, and is aimed at improving individual performance which leads to organizational performance (Kurniawati, 2020) .

Development is an activity to change behavior consisting of skills and attitudes (Kartawan & Marlina, 2003) . Human resources are the integrated abilities of the mind and physical power possessed by individuals, their behavior and nature are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction (Bukit et al., 2016) .

According to Armstrong, human resource development is related to the availability of learning opportunities and development, creating training programs that include planning, implementing, and evaluating these programs (Bukit et al., 2016) .

According to Gibson, human resource development can be defined as a set of systematic and planned activities designed to facilitate employees with the skills needed to meet job demands, both now and in the future (Bukit et al., 2016) .

According to Mondy, R. Wayne, Robert M. Noe, and Shane R. Premeaux, human resource development is a planned and sustainable effort carried out by an organization to improve employee competence and organizational performance through training, education, and development programs (Bukit et al., 2016) .

Human resource development is an opportunity for the new generation to gain



knowledge, qualifications and skills in a particular professional field or to increase work productivity and achieve certain career goals.

Training

Training is a process of pursuing the skills needed by employees to carry out their work, where employee training provides practical knowledge and its application in the company's work world to increase work productivity in achieving the desired goals of the company organization (Dessler, 2018) .

The goal to be achieved in training is to improve employee performance, while development tends to be more formal in nature, where individual abilities and skills must be prepared for their interests in obtaining future positions (Gustiana et al., 2022) .

Training according to Moekijat is an action to improve the knowledge and skills of an employee to carry out a particular job. Training is guidance given to improve skills and knowledge through completing tasks and exercises (Kartawan & Marlina, 2003) .

Research methods

This type of research is qualitative. Using descriptive methods. This research was conducted by the author on students of Syariah Tourism UIN SMDD Bukittinggi in Nuansa Alam Islami, Tanah Datar Regency, West Sumatra Province where the researcher wanted to see how training-based human resource development. The researcher used primary and secondary data collection. Primary data as well as informants from this study are data obtained from interview sources. Secondary data that the researcher uses are data on books, scientific journals, and previous research related to human resource development. The techniques used for this data collection are observation, training, interviews and documentation. The data analysis techniques used are data reduction, data presentation, and drawing conclusions.

Results and Discussions

Sjech M. Djamil Djambek State Islamic University Bukittinggi is a state Islamic religious university located in Bukittinggi, West Sumatra. One of the departments at UIN Bukittinggi is Syariah Tourism. In developing human resources for syariah tourism, the Syariah Tourism study program has the following vision, mission, and objectives:

Vision of the Syariah Tourism Study Program

“Excellence in the development and application of Syariah Tourism theory by 2025”.

Mission of the Syariah Tourism Study Program

1. Preparing human resources who have competence in the tourism sector.
2. Organizing the best learning process by prioritizing Islamic values.
3. Establish cooperation with related institutions.
4. Conducting research and development of Syariah Tourism theory.

Objectives of the Syariah Tourism Study Program

1. Producing human resources who have competence in the field of syariah tourism.
2. Producing graduates who are religious, have noble morals, uphold the values of truth, are critical, innovative, and creative in everyday life.
3. Producing graduates who are able to apply syariah values in tourism.
4. Producing quality research that is beneficial for the development of science and technology.
5. Producing graduates who are able to become pioneers of Syariah Tourism.

Human resource development based on training for Syariah Tourism students was carried out at the Islamic Natural Nuances tourist destination located on Jalan Raya Batusangkar, Tabek Patah, Salimpaung District, Tanah Datar Regency, West Sumatra Province.



Figure 1. Islamic Natural Nuances.
Source: 2024 Research Documentation

From the data obtained, it can be found that the development of human resources, especially Syariah Tourism students, is carried out by providing training to make batik. Students who have received theoretical learning in class are then given training to apply the

theories they have learned. In the process of developing human resources based on batik training carried out at the Nuansa Alam Islami tourist destination, students carry out several stages, including:

1. Processing cloth

Before the fabric is patterned, the mori fabric is first washed using a solution of TRO (*turkish red oil*), alum, and soda ash dissolved in hot water. The purpose of dissolving in hot water is to open the fibers in the fabric, then the fabric is aired until dry. This stage is called *mordanting*. The purpose of mordanting is to remove substances that stick to the fabric, open it, and will help to facilitate coloring (Zulyus & Hendrawan, 2021) .

Syariah Tourism students are trained to know the processing of fabrics that will be used for batik. This is in accordance with the interview conducted by the researcher with Alfian who said that in making batik, the fabric is first soaked in hot water dissolved in alum, TRO, and soda ash so that the fabric for batik can be locked.

mordanting stage using alum, TRO, and soda ash is currently widely used in industry because it is easy to get on the market and the price is also affordable (Sugito, 2019) . Based on this, it can be concluded that before making a design, students are first given direction and training to wash the cloth using existing substances to help in the batik coloring process later.

2. Making a pattern

The process carried out after washing the cloth until dry is the process of making patterns or making designs. The patterns that are made first are drawn on paper, after which students can copy them onto the dry cloth. When copying the design onto the cloth, use a bright marker that does not leave any color marks on the cloth.

Based on an interview with Widya Syariah Tourism students were given training that dried cloth can be made into patterns or designs so that it will be easier later with creative and innovative patterns resulting from each individual's imagination.

The batik motif or pattern itself is the basis of the image pattern where each sign, symbol, or emblem of the motif and pattern design created has a meaning that can be expressed (Latief & Sayatman, 2020) . Based on this, it can be concluded that Shariah Tourism students are given training to make patterns for the batik process which can train

students' patience, creativity and innovation.

3. Stamping

After making a pattern on the mori cloth, the next thing you can do is canting according to the motif that has been drawn on the cloth. The canting used has various sizes with the same function. To heat candles, use a small kerosene stove. When attaching it to the cloth, it is adjusted to the motif that has been made on the mori cloth.

According to Riyanto, canting has three sizes, namely the small size which is usually called canting cecek, canting klowong which is larger than canting cecek, and canting tembok which is larger than the previous size (Riyanto, 1997) .

Based on this, it can be concluded that students are given batik training using canting so that they can use the canting to follow the fabric pattern that has been designed.

4. Coloring

The next training process given is coloring. Students are given knowledge that coloring is done using boiling hot water mixed with wantek dye. After that, the cloth that has been canting following the pattern is put into boiling wantex water. Students are given training on the right time to color the cloth so that it is even.

Based on an interview with Muhammad Gempar, a student of Syariah Tourism, training for coloring in the batik process uses wantex, where the wantex is put into boiled water, after boiling the batik cloth can be put into the wantex water and waited a few minutes until the color is even, then dried.

Coloring using wantex will be easier and more visible (Anggraita et al., 2021) . Based on this, it can be concluded that the training provided to Syariah Tourism students, namely the coloring process using wantex, is to train students to become resources who have expertise in entrepreneurship.

5. The slide

The next training process given is how to roll batik cloth using hot water mixed with soda ash to lock the batik that has been canting. Based on the results of the interview with Fauzi, the process of rolling batik cloth uses hot water mixed with soda ash until boiling to remove the wax on the batik cloth, after which the cloth is washed and dried until dry.

This is in accordance with previous research where the pelorotan process is to boil

water mixed with soda ash until boiling, then the cloth is washed until clean and dried (Nabil & Jupriani, 2022) . According to Sari, nglorod is the process of boiling cloth in hot water so that the remaining wax on the batik cloth disappears (Sari et al., 2018) .

Based on this, it can be concluded that the training given to Syariah Tourism students is the process of removing wax from batik cloth to remove the wax that sticks to the batik cloth, and washing the batik cloth so that it is clean and fragrant.

6. *Finishing*

The final process is *finishing*, that is, after the cloth has been dried, the cloth is ready to be exhibited and shown to the lecturers and resource persons who provide the training.

Based on the results of the interview with Aerlangga, in the final process, the Syariah Tourism students who participated in the training showed their work to everyone at Nuansa Alam Islami and to lecturers and resource persons.

This is in accordance with previous research that the final process in batik making is that the finished batik cloth can be exhibited or shown to many people (Gani et al., 2022) . Based on this, it can be concluded that the training process provided to human resources for Syariah Tourism at Nuansa Alam Islami is by showing and exhibiting the results of the students' batik work to lecturers and resource persons.



Figure 2. Results of Batik Training for Tourism Human Resources.
Source: 2024 Research Documentation

The development of human resources for Syariah Tourism UIN Bukittinggi based on training at Nuansa Alam Islami Tanah Regency has been carried out and it can be analyzed that the training participants have been able to make a batik product that can be applied by Syariah Tourism students as capital for entrepreneurship in the tourism industry by preserving

the existing culture. Evaluation of the products made by Syariah Tourism students UIN Bukittinggi still needs to be improved in the development of creativity and innovation so that they are highly competitive in the Tourism industry so that the quality becomes good.

This quality can be seen in the neatness of the motif and the evenness of the color in batik. This will be a guideline for future training-based development. Where basically if you often do continuous training, human resources will have qualified abilities and skills (Gani et al., 2022) .

With the training program provided to human resources of Syariah Tourism at Nuansa Alam Islami, it has given a positive response to students because through this training-based development activity, students gain new knowledge and can create creative, innovative and independent business opportunities.

According to Herawaty, young people must be able to increase creativity and education to create renewable innovations in production activities and produce productive economic markets for the welfare of the Indonesian people. Young people must have an entrepreneurial spirit with an independent, contextual, and consistent character and determination to build and maintain national independence (Herawaty, 2016) .

The product produced from this training activity is batik which has a selling value. This training can be capital to develop a business. To support this continuously, therefore activities are needed to develop this training activity, including the following:

1. Measuring the level of achievement obtained in batik training at Nuansa Alam Islami. Monitoring training participants. When the human resources of Syariah Tourism students implement what has been obtained during the training, this activity has achieved the desired target, and vice versa.
2. Conducting business management assistance for every tourism human resource who will start a tourism business. An indication of a successful entrepreneur is if the business is managed professionally and independently and this can be achieved if accompanied continuously.
3. Finding the right solutions and methods for Syariah Tourism students who have not been able to start a business due to obstacles such as limited capital and unprofessional business management patterns.

Based on this, it can be concluded that the development of tourism human resources



based on batik training will be one of the initial steps to create superior human resources in the tourism sector, students can face challenges and take opportunities by establishing businesses in the creative tourism sector, one of which is batik to preserve cultural heritage.

Conclusion

The development of human resources for Syariah Tourism UIN Bukittinggi based on training at Nuansa Alam Islami was carried out to develop and improve the spirit of entrepreneurship with batik skills and abilities. This tourism human resource training went smoothly and received extraordinary enthusiasm from Syariah Tourism students which was carried out in 6 stages, namely the batik cloth preparation process, pattern making process, canting process, coloring process, pelorotan process, and *finishing process*. This can be seen that the batik products produced can later be improved in terms of quality and developed as tourism business products for Syariah Tourism students of UIN Bukittinggi. The development of this training program can be in the form of measuring the level of achievement in batik training that will be implemented, development to provide assistance in tourism business management, and finding ways and solutions for Syariah Tourism students who have not been able to start a tourism business.

Recommendations

This study certainly has limitations because it still discusses a small scope in the educational space of the Undergraduate Program of Syariah Tourism Study. Where it is suggested that Syariah Tourism students as superior Tourism HR can develop tourism business ventures and preserve Indonesian culture, especially batik businesses. To the owner of the Nuansa Alam Islami business and also a lecturer in entrepreneurship and innovation management to always provide training and development of entrepreneurship to Syariah Tourism students and the community in general and widely, as well as provide the latest knowledge for the discovery of making coffee grounds batik and coffee-scented batik so that West Sumatra is increasingly advanced in the world of tourism, especially halal tourism or Moslem friendly tourism.

The existence of this training certainly has a very large contribution and has a positive impact in the future. The training provided will make students as Syariah Tourism HR have

a handle to establish a tourism business, one of which is by creating a business that preserves batik as a heritage with high selling value. In addition, this training will reduce uncertainty and reduce the number of unemployed students after graduating from college, because students have the ability to make batik and open up tourism business opportunities and get economic value from the sale of the business they do, as well as advance the tourism world of West Sumatra.

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Motivation of Gen Z Tourists in Selecting Cultural Tourism Destinations in Yogyakarta: Psychological Factors Influencing Their Interest

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Abstract

This study explores the psychological factors that influence Generation Z (Gen Z) tourists in choosing Yogyakarta as a cultural tourism destination, using a psychological market segmentation approach to understand their motivations and behaviors. Gen Z is known as a group that values authentic cultural experiences, safety, convenience, and the influence of social media in their travel decisions. Data was collected through in-depth interviews with 12 Gen Z travelers who have visited Yogyakarta, consisting of 6 males and 6 females, who were selected based on the criteria of age, travel experience, and professional background.

The interview focused on their main psychological motivations, travel experiences, and how they interacted with the local culture. In addition, participatory observation was conducted to record involvement in cultural activities, and additional data was collected from social media reviews and related documents.

Data analysis was conducted using thematic coding method to identify key themes such as authentic experiences, social interactions, and educational motivations. Results showed that Gen Z travelers highly value experiences that can be shared on social media, safety during travel, and the opportunity to learn about local culture. By understanding these psychological motivations, destination managers can design more targeted marketing strategies to attract Gen Z travelers.

Keywords: *Generation Z, traveler motivation, cultural tourism*



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Introduction

In recent years, there has been a major shift in global travel trends triggered by the emergence of Generation Z (Gen Z) as an influential segment of travelers. Born between 1997 and 2012, Gen Z grew up amidst the rapid development of digital technology and social media. This has shaped the way they see the world, including their travel preferences. A survey by Booking.com in 2023 showed that 72% of Gen Z travelers prefer authentic experiences over simply visiting popular destinations. They are looking for destinations that not only provide fun, but also immersive and memorable experiences, which can be shared on social media.

Yogyakarta, known as the cultural center of Java, offers a variety of authentic cultural experiences that appeal to Gen Z travelers. From the Yogyakarta Palace to historical temples, the city boasts a unique and diverse cultural richness. Not only that, traditional arts such as batik and shadow puppetry, as well as distinctive local cuisine, make Yogyakarta one of the top destinations for those who want to experience the authenticity of Indonesian culture.

As a generation heavily influenced by social media, Gen Z often shares their travel experiences on platforms such as Instagram and TikTok. They not only pursue visually appealing experiences, but also judge destinations based on sustainability and cultural preservation values. This trend shows that Gen Z is not only looking for a fun vacation, but also wants to engage in meaningful activities, which support sustainability and preservation of the local culture.

Based on this trend, this study aims to identify the psychological factors that influence Gen Z travelers' motivation in choosing Yogyakarta as a cultural tourism destination. The research will explore how these factors influence their interests and behaviors, as well as look at differences in motivation based on demographic characteristics such as age and cultural background. The results of this study are expected to provide deeper insights for tourist destination managers to develop effective strategies in attracting Gen Z tourists.

Literature Review

A. Cultural tourism destinations in Yogyakarta

Yogyakarta is known as the cultural center of Java and offers tourists an incredible wealth of culture. Major cultural destinations in the city include the Yogyakarta Palace, Borobudur Temple and Prambanan Temple. Keraton Yogyakarta, the official palace of the Sultanate of Yogyakarta, still serves as the center of Javanese culture and is the site of many traditional ceremonies.



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In addition, Yogyakarta also offers performing arts such as Javanese dance and gamelan, as well as traditional crafts such as batik and shadow puppets.

According to Pendit (1994) cultural tourism is a form of tourism activity developed in the tourist destination area that uses the power of culture as an object and tourist attraction. This definition emphasizes the importance of cultural uniqueness and authenticity as the main attraction. Yogyakarta, with its rich culture, is a clear example of a destination that relies on culture as the main resource to attract tourists.

In addition to its cultural value, cultural tourism also makes a significant economic contribution to local communities. The tourism industry creates jobs for tour guides, craftspeople, artists, as well as workers in the hospitality and culinary sectors. Cultural tourism also helps preserve valuable traditions and cultural heritage by raising awareness and appreciation from both domestic and international travelers.

B. Generation Z traveler motivation

Generation Z, born between 1997 and 2012, has unique characteristics that influence their preferences in choosing travel destinations. According to McCrindle (2017), Gen Z is the first generation to fully grow up in the era of smartphones and social media. This makes them more likely to seek out authentic and different experiences to fulfill their curiosity. They are also highly social and enjoy interacting with other cultures, seeking immersive experiences that they can share on social media platforms.

One of Gen Z's main motivations in choosing a cultural destination is the desire for a unique and authentic experience. As described by Maslow in his theory of the hierarchy of needs, humans have basic needs that include recognition and self-actualization. Cultural tourism allows Gen Z to fulfill these needs by deepening their understanding of local culture and history, while gaining recognition from their social community through social media.

In addition, expectancy motivation theory states that a person's motivation in achieving a particular goal is influenced by their expectations of the desired outcome (Vroom, 1964). In the context of cultural tourism, Gen Z has the expectation of gaining unique experiences that they can share and be recognized on social media. Therefore, they are attracted to destinations like Yogyakarta that offer rich cultural heritage and unforgettable experiences.

Research Methodology

This study used a qualitative approach with in-depth interviews, participatory observation, and documentation to explore the motivations of Generation Z (Gen Z) travelers in choosing Yogyakarta as a cultural tourism destination. Participants were purposively selected, consisting of 12 people (6 females and 6 males) who were born between 1997 and 2012, have visited Yogyakarta in the past year, and



have different professional backgrounds. Data was collected through interviews focusing on motivations, cultural experiences, and psychological factors such as safety, comfort, and social interaction.

In addition, observations were made to see their participation in cultural activities in Yogyakarta, and documentation from social media reviews and related literature were analyzed to strengthen the findings. The collected data was analyzed using thematic coding method, which identified key themes such as authentic cultural experiences, educational motivations, and social media usage, thus providing an in-depth understanding of the motivational patterns and preferences of Gen Z tourists in Yogyakarta.

Results and Discussions

A. Data analysis methodology

The data obtained was analyzed using thematic coding techniques to identify key themes related to the motivations of Gen Z tourists in choosing cultural tourism destinations in Yogyakarta. The analysis technique was conducted with reference to psychological market segmentation, which divides consumer groups based on their psychological motivations, such as the need for authentic experiences, security, and social.

B. Psychological factors that influence Gen Z travelers' motivation

Based on the results of the interviews, there are several psychological factors that significantly influence Gen Z travelers' decisions in choosing Yogyakarta as a cultural destination:

1. Authentic cultural experience

Gen Z travelers value authentic and immersive cultural experiences. They seek destinations that offer genuine experiences of local life. Ahmadi Bima, one of the respondents, stated that Yogyakarta's performing arts and culinary specialties provide a unique and educational experience.

2. Safety and comfort

Yogyakarta's friendly and safe culture provides a sense of comfort for Gen Z travelers. Fuad revealed that the friendliness of the locals and the safety of the environment made him more relaxed and able to enjoy the cultural experience at a more leisurely pace.

3. A memorable new experience

Gen Z is looking for new experiences that they cannot find elsewhere. As Puti expressed, the cultural experience in Yogyakarta gave her peace and new insights into local life and culture.

4. Social interaction and social media

Visual appeal and the ability to share experiences through social media are important factors. Ahmadi Bima mentioned that Yogyakarta's



beautiful scenery and traditional arts are very attractive to share on social media, which provides additional satisfaction and social recognition.

5. Knowledge and education

The motivation to learn and gain new knowledge also drives the interest of Gen Z travelers. Albert Taqy stated that he felt proud to learn about Indonesia's rich culture in Yogyakarta, which gave him a deeper appreciation of the national culture.

C. Relationship between psychological factors and psychological market segmentation

This research uses a psychological market segmentation approach to understand how psychological factors influence Gen Z travelers preferences and behaviors in choosing cultural destinations. This segmentation divides travelers based on their psychological motivations, which can be grouped into three main categories:

1. Authentic experience

Travelers in this segment seek experiences that provide an emotional connection with the local culture. They tend to choose destinations that offer authenticity and the opportunity to experience local life and traditions.

2. Social and visual experience

This segment consists of travelers who are highly influenced by the visual and social aspects of their trip. They choose destinations that offer beautiful scenery and activities that can be captured and shared on social media. The social interaction aspect, both in person and through social media, is a key driver for this group.

3. Educational experience

Travelers in this segment look for destinations that provide opportunities to learn and gain new knowledge. They are interested in the historical, cultural and educational aspects that can be learned during the trip.

By understanding this psychological segmentation, destination managers can design experiences that better suit the psychological motivations of Gen Z travelers, such as providing authentic cultural attractions, experiences that can be shared on social media, and educational opportunities for those who want to deepen their understanding of local culture.

D. Differences in motivation based on demographic characteristics

Gen Z travelers' motivations for choosing cultural tourism destinations may vary based on their age and cultural background. The psychological market segmentation analysis also shows that:



1. Differences in motivation based on age
Younger Gen Z travelers are more interested in entertaining and Instagrammable experiences, while older ones are more focused on educational experiences that provide deep insights into local culture.
2. Differences in motivation based on cultural background
Travelers from cultural backgrounds that value history tend to be more interested in historical sites and traditional performances, while those from more modern cultures look for destinations that combine technology with cultural experiences.

E. Implications for destination management and marketing

By understanding psychological factors through psychological market segmentation, destination managers in Yogyakarta can create more targeted strategies. They can design authentic experiences for segments that seek immersive cultural experiences, utilize social media to attract segments that want visual experiences, and provide educational attractions for those who want to deepen their knowledge. In addition, marketing campaigns should be tailored to each psychology segment, such as creating engaging visual content for social media-active tourists and disseminating in-depth information about local history and culture for the educational segment.

Conclusion

Psychological factors influencing their interest concludes that Generation Z tourists are highly motivated by the desire for authentic and immersive cultural experiences when choosing tourism destinations like Yogyakarta. Several psychological factors influence their decisions, including the need for authentic experiences, where they can directly engage with local life. Safety and comfort are also key considerations, as a welcoming and secure environment provides a sense of ease during travel.

Gen Z travelers are drawn to unique and memorable experiences that cannot be found elsewhere. Additionally, visual appeal and the ability to share these experiences on social media contribute to their satisfaction and social recognition. Furthermore, educational motivation plays a significant role, as Gen Z travelers seek opportunities to learn and gain new knowledge about local culture. By understanding these psychological factors, destination managers can design more targeted marketing strategies to effectively attract Generation Z tourists.

Acknowledgment

We would like to express our sincere gratitude to the Generation Z (Gen Z) tourists who visited Yogyakarta and participated in our study. Their willingness to share their experiences and insights was invaluable to our research on understanding the psychological factors driving their interest in cultural tourism in Yogyakarta. Without their contributions, this study would not have been possible.



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Airlangga).

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Google Maps Planned Trip: Yay or Nay? Exploring Gen Z Tourists' Preference on Self-Planned Trip in Bali

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Abstract

Tourists' travel patterns and behaviors are constantly evolving alongside technological advancements, such as the influence of Google Maps. This study delves into the impact of Google Maps on Gen Z tourists, locals, and the tourism industry in Bali. It focuses on how self-planned trips using Google Maps affect tourists' navigation, tourist interactions with locals, and the overall tourism industry in Bali. The exploratory character of this research led to a qualitative approach application with a semi-structured interview. The findings revealed various impacts on tourists' personal experiences, the social dynamics with Bali locals, economic aspect of community's local business, and tourism industry in Bali. However, it is important to note that this study had limitations in terms of time and location, which affect its generalizability. Nevertheless, the study offers valuable insights into the usage of Google Maps from a tourist's perspective and its impact on Bali's travel industry today.

Keywords: google maps, interaction, navigation ability, self-planned trip, tourism industry

Introduction

For centuries, traveling has become an inseparable part of human life. Either it is for the purpose of trade, discovery, and to spread knowledge or beliefs (Trivellato et al., 2014). Nowadays, traveling for leisure is also becoming a need and lifestyle for us (Cohen et al., 2015). The need and supply for leisure travel have contributed to the worldwide economy. Many countries have developed their tourism industry to meet this need. Economically, the tourism industry has been a significant revenue source for the budgets of the state, region, and municipalities (Musil, 2018). In Indonesia, the tourism industry has become the third largest contributor to the country's foreign exchange earnings (Herdiawan et al., 2018), especially Bali Island with the highest number of tourist visits. To support the ever growing tourism industry in Bali, the government has provided the infrastructure and technology needed, including digitalization. The use of technology and digitalization are commonly utilized by tourists for pre-, during, and post-activities at the destination.

Back then, when all the pre-travel preparations were done manually, tourists would need to print out tickets, guidebooks and rely heavily on travel



agents (Cunningham, 2022). Nowadays, those preparations can be done online. The use of technology allows tourists to simplify their preparations, by gathering references, purchasing travel-related products, self-planning their itinerary, or changing their decisions regarding the trip at any moment (Wang et al., 2016). Compared to travel agent services that are considered to have more strictly planned itineraries, many tourists have turned away and choose to plan their trip independently, particularly Generation Z. This is driven by the background of Gen Z, who was born and grew alongside technology (Nemec Rudež, 2023; Szymkowiak et al., 2021) and is vulnerable to the average age that has not reached financial maturity yet, as a result, Gen Z prefers things that are instant, affordable, and less constricting (Sharil et al., 2017). Nowadays, Gen Z can plan their trip through travel-related software, typically they would use navigation software apps that are available on digital platforms, such as Waze, Apple Maps, Petal Maps, Roadtrippers, and Google Maps. Amongst some of the well-known navigation software apps, Google Maps was chosen as the primary option that holds 80% of the market share in mobile maps applications and has over a billion active users monthly (Bensinger, 2020).

Google Maps is one of the breakthroughs that has currently become the primary option for the use of navigation software, that was developed by Google Inc. The main purpose of Google Maps is to allow the users to navigate and find route by directions and the estimated duration (Mehta et al., 2019). The features developed rely on algorithms and data collection while incorporating both historical and real-time data, such as the Street View and Live View features which give users a detailed picture of a location in real-time (Vandeviver, 2014), causing Google Maps to be advanced and precise. In addition to having a top navigation feature, Google Maps also provides recommendations, reviews, and information details of marked destinations, including information on prices for accommodation and tickets to destinations that are linked to the OTA (Online Travel Agent) platform. Currently, Google Maps has included a Travel Plans feature which can help users plan their own travel plans.

The travel friendly map application has led Google Maps to be an interesting topic for many scholars over the years, especially how Google Maps has impacted the travel trend. Previously Rathnayake (2018) has developed an interactive trip-organizing service that has enhanced travel information services and travel recommendations, which were mainly built for individual tourists. Concluding in a systematical study of Google Maps, leading to a better understanding of the systems regarding its capabilities to recommend a travel route plan by analyzing the weather conditions and travel distances from one destination to the other. Similarly, an information system based on Google Maps were developed by Yang & Hsu (2016) for the use of tour guiding. Chu & Huang (2015) also developed a travel planning platform by analyzing its users and the users' positive system experience that leads to enhancement of the users' travel experience and intention to assist tourists on arranging their itineraries.

Previously, most of the research on Google maps was focused on travel planning development or information systems. However, the local



people, and travel agents' perspective on the usage of Google Maps has caught less attention. Therefore, this study aims to explore the tourist, local people, and travel industry perspective of how self-planned trip using Google Maps affect the tourists' navigation ability, tourists' interaction with the locals of Bali, and the impact on the travel industry in Bali. Throughout this study, the authors intend to provide a holistic understanding of the effects of self-planned trips that utilize technology such as google maps on the crucial aspects of tourism in Bali.

Literature Review

Travel Technology

Travel technology often refers to the use of technology to facilitate travel-related services, including booking systems, navigation tools, mobile apps, and digital platforms (Ionescu & Sârbu, 2024). Over the last two decades, the travel industry has witnessed substantial transformations driven by the rapid development of technologies, which have revolutionized the way tourist plan, book, and their travel experience (Gretzel & Yoo, 2017). Studies show that Online travel agencies (OTAs) platforms encourage tourists to plan trips independently devoid of relying on traditional travel agencies (Bondarenko, 2023; Sahir et al., 2021).

However, there are gaps that arise regarding the long-term effects of OTAs on destination economies and the workforce landscape, particularly for traditional travel agents (Bešić et al., 2024; Sofronov, 2018; Yi et al., 2024). The massive usage of travel technology has led to a significant change in travel needs and behavior that affects local businesses (Durand et al., n.d.). Nevertheless, we argue that the convenience of travel technology may reduce tourists' perceived need to engage with locals for assistance or guidance, potentially affecting the lack of cultural exchanges and the authenticity of the travel experience (Chen & Rahman, 2018; Lin et al., 2019). Due to limited research on how the increasing reliance on mobile technology impacts the interaction between tourists and the environment, particularly in culturally rich destinations where the interaction with locals is a key of the cultural exchange and meaningful experience, this study was conducted to examine particular gaps.

Self-Planned Trip

Research has indicated that self-planned trips allow tourists to have freedom to travel according to their personal preferences (Chun Siang et al., 2017) and travel technology has facilitated this process, providing convenience in organizing trips. This trend has been popular particularly among younger travelers who tend to have immersive and unique experiences beyond packaged tours (Popşa, 2024).

Despite the increased popularity of self-planned trips, significant research gaps exist. First, there is limited study examining the long-term impact of self-planned trips on local tourism businesses, notably how local



travel agencies and conventional service providers adapt to the surge of independent travelers. Some studies have noted that the ease of planning through online platforms may contribute to an unmanageable influx of tourists that could threaten the ecosystem of a destination's tourism (Milano et al., 2024).

Furthermore, while much research has focused on the self-planned benefits for travelers (Osman et al., 2020; E. C. L. Yang et al., 2022), there are remaining risks and challenges faced by tourists planning and travel independently such as navigating unfamiliar environments and safety issues (Bradly et al., 2024; Nemeth et al., 2021). Accordingly, this study addressing the gaps on understanding the broader implications of this trend to provide a comprehensive understanding of the impact and challenges associated with self-planned travel.

Research Methodology

The exploratory character of this research led to the qualitative approach method to better understand the subject matter (Muzari et al., 2022). The use of semi-structured interview has enabled the exploration of the tourists' thoughts and beliefs, hence providing further understanding of particular issues (Mashuri et al., 2022). A purposive sampling technique was used to select 11 tourists from the age range of 19-26 years old as the main informants of this study, and five elements from the BGCAM Models of Penta Helix were chosen for the key elements of this study, that were consisting of Business, Government, Community, Academic, and Media (Sudiana et al., 2020). The study was conducted in adherence with ethical guidelines and protocols that govern the research involving human participants.

Table 1: Informants profile

[Source: Generated by Authors]

Initials	Gender	Origin Country	Age	Profession
MR	Male	Indonesia	46	(Business) International Tour Supervisor
AP	Male	Indonesia	53	(Media) Editorial Coordinator & Coverage Leader
GS	Male	Indonesia	33	(Local Community) Head of Public Relations and Promotions Department
NG	Male	Indonesia	52	(Government) Young Expert in Tourism and Creative Economy
DS	Female	Indonesia	38	(Academic) Lecturer



OS	Male	Sweden	23	(Tourist) Graphic Designer	
CD	Female	Sweden	26	(Tourist) Graphic Designer	
AG	Female	France	24	(Tourist) Student	
MD	Female	France	22	(Tourist) Student	
ME	Female	Germany	26	(Tourist) Project Manager	
HG	Male	France	23	(Tourist) Human Resource	
AN	Male	Russia	26	(Tourist) UX/UI/Web Designer	
JM	Female	Germany	21	(Tourist) Student	
PA	Male	Germany	22	(Tourist) Student	
DM	Female	Indonesia	19	(Tourist) Student	
SL	Female	Indonesia	19	(Tourist) Student	

Data was collected through in-depth interviews that lasted 15-55 minutes and were held at several tourist attractions in the Badung Regency, Bali such as Uluwatu, Nusa Dua, Kuta, and Denpasar from September to October 2023. The interview questions were designed by adapting to previous studies. As a result, this semi-structured interview consisted of three parts. The first part will discuss the tourist behavior on pre-, during, and post-trip (adopted from (Damanik et al., 2022)). (1) Pre-trip includes a series of activities carried out in preparation before the trip such as destination, transportation, accommodation, and reservation references. (2) During trip includes behavior during the trip, referring to types of activities that the tourists want to do at the destination. (3) Post-trip related to the tourists' behavior after the trip, such as sharing experiences and writing reviews on Google Maps review. The second part will further discuss the degree of technology acceptance that is analyzed through the variables of perceived usefulness and perceived ease of tourists when using Google Maps during the trip (Adopted from TAM theory (Cheng, 2019)). The third part covers the changes that tourists perceive after using Google Maps, which refers to their navigation ability and interaction with the locals of Bali. Interviews were conducted with each tourist until the point of saturation, where no additional themes or findings were found from the data regarding the categories currently being explored (Ando et al., 2014). The interviews were recorded, transcribed, and processed using NVivo 14 to produce a word



cloud that will later become a benchmark (Hearst et al., 2020), and presented using the narrative analysis technique (Meyrick et al., 2019). The following data was then analyzed using NVivo 14 within the 4 steps that could be seen in figure 1 and a narrative analysis technique.



Figure 1: Data analysis process using NVivo 14

[Source: *Generated by Author*]

Results and Discussions

The following discussion will further address the four main findings of this research, including:

- Self-planned trip using Google Maps affects the tourists' navigation ability
- Gen Z tourists' independence in planning and navigating influences their interactions with locals of Bali
- Bali's tourism industry is variably impacted by the usage of Google Maps by tourists
- Self-exploration by tourists has an impact on the lack of understanding of the deeper meaning of Balinese culture.



Figure 2: Word Cloud

[Source: *Generated by NVivo 14*]

Word cloud is a basic visualization technique that is frequently used to provide a preliminary view of a document's text. It highlights the text's most frequently used terms as a weighted list of words in some specified spatial layout (Lohmann et al., 2015). The font size indicates the significance or frequency,

along with other visual elements that can be adjusted for aesthetic purposes or to visually communicate additional information (Lohmann et al., 2015).

How Tourist Self-Planned Their Trip Using Google Maps in Bali

Digital technology has fundamentally changed the travel and tourism landscape, providing convenience for tourists (Happ & Ivancsó-Horváth, 2018; Matveevskaya et al., 2018). Through their smartphones, tourists can easily plan their trip, from finding information on tourist attractions, accommodations, transportations, restaurants, and activities, that can be done efficiently using online reviews and recommendations from other users. The most common way to find tourist attractions is by searching through the internet and social media (Katsikari et al., 2020). Search engines such as Google, and travel blogs websites such as TripAdvisor are some of the convincing reference sources (Athanasopoulou et al., 2023). Since the Covid-19, the influence social media had on tourism intentions has been more significant (Lim & Chang, 2024). This was shown on social media such as Instagram, TikTok, Facebook, and YouTube also have a significant influence on tourists' decisions to travel (Yuan et al., 2022).

Furthermore, tourists also rely on Google Maps to find detailed information, such as time and distance traveled and real time location overview through the Google Street View feature. Tourists would only need to type in the destination location, then Google Maps will provide directions from the location where they are currently in (point A) to the searched destination (Point B) instantly. It can also connect more than 2 locations, precisely a maximum of 10 locations.

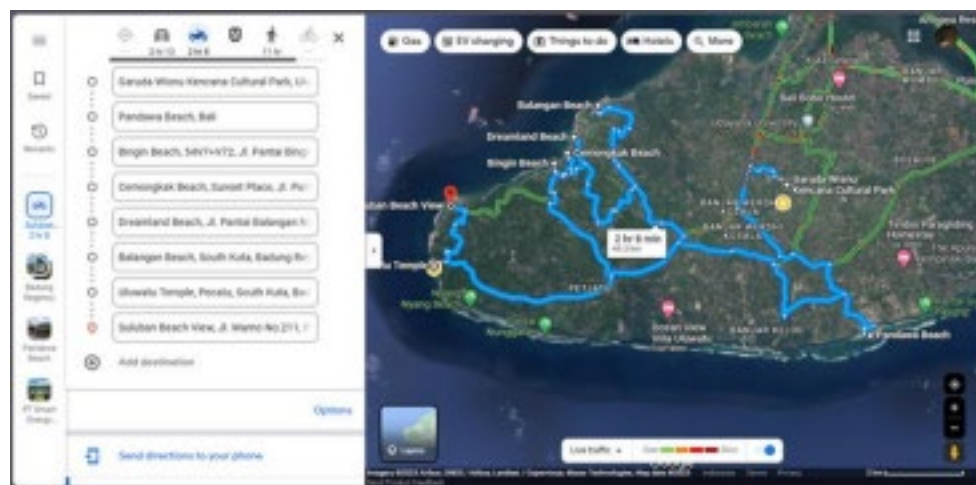


Figure 3: Travel Planning Using Google Maps Demo

[Source: Generated by Authors]

In order to find out the main informants' perceived ease of use, they were then asked about the difficulty level of operating Google Maps while they were traveling in Bali. The question was based on a scale of 1-10 rating system, with 1 being the easiest and 10 being the most difficult. Out of the 11 tourists that were asked, the results were shown as such:



Table 2: Survey on the ease of use of google maps

[Source: Generated by Authors]

Perceived Ease of Use on Google Map	
Difficulty Level	Survey
1 (Easiest)	2
2	5
3	4
4	0
5	0
6	0
7	0
8	0
9	0
10 (Hardest)	0

The result shows that both the interface and the features that Google Maps provides are particularly easy to operate. How Google Maps were considered effortless to operate by tourists, is the main reason that makes tourists preference most dominant on using Google Maps, especially while planning their trips in Bali.

How Self-Planned Trips Impacted Bali's Tourism Industry

Tourists come to visit Bali for various reasons and purposes. Some of the reasons were found on such research by Trimurti & Utama (2019) that has stated 4 of the driving factors for tourists to come and visit Bali, such as Public Service, Government and Private Sector, Bali's nature and culture, and Bali's shopping and holiday aspect. However, most of these reasons are confirmed by the main informants that were interviewed, namely they have come to Bali to travel and relax by enjoying the natural beauty that Bali can offer. For these reasons, several aspects that we have discovered such as cheaper prices, freedom in traveling, itineraries that can be flexibly arranged,



and seeking more of an enjoyable personal experience are the biggest aspects that make most tourists today, especially Gen Z tourists, prefer to self-plan their trip in Bali.

Gen Z tourists would rather travel alone to tourist attractions because of the distinct and new experiences they could experience by themselves (Wachyuni et al., 2023). Gen Z is the generation with the largest number of tourists who undertake self-plan trips, therefore, as they are the latest generation who can travel independently, this trend has had significant impacts on the tourism industry in Bali. As can be seen in the statement of one of the key informants, who is an International Tour Supervisor from one of the well-known travel agents in Bali, the following is the quote.

...we are currently at a loss for business, if in the past they would use the travel agent services, now they could travel on their own. Even for the groups, they are supposed to be our revenue. For example, if they would like to have dinner at some place, we could accompany them there and we would get commissions from the place as well. Nowadays, if the tourists are likely to travel by themselves, we wouldn't get anything by that. (MR – Business representative, October 7th, 2023)

As can be seen from the statement above, the tourism industry has been disadvantaged by tourists who prefer to travel on a self-planned basis, rather than using a travel agent service. This has not only impacted the losses experienced by travel agents but has also impacted other related businesses, such as restaurants and tourist attractions which suffer losses due to the lack of tourists in the form of groups or individuals visiting in collaboration with the travel agents. However, there is something contradictory, where several businesses in the tourism industry can also benefit from self-plan travel. According to a study by (Hermawati et al., 2019) the available modes of transportation that are commonly used by tourists are transportation rental agents, travel agents, online transportation, and public transportation. Where in this case, it could benefit the transportation business in Bali, when tourists who travel independently without any ties, and with the help of Google Maps, can choose their desired transportation modes for traveling in Bali freely.

The other businesses that could benefit from tourists who self-plan their trips are restaurants and tourist attractions, which benefit from the Google Map Review and Recommendation feature. This indicates that when a destination has good reviews and is given lots of interesting and positive feedback, tourists would be interested in visiting said destination. As stated by one of the tourists who is our main informant, as follows.

I would think to find new places as well, that we would go look at the Google Maps and search for Lunch or something, and we would just look around. And we also search for sightseeing stuff to do as well. (CD - Tourist, September 22, 2023)

One of the features of Google Maps that could also have a beneficial



impact on these businesses. As stated by one of the tourists who is our main informant, as follows.

...for like seeing stuff, for seeing new things, and like restaurants to eat at. And we find a lot of good places here on Google Maps. (OS - Tourist, September 22, 2023).

Therefore, the impact of tourists who self-plan their trip to Bali is not all bad or negative for the tourism industry in Bali. Applications such as Google Maps, being the latest technology in the world of tourism, can help the industry in recommending these businesses as destinations that could be visited such as the features available on Google Maps.

Tourist Interactions with The Locals of Bali

Interactions between the tourists and local community of Bali are one of the important aspects of tourism in Bali. Apart from exchanging information, interactions between the tourists and local community can have an impact on the economics of Bali, knowledge, and experience of Balinese history and culture (Dunan, 2023; Fitria Andjanie et al., 2023; Malik, 2016). Although Google Maps could greatly assist tourists in their journey of exploring Bali, it could also cause a decrease in interactions with the local communities of Bali. Google Maps is a very useful tool for tourists traveling in Bali, especially for those tourists who are not familiar with Bali, and it is their first-time visiting Bali. In circumstances like this, tourists would often be stuck to their devices and pay their utmost attention to Google Maps, as a result, communications with the locals cannot often be made. However, in certain cases, the directions given by Google Maps could be slightly confusing to understand, thus requiring tourists to interact with the locals of Bali.

The usage of Google Maps on mobile phones would automatically require us to focus on our phones. A different scenario could be seen in tourist attractions. If the tourists have arrived at their destinations, interactions with the local merchants must be made. (GS – Local Community Representative, October 12th, 2023).

As could be seen from the statement above, that was made by the head of HR and promotion of the BUMDA of the Kutuh Village, as one of our key informants. Interactions between tourists and the locals would likely occur when the tourists are present at the tourist attractions themselves. Once the tourists have arrived at a tourist attraction, they are more likely to have opportunities to interact with the locals there. They could engage in purchasing local goods or simply talk with the local people. This is certainly the time when tourists could experience the culture and daily life of Balinese people more intensely.



Figure 4: Tourists interacting with the locals and purchasing local goods
[Source: Original Image by Author]

Overall, the use of Google Maps has an impact on reducing interactions of the tourists with local communities in the means of traveling to a tourist attraction, which has also resulted in tourists with a lack of understanding on the whole context of the story, history, culture, and deeper meaning of a tourist attraction. However, both tourists and key informants have a mutual agreement on the role of local communities that will never be replaced. It depends on future efforts to increase the interactions between tourists with the local communities to support sustainable tourism in Bali.

How Google Maps Altered the Tourists' Navigation Ability

Navigation ability is a skill that could be acquired by tourists who travel on their own, in this case traveling on the island of Bali by relying on Google Maps. As a high-level skill, route navigation requires intact executive functioning to be able to successfully find one's way while driving in unfamiliar environments (Cochran & Dickerson, 2019). Where navigation ability is a required skill for tourists who, while traveling in Bali, must be able to navigate the routes to the destination they would want to visit. This leads to the development of the tourist's navigation ability. The development of this skill also depends on the personality of the tourist, the tourist's ability to memorize routes or roads that have been passed previously, and how the tourist can memorize the route from Google Maps themselves. Additionally, many factors also contribute to the navigation ability of each tourist. Such as the internal aspect (gender, types of strategies, age, comprehension, sense of direction, and spatial abilities) and the external aspect (availability of meaningful landmarks and density of buildings) (Tahir & Krogstie, 2023). As could be seen in the statement from one of the tourists, who is our main informant, as follows.

I think our navigation abilities are lowering, because when you use Google Maps a lot you become more dependent on the applications and you don't think by yourself, but I also don't mind that. And my friend Moude, has a good sense of direction so it also helps. (AG - Tourist, September 23, 2023).

The excessive use of Google Maps could cause a decrease in their navigation abilities, due to dependence on using the application's assistance while traveling. Another opinion from our main informant, who is also a tourist, is as follows.



Based on the navigation alone, I would say it is standard, there is no way in one trip and with the guidance of Google Maps on the next day I could memorize the routes, especially if it's a new place visited. But on three trips passing through the same route, I could've memorized the routes because it is rather a new place. And if I went through the same route for going and leaving the destination, I think I could've memorized it also. But then again, my memory is the short-term kind, so it would be difficult for me to memorize the routes. (DM - Tourist, October 10, 2023).

In this case, differences could be seen when given more time and the frequency in passing the same route by memorizing the route they have passed with the assistance of Google Maps. Another discovery found in this research is the position of tourists as Google Maps users when traveling in Bali. Most of the main informants we studied used transportation from the transportation rental agents in the form of scooters as a means of mobility while traveling in Bali. Therefore, a role emerges in this means of transportation. Where tourists are divided into two positions or roles, either as a "Driver" or a "Navigator". Tourists who are more active in driving can easily improve their navigation skills while traveling, and tourists who are more focused on navigating the directions from Google Maps are not able to improve their abilities as much, if tourists take on both roles by themselves, there is a possibility that their navigation skills will have improved. This can be clarified by statements from tourists, as our main informants, as follows.

I would prefer to be the driver myself, because my memory would be stronger, and I could memorize something sooner if I experienced it by myself. (SL - Tourist, October 8, 2023).

If I was the one driving, I wouldn't do it without Google Maps I think, because you can just see something like we are going that way, but I don't think I will be able to do that. (CD - Tourist, September 22, 2023).

The same thing could be seen in the two perceptions above, that Google Maps has a big influence in altering the navigation abilities of tourists who are traveling in Bali. As it also could not be far more separated from the positions of the tourist, both as a "Driver" and "Navigator", their navigation abilities will change after directly having the experience themselves in using the Google Maps application while traveling.

The following figure provides a comprehensive summary of the key informant interviews conducted in the framework of the BGCAM. This summary emphasizes the important insights and perspectives provided by the expert representatives regarding the study's main objectives and constraints. The table figure was compiled to provide a clear overview of each informant's insights, to ensure a cohesive understanding of their viewpoints and the overall narrative of this study.



Table 3: Key Informants Insights Summary

[Source: Generated by Authors]

Stakeholder Component	Impact on Bali Tourism Industry	Impact on Interaction with Local Community	Impact on Tourist Navigation Ability
Business	<ul style="list-style-type: none"> Self-planned trips led to a decline in revenue for travel agents, mainly for FIT tourists. 	<ul style="list-style-type: none"> Independent exploration, causing tourists to miss the authentic experience. Limited engagement with local culture. 	<ul style="list-style-type: none"> Lack of safety for self-drive tourists, especially when driving in unfamiliar areas.
Government	<ul style="list-style-type: none"> Collaboration between local businesses and government initiatives is needed to support tourism development. To broaden each part that Bali has to offer, promote lesser-known tourist destinations as well as cultural tourism. 	<ul style="list-style-type: none"> The attempt to educate smaller businesses on effective technology utilization to improve local business awareness in the tourism market has been pursued by the government. 	<ul style="list-style-type: none"> The impotence of local guides and proper licensing is emphasized to enhance the quality of tourism service. The attempt to gather feedback from tourists through surveys is critical for understanding tourists and their preferences.
Local Community	<ul style="list-style-type: none"> Enhancing local businesses' visibility on Google Maps encourages them to innovate what they have to offer, fostering a competitive environment that benefits the entire community 	<ul style="list-style-type: none"> Engagement is not really met with the locals while tourists are focused on navigating, interactions only happened when the tourist arrives at attractions 	<ul style="list-style-type: none"> Over-reliance on Google Maps can lead to disorientation, emphasizing the importance of integrating local knowledge and travel experience.



Academic	<ul style="list-style-type: none"> • A platform to brand and develop new destinations, leading to economic benefits for small and medium-sized enterprises (SMEs). • There is a decline in demand for local guides as tourists have increasingly relied on Google Maps for navigation. • Tourists tend to leave digital footprints in the form of reviews and 	<ul style="list-style-type: none"> • Flexibility allows tourists to discover lesser-known areas, which leads to economic equalization by directing tourists to local businesses outside of popular tourist destinations. • Self-planned travel has contributed to an increase in traffic congestion in well-known areas, prompting sustainability concerns. 	<ul style="list-style-type: none"> • Google Maps represents a digital transformation for tourism in Bali which allows tourists to navigate independently without relying on structured tour packages, enhancing tourist mobility and exploration. • Self-planned trips have further complicated the prediction of tourist behavior, making it
	images, which can be leveraged for improvement	<ul style="list-style-type: none"> • Effective regulation is required to control any negative impact to ensure benefits for the local communities 	challenging for businesses to effectively tailor their services.
Media	<ul style="list-style-type: none"> • Tourist independence potentially harms businesses that rely on conventional models. 	<ul style="list-style-type: none"> • Facilitated greater economic opportunities for local businesses. • Reduce meaningful face-to-face interactions between tourists and locals, which can diminish the cultural exchange that enriches travel experiences. 	<ul style="list-style-type: none"> • Self-sufficient leads to disconnection from traditional tourism services.

Conclusion

Google Maps is a helpful shortcut for tourists to travel beyond a tour package. However, may it seem benefitting, there has been a dual impact made from the phenomena. The usage of Google Maps by Gen Z tourists to self-plan their trip has significant impacts whether it is directed to the personal experiences the Gen Z tourists feel or its indirect impact on the locals of Bali and most of the travel industry in Bali. The impacts that vary between different aspects of this study could be found in the navigation ability of the Gen Z tourists and how it has made it into systems of roles that also correlate to the development of each tourist's navigation ability. Specifically, how individual differences in navigation skills are integrated into their overall travel experiences.



Furthermore, various aspects such as the locals of Bali were also impacted, specifically in their interactions with the Gen Z tourists. The lack of interactions on asking for navigation was severely diminished, but it could be seen while they were at the local attractions to purchase local goods and engage in further conversations with the locals regarding the content they saw on Google Maps. As such, the usage of Google Maps by Gen Z tourists has also decreased their segment on the travel agents' service. Given that, the tourists would lack understanding of the crucial experience they should have gotten, such as the story, history, culture, and deeper meaning of tourist attractions, which would have further significant implications on the future of the travel industry in Bali. While Google Maps has a great impact on various aspects relevant to the travel industry of Bali, this technology should not be seen as a threat but rather as a tool that can aid the enhancement of the overall tourist experience and the travel industry in Bali.

This research contributes to providing fresh and new insights on the usage of Google Maps from a tourist's perspective which then was reinforced by the perspective of the five elements on the BGCAM Models of Penta Helix. Whereas previous research has determined the demonstration of a travel planning system that can be used by tourists (Chu & Huang, 2015; Rathnayake, 2018), we provide new insights into the impact of Gen Z tourists using Google Maps to self-plan their trip in Bali. This study also offers a plethora of theoretical implications. One of which, it has contributed to previous and ongoing discourses of studies on social media effect of travel planning (Yuan et al., 2022), navigation ability (Cochran & Dickerson, 2019; Tahir & Krogstie, 2023), Gen Z tourists' motivations for self-planned travel (Wachyuni et al., 2023), and tourists' travel technology adoption on navigation apps (Gupta & Dogra, 2017; Kah & Lee, 2014) by examining several gaps of each study and thus creating a new topic of research. Therefore, the study has filled a research gap in said studies beforehand and similar studies by Chu & Huang (2015) and Rathnayake (2018). The findings of this study were also seen as an implication to the tourism industry such as destination management, by providing insights on Gen Z tourists with their different needs and preferences to cater to and adapt to currently of self-planned trip by utilizing the technology.

Moreover, the use of TAM theory in this study has further explained the phenomena of Gen Z tourists' Google Maps usage on planning their own trip to Bali, nonetheless some of the results may vary due to the limitations of the study. There were limitations of time and location in this study. The results may vary if the time of research being conducted is done over a longer period and could also be done in a wider range of locations. Due to the limited amount of time and locations, the study could not be seen as a generalized data that represents a larger population. The limitation could suggest future research endeavors to conduct the study on a much longer period and other locations of tourism destinations, a quantitative research method is also suggested for more of a profound meaning on this topic of research.



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Women Traveller's Perception on Green Tourism Implementation at Bias Tugel Beach Destination in Karangasem

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Abstract

Green tourism, which incorporates environmental management, community participation, public education, and eco-friendly technologies, has emerged in response to global environmental challenges and is increasingly recognized as an essential element of sustainable tourism. Since gaining traction in the late 20th century, green tourism seeks to reduce environmental impact, promote benefits for local communities, and raise tourists' awareness of sustainability. Despite its growth, challenges such as high implementation costs and limited awareness remain. This study explores women travelers' perceptions of green tourism in Karangasem, Bali, particularly at Pantai Bias Tugel, given their significant role in family travel decisions and preference for sustainability.

This descriptive research utilizes a quantitative approach, gathering data through observation, questionnaires, and interviews with 100 female tourists. Results reveal that 45% of respondents prioritize environmental factors when selecting a destination, with 27% choosing destinations with eco-friendly certifications and 28% actively promoting environmental awareness. Additionally, 48% of participants believe that accommodations in Karangasem already incorporate sustainable and eco-friendly practices, although 37% highlight the need for enhanced training and skills among local human resources. Furthermore, 52% of respondents consider the preservation of local culture an important aspect of their tourism experience, and 27% actively participate in cultural preservation efforts. Overall, women travelers in Karangasem display a high awareness of green tourism principles and a strong preference for destinations that focus on sustainability and cultural preservation. These findings aim to inform more effective marketing strategies and destination management, positioning Karangasem as a leading destination for green tourism.

Keywords: *Green, implementation, perception, tourism, traveler, women*



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Introduction

Green Tourism has evolved into one of the major trends in the global tourism industry, in line with increasing awareness of environmental issues and the importance of preserving the sustainability of tourist destinations. This concept emphasizes environmental conservation, as well as the sustainable use of local natural and cultural resources (Scheyvens and van der Watt, 2021). Sustainable tourism aims to reduce the negative impact on the environment and society while enhancing economic benefits for local communities. This concept involves various practices, including efficient waste management, energy and water conservation, the use of eco-friendly materials, and support for local communities (Chrismansyah, 2023).

Green tourism involves several key components, including environmental management, local community engagement, public education and awareness, and the use of eco-friendly technologies. Regarding environmental management, the green tourism concept in its implementation seeks to minimize negative environmental impacts through practices such as waste reduction, efficient energy management, and the conservation of natural resources (Kusumarini et al., 2024). Concerning local community engagement, this concept, in its implementation, encourages participation and economic benefits for local communities by promoting local products and services, as well as respecting and preserving local culture. Regarding public education and awareness, the green tourism concept is implemented to raise awareness among tourists and industry players about the importance of environmental and cultural preservation, as well as to educate them on ways to support sustainability (Hasan, 2014). Regarding the use of eco-friendly technology, this concept adopts environmentally friendly technologies, such as renewable energy, green transportation, and sustainable infrastructure (Pratama et al., 2024).

The concept of green tourism began to gain attention at the end of the 20th century, along with increasing global awareness of climate change and environmental degradation. In 1987, the Brundtland Report, published by the World Commission on Environment and Development (WCED), introduced the concept of "sustainable development," which laid the foundation for the development of green tourism (Diwyarthi, 2021). Since then, green tourism has grown rapidly in various countries. Europe, for example, has been a pioneer in adopting green tourism practices, with many countries developing eco-labeling certification for hotels, restaurants, and tour operators that adhere to strict environmental standards (Desak et al., 2024).

International Support and Government Policies have included numerous international organizations, such as the United Nations World Tourism Organization (UNWTO) and the World Travel & Tourism Council (WTTC), promoting green tourism as a crucial part of global efforts to achieve the Sustainable Development Goals (SDGs). Governments in



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various countries have also started adopting policies and regulations that support green tourism, such as tax incentives for environmentally friendly businesses and certification programs for sustainable accommodations. Technological advancements have also played a significant role in green tourism (Kusumarini et al., 2024). Innovations such as renewable energy (e.g., solar panels and wind turbines), low-emission transportation, and more efficient waste management have helped reduce the ecological footprint of the tourism industry. Digitalization has also enabled the promotion of green tourism through online platforms, allowing tourists to choose more sustainable destinations and services (Pratama et al., 2024). Although green tourism has made significant progress, challenges remain, such as a lack of awareness and education in some markets, the high initial cost of adopting eco-friendly technologies, and the imbalance between tourism development and environmental preservation. However, the future of green tourism looks promising, with more environmentally conscious tourists and increasing demand for more sustainable travel experiences. This growth is expected to continue, driven by increasing government regulations, consumer pressure, and technological advancements (Diwyarthi, 2021).

The description above shows that green tourism is an evolution of the traditional tourism concept that combines economic growth with environmental and social responsibility. The global development of this concept demonstrates that more and more destinations and tourism industry players recognize the importance of sustainability. With growing awareness and support from various parties, green tourism is expected to become the norm in the global tourism industry, providing long-term benefits for the environment, local communities, and tourists themselves (Hasan, 2014). This encourages research on tourists' understanding of green tourism implementation.

Modern tourists are no longer just seeking enjoyable experiences but also socially and ecologically responsible ones. In this context, Karangasem, a regency in Bali known for its natural beauty, rich culture, and historical sites, holds great potential to become an attractive green tourism destination. Karangasem, one of Bali's regencies renowned for its natural and cultural wealth, has significant potential to become a green tourism destination that can attract female tourists. This research is important to understand female tourists' perceptions of green tourism implementation in Karangasem, as they often play a key role in family trip planning and have particular preferences related to sustainability and environmental preservation (Kusumarini et al., 2024). Karangasem has a diverse landscape, ranging from beaches and mountains to rural areas that exude pristine natural beauty. Destinations like Taman Ujung, Tirta Gangga, and Pura Lempuyang have long been known as tourist attractions that offer natural beauty and high cultural value. If managed with sustainability principles, this natural and cultural potential can make Karangasem a leading destination in green tourism (Kusumarini et al., 2024). Furthermore, female tourists, who often play a key role in family trip



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planning, have a strong preference for sustainability and environmental preservation. This research is important to understand their perceptions of green tourism implementation in Karangasem, which can assist in developing more effective marketing strategies and destination management. The chosen topic of this research is the perception of female tourists towards the implementation of the green tourism concept at destinations in Karangasem. To narrow the focus, the selected destination is Bias Tugel Beach, located in Padang Bay village.

Karangasem has several tourist destinations with great potential for development within the framework of green tourism. In 2020, Karangasem had about 150 registered official accommodations, including hotels, villas, and traditional lodgings. This number increased to 170 in 2021 and continued to grow to 190 in 2022. This increase reflects the growing interest of tourists in Karangasem, despite the global impact of the COVID-19 pandemic on the tourism industry. In 2020, the number of tourist visits to Karangasem reached approximately 200,000 people, with the majority of tourists coming from the domestic market due to international travel restrictions. In 2021, although the pandemic was still ongoing, the number of visits increased to 250,000 people, along with relaxed travel policies and increased promotion of local tourism. In 2022, Karangasem received around 300,000 tourists, with a significant increase in foreign visitors due to the reopening of international borders and global economic recovery.

Karangasem has a strong tourism appeal, but to maintain this appeal amidst global competition, it is essential to adopt green tourism principles. This research aims to understand the perception of female tourists regarding the implementation of green tourism in Karangasem. Women travelers represent a significant market segment as they often act as the primary decision-makers in family travel planning. They are also known to pay more attention to sustainability and environmental preservation when choosing tourist destinations.

A deep understanding of women travelers' preferences and perceptions of green tourism will help destination managers and tourism industry players in Karangasem, especially develop more effective strategies to attract this market segment. Furthermore, this research will provide insights into the steps that need to be taken to ensure that green tourism practices in Karangasem truly meet the expectations and needs of tourists. The focus of the research is on women travelers visiting Bias Tugel Beach in Karangasem Regency, chosen due to its attractive panorama, expansive beach area, and nature-friendly environment for activities such as snorkeling and diving, while being less crowded despite its relative fame and affordability.

Literature Review

Research by Butler (1980) presented the Destination Lifecycle Model, which emphasizes the importance of destination sustainability to maintain its appeal. Butler's study found that 70% of women travelers prefer



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destinations that practice green tourism. Weaver (2006) proposed that Green Tourism Development is a sustainable tourism development strategy. Weaver's research found that women travelers are more aware of the environmental impacts of tourism activities compared to men (Ananda, Pratiwi, and Amaral, 2022). Cohen (2012) introduced the Sustainable Tourism Paradigm, which states that tourism should prioritize environmental, economic, and social sustainability. Cohen's research found that women travelers prefer accommodations with eco-friendly certifications. Honey (2008) explained Ecotourism and Sustainable Development, outlining the main principles in sustainable ecotourism development. Honey's research concluded that women travelers tend to favor local and eco-friendly products.

Bramwell & Lane (2011) highlighted *Critical Issues in Sustainable Tourism*, examining challenges and opportunities in sustainable tourism implementation. Bramwell & Lane's research found that female tourists are more supportive of local conservation efforts. Liu (2003) discussed *The Economic Impact of Tourism in Developing Countries*, addressing the economic impacts of green tourism in developing nations (Hurdawaty and Dhalillah, 2022). Liu's research concluded that female tourists have higher satisfaction levels at destinations practicing green tourism. Hunter (1997) introduced *Sustainable Tourism as an Adaptive Paradigm*, offering insights into how tourism can adapt to environmental needs. According to Hunter, women's perception of green tourism is influenced by education and income. Gössling et al. (2009) discussed *The Carbon Footprint of Tourism*, emphasizing the importance of reducing tourism's carbon footprint. This study identified factors influencing female tourists' choice of green destinations. Swarbrooke (1999), in *Sustainable Tourism Management*, outlined management approaches for sustainability in tourism. Swarbrooke's research found that female tourists are more likely to engage in nature conservation-focused tourism activities. Sharpley (2000), in *Tourism and Sustainable Development: Exploring the Theoretical Divide*, explored the theoretical differences in sustainable tourism. Sharpley's research showed that female tourists value transparency about green practices at tourism destinations (Kusumarini et al., 2024).

Hunter (2017), in his writing *Sustainable Tourism as an Adaptive Paradigm*, emphasized that tourism should be viewed as an adaptive paradigm, where tourism management must be flexible and responsive to changing environmental needs. This paradigm highlights that there is no one-size-fits-all approach; instead, destination managers must be able to adapt to local conditions and specific environmental challenges. Hunter's research involved case studies in several tourism destinations facing significant environmental pressures (Pratama et al., 2024). For instance, he studied coastal areas experiencing degradation due to uncontrolled tourism development. The main variables examined include the environmental impact of tourism activities, the adaptive strategies employed by destination managers, and the success rate of these strategies in preserving



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the environment. Hunter found that adaptive strategies, such as imposing visitor limits during peak seasons or implementing eco-friendly technologies, can significantly reduce tourism's negative impact on the environment. He also noted that the success of these strategies depends heavily on local participation and awareness, as well as cooperation among various stakeholders.

Gössling and colleagues (2019), in *The Carbon Footprint of Tourism*, outlined the significant impact of tourism on global carbon emissions. They highlighted that the tourism sector, particularly air travel and accommodation, contributes significantly to climate change due to its high carbon footprint. This research involved data analysis from various sources, including global statistics on flights, energy consumption in hotels, and land transportation related to tourism. The variables analyzed include the amount of carbon emissions produced by various segments of the tourism industry (e.g., air travel, accommodation, local transportation), energy consumption per tourist, and the contribution of different types of tourism (e.g., mass tourism vs. ecotourism) to the total carbon footprint. Gössling et al. found that air travel is the largest contributor to tourism's carbon footprint, followed by high-energy luxury accommodations. They suggested stricter policies to reduce emissions, such as developing more efficient aviation technologies, increasing energy efficiency in hotels, and promoting local tourism to reduce the need for long-distance flights (Hasan, 2014).

Swarbrooke (2019), in *Sustainable Tourism Management*, developed a comprehensive management approach to ensure tourism sustainability. He emphasized the importance of integrating environmental sustainability, economic sustainability, and social well-being in managing tourist destinations. Swarbrooke employed a case study approach involving various destinations that have implemented sustainable tourism principles. He also interviewed destination managers, tourists, and local residents to gain a comprehensive understanding of sustainable management practices and impacts. The variables examined include the level of environmental conservation (e.g., natural resource conservation, waste management), economic impact (e.g., tourism revenue, profit distribution), and social impact (e.g., local community involvement, capacity building) (Margonda et al., 2017). Swarbrooke found that destinations that successfully integrate sustainable management tend to have higher appeal and longevity in the global tourism market. Additionally, he emphasized that management involving active local community participation is more likely to achieve long-term sustainability, as it enhances ownership and responsibility for environmental preservation (Hurdawaty and Dhalillah, 2022).

Based on the research and theories put forward by Hunter, Gössling, and Swarbrooke, we gain in-depth insights into the importance of adaptation, carbon footprint reduction, and sustainable management in tourism. They emphasize that achieving sustainability requires tourism destinations to adapt to environmental challenges, reduce negative climate impacts, and efficiently manage resources while involving all stakeholders, including



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local communities and tourists (Sari and Yuliarmi, 2018). These findings are relevant in the context of developing green tourism in Karangasem, which strives to balance tourism growth and environmental preservation.

Research Methodology

This research employs a mixed-method approach, combining both qualitative and quantitative approaches. The qualitative approach involves conducting in-depth interviews with female tourists to understand their views on green tourism in Karangasem. The quantitative approach involves distributing questionnaires to 100 female tourists to measure their perceptions of various aspects of green tourism in Karangasem. The data will be analyzed using descriptive statistics and regression analysis to identify the factors influencing their perceptions.

The data collected comes from 100 female tourists who visited Bias Tugel Beach in Karangasem Regency during the study period. Respondents were selected randomly, considering the diversity of age, socio-economic status, and educational background. The data collection methods include questionnaires designed to measure tourists' perceptions of various aspects of green tourism in Karangasem, such as environmental awareness, sustainable accommodations, and local cultural preservation.

Results and Discussions

Manggis District consists of 12 villages: Antiga, Antiga Kelod, Gegelang, Manggis, Ngis, Nyuh Tebel, Padangbai, Pesedahan, Selumbang, Sengkidu, Tenganan, and Ulakan. Among these villages, Padangbai was chosen as the research location because it has a beach and functions as a transit point for tourists arriving and departing to Lombok. Padangbai Village officially became an independent village in 1992. Previously, this area was known as Dusun Padang or Dusun Teluk Padang, which was part of Ulakan Village. Administratively, Padangbai Village is divided into four hamlets or "banjar," namely Dusun Luhur, Dusun Melanting, Dusun Segara, and Dusun Mimba. Additionally, Padangbai Village also has a traditional Balinese governance system called Desa Pakraman, consisting of three banjar: Banjar Kaler, Banjar Sidakarya (Banjar Kaja), and Banjar Karya Nadhi (Banjar Tengah) (Nomor et al., 2024).

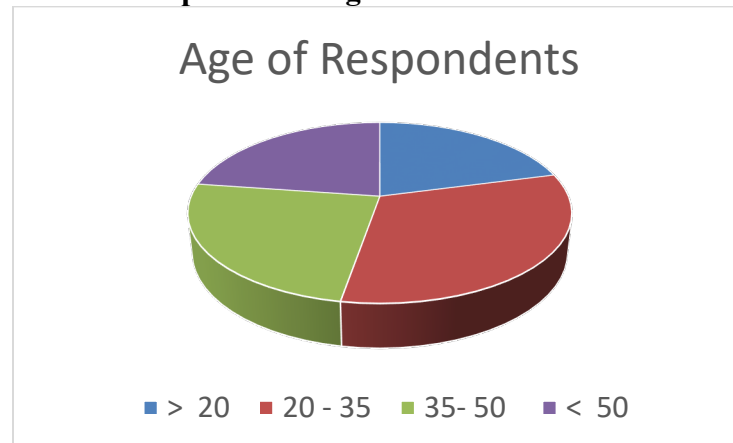
The name "Padangbai" was given by the Dutch. Initially, the village was known as Desa Padang. Due to its location in a shallow, calm-watered bay, the Dutch, in their effort to colonize Bali, built a military post and port there. They named the bay Padang Baai, with "Baai" meaning "bay" in Dutch. After Indonesia's independence, the village's name was changed to Teluk Padang. However, tourists and foreign travel writers continued to call it Padang Bay, meaning "Padang Bay." Additionally, the name Padangbai is mentioned in several ancient manuscripts, including the Kehen B Inscription, which states that "Mpu Kuturan followed his brother to Bali in the year Çaka 923 (1001 AD), with a kapu-kapu leaf boat and a bende leaf raft, landing at Padang Beach." This inscription refers to Mpu Kuturan's journey to Bali and mentions Padang Beach, which is now



known as Padangbai due to the presence of Pura Silayukti, a temple where Mpu Kuturan is venerated in Padangbai (Bali, Pendahuluan and Masalah, 2021).

Administratively, the name Teluk Padang was still used until 1992. However, after the village officially became independent, the name was changed to Padangbai. Padangbai is a village in the Manggis District, Karangasem Regency, on the eastern side of Bali Island, Indonesia. The village is known as a ferry port serving trips to Lombok, Nusa Penida, the Gili Islands, and other islands in West Nusa Tenggara. During the Kusamba War in 1849, the area was better known as Teluk Labuhan Amuk. In addition to being a port town, Padangbai also offers the serene beauty of a small beach town with a bay that, to its east, has a cape named Tanjung Sari, which takes its name from the sacred temple, Pura Tanjung Sari, a worship site for Mpu Bharadah. Besides the main white sand beach, there are two other white sand beaches: Padang Kurungan Beach to the east and Bias Tugel Beach to the west. Padang Kurungan Beach is known for its vibrant marine life filled with colorful ornamental fish and soft coral, and it features a blue lagoon in the middle, earning it the nickname "Blue Lagoon Beach." Meanwhile, Bias Tugel Beach or White Sand Beach, located west of the main Padangbai beach, is famous for its expansive white sand and clear blue sea. Bias Tugel Beach also has a water blow attraction, adding to its appeal (Pantai Bias Tugel, Detik.com, June 3, 2024).

Table 1. Respondents' Age



Source: Research Results, 2024

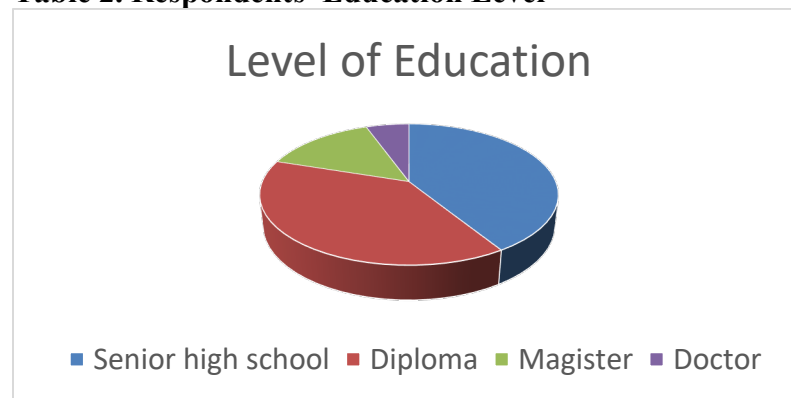
The women travelers who participated in this research consisted of 23% under the age of 20, 35% between the ages of 20-35, 27% between 35-50, and 25% over the age of 50.

The varying age groups' interest in participating in environmental preservation programs (50% of respondents showed interest) can be understood through Sustainable Behavior Theories that span all age groups. While younger tourists may be driven by social influences and a



desire to be part of the eco-conscious movement, older women may be motivated by the idea of leaving a positive impact. Across all ages, the decision to participate in green programs is influenced by personal values, norms, and environmental awareness, which are shaped by each group's life experiences and social context. The result support Kusumarini et al (2024) said that the age distribution of women traveller in this research reveals diverse motivations for engaging with green and sustainable tourism. Younger tourists are likely influenced by social norms and a desire to make environmentally conscious choices, while middle-aged and older tourists may see sustainable travel as a means of leaving a positive legacy for future generations. Across all age groups, the choice of green tourism destinations like Karangasem aligns with their values and beliefs about environmental responsibility, demonstrating how age-related factors influence female tourists' attitudes and behaviors toward sustainability.

Table 2. Respondents' Education Level



Source: Research Results, 2024

The female tourists who participated in this research consisted of 37% with a secondary school education level, 35% with a bachelor's degree, 13% with a master's degree, and 5% with a doctoral degree. This varied level of educational attainment provides insight into how different educational backgrounds can influence attitudes toward green and sustainable tourism practices. This support Hines et al (2017) said Educational Background and Environmental Awareness is a key factor in shaping environmental awareness and attitudes toward sustainability.

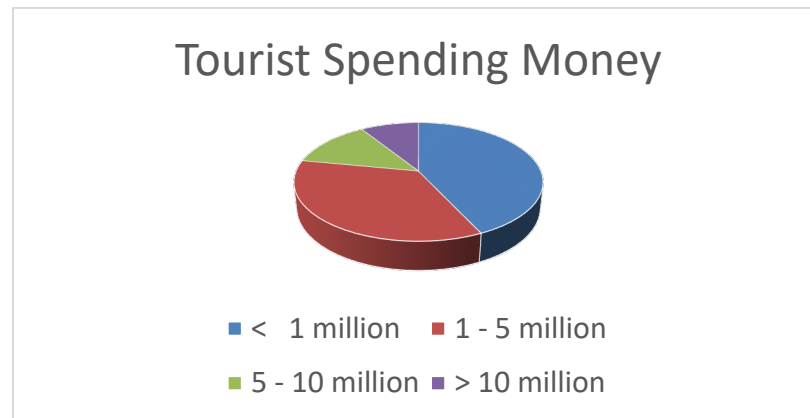
According to Environmental Education Theory (Hines, Hungerford & Tomera, 2017), individuals with higher levels of education tend to possess a greater understanding of environmental issues, which, in turn, makes them more inclined to support sustainable tourism practices. The fact that 35% of the female tourists hold a bachelor's degree and 13% have a master's degree suggests that a significant portion of the respondents are likely more familiar with complex environmental challenges, such as climate change, conservation, and the role tourism can play in exacerbating or mitigating these issues.



Higher education also tends to encourage critical thinking and responsible decision-making, both of which are essential when making travel choices. Bamberg & Möser's (2007) theory on pro-environmental behavior indicates that individuals with more education are likely to engage in behaviors that align with sustainable values, such as choosing eco-friendly accommodations or participating in environmentally conscious activities during their travels. This is consistent with the research findings, which showed that 65% of respondents chose Karangasem because of its commitment to environmental sustainability.

In summary, the educational background of female tourists in this research significantly influences their understanding and behavior toward green and sustainable tourism. Those with higher education levels demonstrate greater environmental awareness, while secondary school-educated tourists may still engage in sustainable practices due to personal values and perceived social norms. The participation of these women in environmental preservation programs and their preference for sustainable destinations underscores the increasing influence of educated female travelers in promoting and shaping green tourism practices.

Table 3. Tourist Spending Money During the Trip



Source: Research Results, 2024

The female tourists who participated in this research consisted of 43% spending less than IDR 1 million per trip, 35% spending between IDR 1 to 5 million, 13% spending between IDR 5 to 10 million, and 9% spending over IDR 10 million per trip. The length of stay in Karangasem ranged from one day for 47% of respondents, two to five days for 32%, and more than five days for 21%.

Furthermore, 80% of respondents had a good understanding of the green tourism concept. 75% expressed satisfaction with Karangasem's efforts to implement green practices. 65% chose Karangasem as a destination due to its commitment to environmental sustainability. 70% said they would recommend Karangasem to others due to its green practices, and 50%



showed a strong interest in participating in environmental preservation programs during their visit.

The research findings reflect specific consumer behavior patterns among female tourists, which can be understood through several tourism and consumer behavior theories:

1. **Spending Patterns and Length of Stay**

The female tourists' spending behavior, with 43% spending less than IDR 1 million and a significant percentage staying one day (47%), can be explained through Maslow's Hierarchy of Needs (1943). This theory suggests that tourists' spending is often driven by their level of satisfaction with basic needs such as safety, comfort, and basic experiences. Lower spending and shorter stays may reflect tourists who are primarily seeking basic experiences rather than luxury, while those spending more or staying longer may be aiming to fulfill higher-level needs, such as personal growth or self-actualization, through more immersive and meaningful experiences. This result also support The Travel Cost Theory (Clawson & Knetsch, 2016). It posits that tourists' willingness to spend is linked to the perceived value they expect from their destination. Those spending between IDR 5 to 10 million or more (13% and 9%, respectively) likely perceive greater value in extended stays, luxurious experiences, or specialized eco-tourism activities that align with their personal or environmental values.

2. **Understanding of Green Tourism and Satisfaction**

The fact that 80% of respondents had a good understanding of the green tourism concept and 75% were satisfied with Karangasem's green practices can be supported by Cognitive Dissonance Theory (Festinger, 2017). This theory explains how individuals strive for consistency between their knowledge, beliefs, and actions. Female tourists who are aware of green tourism are more likely to feel satisfied when they observe practices that align with their understanding of sustainability. This satisfaction reduces cognitive dissonance, which arises when behavior and beliefs conflict (e.g., visiting a destination that claims sustainability but does not deliver on those claims). This result also support Ajzen's Theory of Planned Behavior (2021) said the connection between tourists' understanding of green tourism and their satisfaction. According to this theory, individuals' behaviors are driven by attitudes, subjective norms, and perceived behavioral control. Female tourists who have positive attitudes towards green tourism and perceive it as a social norm are more likely to express satisfaction with destinations that implement such practices.

3. **Commitment to Environmental Sustainability and Recommendations**

The data showing that 65% of respondents chose Karangasem due to its commitment to environmental sustainability and 70% would recommend it due to its green practices aligns with Self-Determination Theory (Deci & Ryan, 2015). This theory posits that people are motivated by the need for autonomy, competence, and relatedness.



Tourists who choose destinations based on their green commitments are likely fulfilling their intrinsic motivation for environmental responsibility, which also enhances their personal sense of autonomy and purpose. The result also support Word-of-Mouth (WOM) Theory (Buttle, 2018) explain the 70% recommendation rate. Positive WOM is often driven by satisfaction with experiences that align with personal values—in this case, sustainability. Female tourists who see environmental practices as important are more likely to recommend destinations that mirror those values to others, creating a network of like-minded eco-conscious travelers.

4. **Participation in Environmental Preservation Programs**

The finding that 50% of respondents showed strong interest in participating in environmental preservation programs can be explained by Pro-Environmental Behavior Theory (Stern, 2020), which emphasizes how personal values, norms, and awareness of environmental consequences influence behavior. Female tourists with a high degree of environmental consciousness may feel morally obligated or motivated to participate in preservation programs because it aligns with their values and provides an avenue to act upon their environmental beliefs. Additionally, the result support Schwartz's Norm-Activation Theory (2017) suggests that individuals act in ways that align with their personal norms, particularly when they are aware of the consequences of their actions and believe they can contribute to positive outcomes. The strong interest in environmental preservation among respondents may be driven by personal norms that favor active involvement in sustainability initiatives.

Discussion

A survey of 100 female tourists visiting Bias Tugel Beach in Karangasem Regency revealed various important views regarding sustainability, environmental awareness, and local cultural preservation in the context of tourism. These findings provide significant insights into how female tourists assess and respond to green tourism principles, as well as how engaged they are in supporting and implementing these concepts during their travels.

Environmental Awareness

From this survey, it was found that 45% of respondents paid great attention to environmental aspects when choosing a tourist destination. They were more inclined to select places offering a clean, green environment that supports nature conservation. Comparatively, 27% of respondents specifically chose destinations with eco-certification and conservation programs, indicating that for most female tourists, eco-certification is a key factor in their decision-making process. Meanwhile, 28% of respondents not only cared about environmental aspects but also actively campaigned for environmental awareness among the broader community, reflecting a strong social responsibility among them.



This finding supports the theory put forward by Hunter (2002), which states that environmental awareness is one of the main drivers in modern tourists' decision-making (Desak et al., 2024). Hunter emphasizes that tourists are increasingly demanding higher standards of environmental sustainability and are choosing destinations that support responsible environmental management.

Accommodation Sustainability

Regarding accommodation sustainability, the survey revealed that 48% of respondents felt that accommodations in Karangasem have adequately applied sustainability principles, such as the use of renewable energy, efficient water and waste management. They appreciated the efforts made by accommodation managers in implementing eco-friendly technologies and ensuring that their daily operations have minimal environmental impact. However, 37% of respondents also emphasized the need for increased training and human resource development in implementing green tourism concepts. This indicates that although physical infrastructure has progressed, there is still a need to improve the capacity and knowledge of tourism workers in supporting and running sustainable practices. Moreover, 15% of respondents stated that they were actively involved in the green tourism implementation, such as saving energy, reducing waste, and using resources wisely during their stay at the accommodations.

The theory supporting these results includes the sustainable tourism development theory proposed by Bramwell and Lane (1993). They emphasize that sustainability in accommodation depends not only on physical infrastructure but also on the understanding and skills of the human resources managing it (Arsana, Budi, and Sulasmini, 2018). Without human resource capacity-building, sustainability practices in the accommodation sector cannot run optimally (Pratama et al., 2024).

Local Cultural Preservation

The survey also showed that local cultural preservation is an important factor in the travel experience for 52% of respondents. They believed that the presence of a strong, well-preserved local culture is an integral part of a tourist destination's attraction. A total of 21% of respondents highly appreciated the efforts to preserve local traditions and wisdom, such as cultural festivals, traditional arts, and religious practices that are well-maintained. Additionally, 27% of respondents stated that they not only enjoyed the local culture but also actively participated in its preservation. For example, they participated in cultural documentation activities, helped promote the importance of cultural preservation through social media, and even engaged in various local cultural activities.

These findings align with the statement by Smith (2009), who emphasized the importance of local cultural preservation in the tourism context as a way to maintain the identity and uniqueness of a destination (Chance and Florence, 2023). Smith argued that active involvement by tourists in preserving local culture not only enriches their experience but also helps support the long-term sustainability of the culture (Kusumarini et al.,



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2024).

This research shows that female tourists visiting Bias Tugel Beach in Karangasem Regency have a high level of awareness about the importance of green tourism. They not only express strong preferences for destinations that prioritize sustainability and environmental conservation, but they also actively engage in these efforts. This aligns with the literature review, which emphasizes the importance of adaptive approaches, carbon footprint reduction, and sustainable management in tourism destination management.

The application of green tourism principles at Bias Tugel Beach has been progressing, but survey results indicate there is still room for improvement. One area that needs enhancement is environmental awareness among local tourism industry players. The use of environmentally friendly technology in accommodations should be further encouraged, and the promotion of local tourism that emphasizes carbon footprint reduction needs to be increased. In a broader context, these findings support the idea that tourist destinations aiming to attract female travelers must focus on sustainability and the preservation of local culture. Destinations that offer experiences that pay attention to these aspects tend to be more favored by female tourists, who are increasingly aware of their role in preserving the sustainability of tourist destinations.

Conclusions

The conclusion of this study shows that female tourists visiting Karangasem have a high awareness of sustainability aspects (45%), both in choosing destinations and accommodations, as well as in maintaining and preserving local culture (52%). They tend to choose environmentally friendly destinations (21%) and support conservation programs (27%), and they pay attention to accommodations that apply sustainability principles (37%). Additionally, many of them not only enjoy the local culture but also actively participate in its preservation (15%).

These findings underscore the importance for tourist destinations to focus more on implementing environmentally friendly technologies and enhancing the awareness and skills of local tourism industry players in practicing green tourism. Thus, destinations that can integrate sustainability and local cultural preservation into the tourism experience will be more favored and have a strong appeal to female tourists who are increasingly aware of the importance of environmental and cultural sustainability. This study also provides insights for destination managers and policymakers to focus more on developing environmentally friendly and sustainable tourism programs, and to ensure that information regarding green practices is easily accessible to tourists

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LGBTQ+ Thai Travelers' Perception of Bali as a Safe Travel Destination

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Abstract

This study explores the perceptions of safety and inclusivity among LGBTQ+ Thai travelers in Bali, Indonesia. While Bali is known for its liberal atmosphere, especially in areas like Seminyak, the island is still part of a predominantly conservative and religious country. This creates a dual reality for LGBTQ+ tourists, who may feel safe in certain areas but uncomfortable in more traditional regions. Through qualitative research, including semi-structured interviews with 12 LGBTQ+ Thai travelers, this study investigates how these travelers navigate Bali's complex cultural landscape. The findings reveal that while Seminyak is perceived as an LGBTQ+-friendly haven, travelers remain cautious in more rural areas. Visible symbols of inclusion, such as rainbow flags and gay-friendly spaces, enhance the sense of safety, but the conservative nature of the broader region poses challenges. The research concludes that while Bali is a popular destination for LGBTQ+ travelers, more efforts are needed to create a consistently inclusive environment across the island to serve this market segment better.

Keywords: Bali tourism, LGBTQ+ tourism, safety perception, Thai travelers, inclusivity.

Introduction

LGBTQ+ tourism has become a significant and vibrant segment of the global travel market. It is not only about leisure and recreation but also about seeking destinations where LGBTQ+ individuals feel safe, accepted, and free to express their identities without fear of discrimination or harm. Despite progress in LGBTQ+ rights and visibility globally, many regions remain unsafe or unwelcoming for LGBTQ+ travelers, particularly in areas where societal norms are deeply influenced by religion and conservative traditions (Hughes, 2006; Waitt & Markwell, 2006). Consequently, LGBTQ+ travelers carefully select destinations where they can be themselves, feel secure, and enjoy their vacations in a supportive environment.

One such destination is Bali, Indonesia, which has gained popularity among LGBTQ+ tourists, particularly in areas like Seminyak, known for its open and liberal atmosphere. Despite Indonesia being predominantly conservative and influenced by religious values, Bali's unique Hindu culture and its reliance on tourism have allowed pockets of tolerance and acceptance to flourish (Gorman-Murray & Nash, 2017). The island's dual identity—being both a conservative society and a liberal haven for tourists—creates an intriguing paradox for LGBTQ+ travelers. While urban tourist hubs such as Seminyak offer a safe space for LGBTQ+ individuals, more rural and conservative areas of the island retain traditional values, potentially leading to discomfort or fear for LGBTQ+ visitors (Waitt & Markwell, 2006; Pritchard et al., 2000).



For LGBTQ+ travelers from Thailand, this dynamic presents a unique set of challenges. Although Thailand is often perceived as relatively tolerant of LGBTQ+ individuals, societal acceptance is often limited by underlying cultural and religious conservatism (Jackson, 2011). The visibility of LGBTQ+ individuals in Thai society does not always equate to full social inclusion, and Thai LGBTQ+ travelers may carry this cautious mindset when visiting destinations like Bali. This research aims to explore how Thai LGBTQ+ travelers perceive Bali in terms of safety and inclusivity, given the island's conflicting liberal and conservative cultural landscape.

Previous research on LGBTQ+ tourism has primarily focused on Western travelers (Hughes & Deutsch, 2010; Visser, 2013), leaving a gap in understanding how LGBTQ+ individuals from Southeast Asia, especially Thailand, experience such destinations. Thai LGBTQ+ travelers come from a culture where visibility is growing, but full acceptance remains a complex issue. This study seeks to address this gap by investigating how LGBTQ+ travelers from Thailand navigate the complex cultural reality of Bali.

The research questions guiding this study are: How do LGBTQ+ Thai travelers perceive Bali as a safe and inclusive destination? How do factors such as gender, cultural background, and prior knowledge of LGBTQ+-friendly spaces influence their travel experiences? Addressing these questions is essential for developing a deeper understanding of how LGBTQ+ travelers from Southeast Asia experience destinations with both liberal and conservative elements, and how these destinations can better cater to this unique segment of the market.

Existing studies highlight the importance of safety and inclusivity for LGBTQ+ travelers, emphasizing that these factors often shape destination choice and overall travel satisfaction (Pritchard et al., 2000; Hughes, 2006). Bali's liberal enclaves, such as Seminyak, provide visible markers of inclusion, like rainbow flags and LGBTQ+-friendly businesses, which contribute to the perception of safety for LGBTQ+ travelers (Johnston, 2005; Ginder & Byun, 2015). However, outside of these tourist areas, the conservative and religious nature of Bali may pose risks or discomfort for LGBTQ+ individuals, particularly those from culturally conservative backgrounds like Thailand (Fealy & Ricci, 2019).

This study seeks to provide valuable insights for Bali's tourism industry by exploring the experiences of LGBTQ+ Thai travelers. By examining how they perceive safety, inclusivity, and cultural acceptance in Bali, this research aims to offer recommendations for creating a more inclusive tourism environment that meets the needs of LGBTQ+ travelers from diverse cultural backgrounds. In doing so, this study contributes to the broader literature on LGBTQ+ tourism and destination management, while addressing the specific needs and experiences of Southeast Asian travelers.

Literature Review

The rise of LGBTQ+ tourism, often referred to as "pink tourism," has become a significant area of focus in the travel industry, driven by the growing visibility and acceptance of LGBTQ+ communities globally. However, despite the increasing inclusivity, LGBTQ+ individuals still face unique challenges when selecting travel destinations. One of the primary concerns for LGBTQ+ travelers is the perception of safety and acceptance at their chosen destination. Research has consistently shown that the presence of LGBTQ+-friendly spaces and cultural tolerance significantly influence the travel decisions of this community (Pritchard et al., 2000).

LGBTQ+ Travel and Perception of Safety

Safety, both real and perceived, plays a critical role in LGBTQ+ tourism. LGBTQ+ individuals often seek destinations where they feel they can express themselves openly without fear of discrimination or violence (Pritchard et al., 2000). These "safe zones," such as LGBTQ+ neighborhoods or businesses marked by symbols of inclusivity (e.g., rainbow flags), provide a sense of comfort for travelers. Such spaces have been documented to create environments where LGBTQ+ individuals feel secure and free from judgment (Weeden, Lester, & Jarvis, 2016).

Gay spaces, defined as areas where LGBTQ+ individuals can express their identities without fear of discrimination, are essential in fostering safety for LGBTQ+ travelers (Johnston, 2005). Previous studies highlight how the presence of these spaces significantly impacts the travel experiences of LGBTQ+ tourists by offering a physical and emotional sense of security (Hughes & Deutsch, 2010). LGBTQ+ travelers are particularly drawn to destinations with visible inclusivity, where their identities are acknowledged and respected. Bali's Seminyak area serves as a prime example of this, with its well-established LGBTQ+ venues and openly inclusive businesses (Gorman-Murray & Nash, 2017).

However, the perception of safety for LGBTQ+ travelers is not static. It can shift depending on external factors like political instability, local conservatism, or regional attitudes toward LGBTQ+ communities (Hall, Timothy, & Duval, 2012). For instance, in more conservative areas or during times of heightened social tension, the perceived safety of LGBTQ+ individuals might decrease (Kobuvich, Efrati, & Ravid, 2016).

Bali as an LGBTQ+ Destination

Bali, particularly in tourist areas such as Seminyak, has cultivated a reputation as a relatively safe and accepting destination for LGBTQ+ travelers (Gorman-Murray & Nash, 2017). However, Bali exists within a broader context of Indonesia, a predominantly Muslim country where LGBTQ+ rights are not widely accepted (Fealy & Ricci, 2019). The contrast between Bali's liberal tourism zones and the country's conservative cultural and religious values creates a unique dynamic for LGBTQ+ visitors. Although tourists may find open acceptance in areas like Seminyak, they might face challenges when traveling to more rural or conservative regions of the island.

The **cultural tolerance** of Bali's Hindu-majority population, compared to the stricter religious norms found in other parts of Indonesia, has been noted as a key factor in creating a more relaxed and open atmosphere for LGBTQ+ travelers (Um, 2014). The island's tourism-driven economy also plays a role, as many locals rely on the influx of international visitors, including LGBTQ+ tourists, for their livelihoods (Johnston, 2005). However, some researchers argue that this tolerance might be more economically driven than a genuine cultural shift in attitudes (Johnston, 2005).

Despite its appeal, Bali's dual cultural nature means that LGBTQ+ tourists must navigate a complex environment. Research shows that while urban or tourist-heavy areas like Seminyak may feel safe, LGBTQ+ travelers experience heightened anxiety when venturing into rural or less-developed parts of the island, where conservative attitudes may dominate (Pritchard et al., 2000).



LGBTQ+ Thai Travelers and Southeast Asian Context

Most research on LGBTQ+ tourism focuses on Western travelers, leaving a significant gap in understanding how LGBTQ+ individuals from more conservative cultures, such as Thailand, perceive destinations like Bali (Hughes & Deutsch, 2010; Waitt & Markwell, 2006). Thailand, while often viewed as tolerant of LGBTQ+ individuals, remains a country with deeply rooted religious and cultural values that can make life challenging for the community, particularly outside urban centers (Visser, 2003).

Thai LGBTQ+ travelers bring unique expectations and experiences when traveling abroad. Their home country presents a paradox: LGBTQ+ visibility is relatively high in media and tourism, but traditional societal norms still influence daily life. This context makes them particularly attuned to issues of safety and acceptance when traveling. Research has shown that LGBTQ+ individuals from conservative backgrounds tend to be more cautious when visiting new destinations, often relying on online reviews and personal recommendations to ensure they visit places perceived as safe (Fennell, 2017).

For LGBTQ+ Thai travelers, the existence of visible LGBTQ+ symbols, inclusive spaces, and the presence of an openly gay community are key factors in shaping their travel experiences. Bali, with its mix of liberal tourist zones and conservative rural areas, presents a unique set of challenges for these travelers, as they must navigate a destination that is not uniformly accepting (Fealy & Ricci, 2019).

Influence of Gay Spaces and Cultural Norms

The concept of **gay spaces** and their importance in LGBTQ+ tourism cannot be overstated. These spaces provide LGBTQ+ travelers with a sense of safety and belonging, enabling them to engage with their identities without fear of judgment (Meyer, 2003). In destinations like Bali, where cultural and religious values vary significantly between regions, these gay spaces serve as vital havens for LGBTQ+ tourists. However, the presence of these spaces is not always enough to guarantee a uniformly safe experience, particularly for travelers from more conservative backgrounds like Thailand.

Cultural acceptance plays a crucial role in creating a welcoming environment for LGBTQ+ travelers (Ginder & Byun, 2015). While Bali's liberal tourist areas offer inclusive spaces, travelers must still navigate the island's broader social context, which can be less accepting. As Johnston (2005) noted, economic incentives often drive the outward projection of inclusivity in tourist destinations, even when deeper cultural biases persist. This is particularly relevant in Bali, where the tourism economy is a major force, but conservative attitudes still influence certain areas.

Research Methodology

This study employs a qualitative research methodology, which is particularly suited for exploring the subjective and nuanced experiences of LGBTQ+ Thai travelers in Bali. A qualitative approach allows for an in-depth understanding of personal perceptions, cultural experiences, and emotional dimensions of travel, making it ideal for understanding the complexities of LGBTQ+ tourism (Creswell, 2013). The research primarily used semi-structured interviews as the main data collection method to capture the detailed insights and personal experiences of participants, following best practices for qualitative tourism research (Jennings, 2010).

a. Materials and Data Collection

The primary data for this study were gathered through semi-structured interviews with LGBTQ+ Thai travelers who had visited Bali within the past 12 months. Purposive sampling was applied to ensure the selection of participants who met the specific criteria of being LGBTQ+ and of Thai nationality, a method recommended for qualitative studies focusing on specific groups (Patton, 2002). A total of 12 participants were interviewed, providing a sufficient sample size for thematic saturation (Guest, Bunce, & Johnson, 2006).

The interviews lasted between 45 minutes to one hour, allowing participants to discuss their travel experiences in detail. All interviews were conducted in Thai and were audio-recorded with the participants' consent. The recordings were transcribed verbatim and then translated into English for the purposes of analysis. The semi-structured format allowed flexibility, enabling the interviewer to follow up on emerging themes, as is typical in qualitative research (Bryman, 2016).

b. Methods

A qualitative approach was chosen to gain a deeper understanding of the participants' perceptions of Bali as a safe and inclusive destination. The semi-structured interviews provided the flexibility to explore the complex, personal experiences of LGBTQ+ travelers. The open-ended questions were designed to capture nuanced views on safety, inclusivity, and cultural experiences. This method is widely recognized as effective for exploring individual experiences and emotions in tourism research (Veal, 2017).

The study focused on key themes, including:

- Perceptions of safety in Bali's liberal versus conservative areas.
- Experiences in LGBTQ+-friendly spaces, such as gay bars, clubs, and accommodations.
- Cultural tolerance and acceptance of LGBTQ+ travelers in Bali, especially compared to Thailand.
- Challenges and concerns when traveling to more conservative areas of Bali.

c. Data Analysis

Thematic analysis was employed to analyze the interview data, a method often used in qualitative research for identifying patterns and themes within textual data (Braun & Clarke, 2006). The transcribed data were coded using NVivo, a qualitative data analysis software that facilitates the organization of large volumes of text and the identification of recurring themes (Bazeley & Jackson, 2013).

The coding process involved multiple readings of the transcripts to ensure a comprehensive understanding of the data, followed by the development of thematic categories based on both pre-determined and emergent themes.

The use of thematic analysis allowed for a detailed examination of how LGBTQ+ Thai travelers perceive safety, inclusivity, and cultural tolerance in Bali. The findings were triangulated with survey data to increase the reliability of the results, ensuring that the analysis was both systematic and robust (Denzin & Lincoln, 2011).

d. Research Conditions and Assumptions

Several assumptions underpin this study:



1. **Authenticity of Responses:** It is assumed that participants provided honest and candid accounts of their experiences, without withholding important information or exaggerating their responses (Lincoln & Guba, 1985).
2. **Cultural Understanding:** It is presumed that participants had sufficient knowledge of both Thai and Balinese cultures, enabling them to make meaningful comparisons regarding cultural tolerance toward LGBTQ+ identities.
3. **Significance of LGBTQ+-Friendly Spaces:** The research assumes that the presence of LGBTQ+-friendly spaces in Bali is central to the participants' perceptions of safety and acceptance.

e. Limitations

While the study provides valuable insights into the experiences of LGBTQ+ Thai travelers in Bali, there are some limitations to consider. First, the relatively small sample size (n=12) may limit the generalizability of the findings to the broader LGBTQ+ Thai traveler population. Additionally, the study's focus on Bali may not capture the experiences of LGBTQ+ travelers in other regions of Indonesia, where the social and cultural context may differ significantly. Qualitative research, by nature, emphasizes depth over breadth, and while this study offers rich, detailed insights, further research with larger sample sizes would be beneficial to validate these findings (Silverman, 2015).

Nonetheless, this study contributes to a growing body of research on LGBTQ+ tourism by exploring the unique experiences of Thai LGBTQ+ travelers in Bali, addressing a gap in the literature, and providing a foundation for future research in Southeast Asia.

Results and Discussions

The findings of this research provide rich, qualitative insights into the perceptions of safety and inclusivity among LGBTQ+ Thai travelers visiting Bali. Through in-depth interviews and thematic analysis, key themes have emerged, which highlight both positive experiences in LGBTQ+-friendly spaces and ongoing concerns regarding safety and cultural acceptance in more conservative areas of the island. The discussion is structured around the major themes identified in the analysis: perception of safety, experiences in LGBTQ+-friendly spaces, cultural tolerance, and the influence of personal and socio-cultural factors on travel experiences.

a. Perception of Safety in Bali

Most LGBTQ+ Thai travelers perceived Bali as a relatively safe destination, particularly in areas known for their liberal attitudes toward the LGBTQ+ community, such as Seminyak and Kuta. These regions were described by participants as safe havens, with visible LGBTQ+ symbols like rainbow flags and the presence of gay-friendly bars, restaurants, and hotels contributing to a sense of security. Many participants stated that they felt "at ease" and "free to express themselves" in these areas, consistent with previous studies that highlight the importance of visible LGBTQ+ symbols and spaces in enhancing feelings of safety (Weeden, Lester, & Jarvis, 2016).

One respondent noted:

"In Seminyak, I felt like I was in a different world. The people were open-minded, and I could hold hands with my partner without worrying about being judged."



However, outside these liberal zones, participants expressed concerns about safety. Several respondents mentioned that rural areas or places with strong religious influence felt more conservative, and they were cautious about openly expressing their sexual orientation. This reflects the dual reality of Bali, where liberal tourist areas exist within a broader conservative cultural context. A respondent mentioned: *"When we traveled to the countryside, we were more careful. We didn't want to draw attention because the vibe felt different, more traditional and conservative."*

This finding aligns with the work of Pritchard et al. (2000), which emphasizes the importance of "safe zones" for LGBTQ+ travelers, as well as the need to navigate more cautious behaviors in areas perceived as unsafe.

b. Experiences in LGBTQ+-Friendly Spaces

LGBTQ+-friendly spaces, particularly those in Seminyak, played a critical role in shaping the positive travel experiences of LGBTQ+ Thai travelers. Participants frequently mentioned the welcoming atmosphere of gay-friendly bars and clubs, where they could socialize freely and enjoy the local nightlife without fear of discrimination. These spaces were seen as providing both physical and emotional safety, fostering a sense of community and acceptance.

One respondent commented:

"Mixwell Bar was fantastic. It felt like a space created for us. We could be ourselves, dance with friends, and just enjoy without any awkward stares."

The existence of such spaces aligns with the theoretical concept of "gay spaces" as defined by Johnston (2005), where LGBTQ+ individuals can engage in their identities without fear of judgment. These findings reinforce the importance of having designated spaces where LGBTQ+ travelers can feel a sense of belonging.

However, some participants also noted that LGBTQ+-friendly spaces in Bali, while liberating, were often confined to specific areas, such as Seminyak, and were largely inaccessible outside of these zones. This created a fragmented experience, with LGBTQ+ travelers feeling comfortable only in certain parts of the island.

c. Cultural Tolerance in Bali

Bali's unique cultural tolerance, influenced by its Hindu-majority religion, was viewed positively by many participants. Unlike other parts of Indonesia, where Islamic conservatism dominates, Bali's religious context allowed for a more relaxed attitude towards gender and sexual diversity. Participants appreciated this relative openness, particularly compared to other Southeast Asian countries.

One interviewee stated:

"I think Bali's Hindu culture makes it more accepting. It's not like other places in Indonesia or even Malaysia, where it feels strict. Here, people seemed more relaxed about who you are."

However, some respondents expressed skepticism about the authenticity of this tolerance. They felt that the Balinese people's welcoming attitude was largely driven by economic dependence on tourism rather than a genuine acceptance of LGBTQ+



identities. As one participant observed:

"I felt like they were welcoming because they rely on tourists for business. I'm not sure if they would be as open if we weren't contributing to the local economy."

- d. This tension between economic necessity and genuine cultural acceptance mirrors the findings of Johnston (2005) and highlights the complex relationship between tourism and local cultural attitudes.

e. Socio-Cultural Influences on LGBTQ+ Thai Travelers

The socio-cultural backgrounds of the participants, particularly their experiences as LGBTQ+ individuals in Thailand, also shaped their perceptions of Bali. Thailand is often seen as relatively tolerant of LGBTQ+ individuals, but participants noted that this tolerance is often superficial and limited by cultural and religious conservatism. This led some travelers to perceive Bali as more open and accepting than their home country, while others viewed it as comparable in terms of cultural attitudes toward LGBTQ+ identities.

One participant noted:

"Thailand is more accepting than many places, but there's still a lot of hidden prejudice. In Bali, it felt similar in some ways, but more relaxed in the tourist areas."

Others expressed that Bali's gay-friendly spaces offered a more vibrant and visible LGBTQ+ community than what they were accustomed to in Thailand. As one respondent shared:

"The gay scene in Bali, especially in Seminyak, felt more alive. In Thailand, it's there, but sometimes you feel like you have to hide a bit. Here, it was all out in the open."

f. Comparisons to Other Destinations

When asked to compare Bali with other Southeast Asian destinations, participants consistently ranked Bali as more LGBTQ+-friendly than countries like Malaysia, but less so than Thailand. The presence of dedicated LGBTQ+ spaces and Bali's cultural openness were major factors in this ranking. However, some participants still felt that Thailand offered a more inclusive experience overall, particularly in urban areas such as Bangkok.

Conclusions

The results of this study provide meaningful insights into the experiences of LGBTQ+ Thai travelers in Bali, particularly concerning their perceptions of safety and inclusivity. The findings reveal a complex and nuanced view of Bali as a travel destination, where liberal areas coexist with more conservative cultural norms, creating a dual reality for LGBTQ+ travelers. The discussion below interprets these findings in light of the broader theoretical frameworks related to LGBTQ+ tourism, safety perceptions, and cultural tolerance.



Perception of Safety and the Role of LGBTQ+-Friendly Spaces

The perception of safety was a central theme throughout the interviews, with most participants describing Bali's liberal areas, such as Seminyak, as safe havens for LGBTQ+ travelers. This aligns with previous research highlighting the importance of "gay spaces" in fostering a sense of security and community for LGBTQ+ individuals (Johnston, 2005). The visibility of LGBTQ+ symbols, such as rainbow flags, and the presence of gay-friendly establishments significantly contributed to travelers feeling safe and welcome. These spaces offered an environment where participants could express their identities freely, without fear of discrimination or harassment.

This finding also supports Meyer's (2003) minority stress theory, which posits that LGBTQ+ individuals experience chronic stress from societal stigma and prejudice. For many participants, Seminyak represented an escape from the stress they face in their home country of Thailand, where LGBTQ+ identities, though tolerated, are not fully embraced. The availability of these safe spaces allowed participants to experience a form of psychological relief, reinforcing the idea that destinations offering LGBTQ+-friendly environments are particularly appealing to this demographic.

However, the contrast between Bali's liberal tourist areas and its more conservative regions poses a challenge for LGBTQ+ travelers. While participants felt secure in places like Seminyak, they expressed concerns about venturing into rural areas where conservative cultural and religious values dominate. This dual reality is consistent with the broader cultural context of Indonesia, where Islamic influences shape attitudes toward gender and sexuality, particularly outside of Bali's tourist hubs (Fealy & Ricci, 2019).

The notion that LGBTQ+ travelers selectively navigate spaces where they feel safe reflects the concept of "safe zones" as described by Pritchard et al. (2000), where LGBTQ+ individuals gravitate toward specific areas that are perceived to be welcoming.

Cultural Tolerance and Economic Incentives

Bali's unique cultural and religious landscape, characterized by its Hindu majority, contributed to a relatively tolerant attitude toward LGBTQ+ travelers, as reported by participants. This finding echoes research by Um (2014), which suggests that destinations with more liberal cultural frameworks tend to attract LGBTQ+ travelers seeking a more inclusive environment. In contrast to other parts of Indonesia, where religious conservatism shapes public attitudes, Bali's cultural distinctiveness allows for a more relaxed approach to issues of gender and sexuality.

However, participants were divided on whether this tolerance was genuine or driven by economic incentives. Several interviewees expressed skepticism, suggesting that the welcoming attitude of local businesses and residents might be motivated by the economic



importance of tourism, rather than an authentic embrace of LGBTQ+ identities. This tension between economic dependence on tourism and underlying cultural conservatism reflects the complexities of LGBTQ+ travel in destinations that are not fully inclusive, but which market themselves as such for economic gain (Johnston, 2005).

The discussion also raises an important question about the role of tourism in shaping local attitudes toward LGBTQ+ travelers. As more LGBTQ+ tourists visit Bali, local businesses may be incentivized to cater to this demographic, leading to a more outwardly inclusive environment. However, the risk remains that deeper cultural biases may persist, particularly in non-tourist areas, where LGBTQ+ travelers may still face subtle forms of exclusion or discomfort.

Socio-Cultural Influences on LGBTQ+ Thai Travelers

The socio-cultural background of the participants, particularly their experiences as LGBTQ+ individuals in Thailand, also played a significant role in shaping their perceptions of Bali. Thailand, though often regarded as relatively tolerant toward LGBTQ+ individuals, still maintains a conservative cultural framework, particularly in rural areas where religious values are deeply ingrained. As such, many participants viewed Bali as a more inclusive destination, particularly in the tourist zones where LGBTQ+ spaces are more visible and accepted.

However, some participants felt that Bali's cultural tolerance was comparable to that of Thailand, particularly in the urban areas of both destinations. This comparison highlights the importance of socio-cultural context in shaping travel experiences for LGBTQ+ individuals. While both Thailand and Bali offer relatively tolerant environments for LGBTQ+ travelers, participants noted that there are still limits to how openly they can express their identities, particularly outside of designated "gay spaces."

This finding is consistent with research by Hughes and Deutsch (2010), which emphasizes the importance of socio-cultural factors in shaping the travel experiences of LGBTQ+ individuals.

The Impact of LGBTQ+ Travel Experience

The study also found that participants' previous travel experiences played a crucial role in shaping their perceptions of safety in Bali. First-time travelers expressed more concerns about safety, particularly when navigating areas outside of Seminyak, compared to repeat visitors who had developed a sense of familiarity with the island's cultural landscape. This suggests that direct experience can help alleviate some of the anxieties associated with traveling to destinations perceived as culturally conservative (Fennell, 2017).

For LGBTQ+ travelers, gaining familiarity with a destination's LGBTQ+-friendly spaces and cultural norms appears to be key to feeling safe and comfortable. This aligns with previous studies suggesting that repeat visitors to LGBTQ+-friendly destinations tend to report more positive experiences over time, as they become more familiar with the local

environment and its levels of tolerance (Weeden, Lester, & Jarvis, 2016).

Broader Implications for LGBTQ+ Tourism in Bali

This research offers important insights into the broader dynamics of LGBTQ+ tourism in Bali, with implications for tourism stakeholders who seek to enhance the island's appeal to this growing market segment. The findings highlight the importance of developing and promoting visible LGBTQ+-friendly spaces, particularly in areas outside of the established tourist hubs. As LGBTQ+ travelers continue to seek destinations that offer both safety and cultural inclusivity, Bali's tourism industry will need to balance the needs of this demographic with the island's broader cultural and religious context.

Moreover, this research underscores the importance of creating authentic, inclusive experiences for LGBTQ+ travelers, rather than relying solely on economic incentives to foster inclusivity. The development of LGBTQ+-friendly tourism strategies must take into account the complex cultural dynamics at play, ensuring that inclusivity is not merely superficial but is integrated into the fabric of the local tourism landscape.

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CHARACTERISTICS, MOTIVATION, AND SATISFACTION OF TOURISTS IN NUSA LEMBONGAN ISLAND, BALI

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Abstract

Nusa Lembongan Island is one of the favorite tourist destinations in Bali. Every year, tourist visits to this island show a significant increase. This study aims to determine the characteristics, motivations and satisfaction of tourists visiting Nusa Lembongan and is expected to be used as a consideration by tourism industry players in meeting the needs of tourists on the island. The number of samples in this study based on the Slovin formula was 360 tourists on Nusa Lembongan Island, collected using the convenience sampling technique. Data analysis was performed using quantitative descriptive analysis techniques and the results showed that the motivation of influencing most of tourists who visited to Nusa Lembongan was status and prestige motivation with an average value of 3.89 (agree) and the indicator that had the highest value was relaxation to relieve fatigue and regain enthusiasm with an average value. 4.73. In terms of the level of tourist satisfaction, it shows that among the four main components of tourism which consist of attraction, amenities, accessibility, and ancillary (4A), the attraction component has the highest satisfaction score of 85.6% (very satisfied) and the indicator with the highest score is natural attractions on the island with total score of 92.9% (very satisfied). Overall, the satisfaction level of tourists visiting Nusa Lembongan island has score 68.2% (satisfied), which means that tourists visiting this island are satisfied with attractions, amenities, accessibility, and ancillary in the island.

Keywords: characteristics, motivation, satisfaction, tourists, nusa lembongan

INTRODUCTION

Nusa Lembongan is a small island located southeast of Bali and is administratively part of Klungkung Regency. This island is part of a group of three islands that form the Nusa Penida



sub-district, consisting of Nusa Ceningan, Nusa Lembongan, and Nusa Penida, all three of which are known as the Nusa Islands. The area of Nusa Lembongan Island is around 8 square kilometers with a permanent population estimated at 5,000 people. From Bali, the island is separated by the 12 kilometer Badung Strait, which is surrounded by coral reefs with white sandy beaches and low limestone cliffs. On this small island there are two main villages, namely Jungut Batu village and Lembongan village, where the area of Jungut Batu village is larger than the area of Lembongan village. Between Nusa Lembongan and Nusa Ceningan there is a shallow estuary channel that separates the two islands which can be traversed by traditional fishing boats which are a means of transportation connecting the two small islands. In addition, the two islands are connected by a suspension bridge that can be crossed by pedestrians and motorbikes.

At first, this island was just a small island inhabited by traditional fishermen and seaweed farmers, but now this island has developed into a popular tourist destination in Bali. Surrounded by coral reefs and white sandy beaches, the coastal path meanders leisurely around the island inviting tourists to explore the island on foot or by motorbike rented from local residents. Mangrove forests, seaweed farms, and quiet white sandy beaches such as Dream Beach and Mushroom Bay are popular places for tourists. The clear blue waters are perfect for surfing, snorkeling and diving, and the spectacular sunsets make this island a favorite among tourists. The island is also known for its world-class diving and snorkeling on the surrounding coral reefs. The local economy is largely dependent on tourism and Nusa Lembongan is the only one of the three neighboring islands to have significant tourism-based infrastructure. Tourists to this island are served by regular direct speedboat services from Sanur Harbor, Bali with a crossing time of around 30 minutes and services operate periodically during the day. In addition, larger ships also operate serving crossings to Nusa Lembongan Island from Padang Bay Harbor every day.

According to the Head of the Klungkung Tourism Office, tourist visits to Nusa Penida District have experienced a significant increase. In 2024, there will be a 100% increase where the high season for tourist visits occurs in July. Total visits in May 2024 reached 114,503 people, in June 102,983 people, and in July 108,272 people. (nusabali.com., 2024) Compared to the high season in July 2023, only 65,000 tourists entered. This shows that the interest of



tourists to visit Nusa Lembongan and other small islands in the Nusa archipelago is very high. The increase in the number of tourist visits is not only due to the motivation or interest of tourists in the attractions on this small island, but also the satisfaction after visiting and recommending the experience to friends, relatives and other people around them. This is interesting for researchers to find out the characteristics, motivations, and satisfaction of tourists visiting Nusa Lembongan Island, which is a developing tourist destination that is currently popular for tourists on holiday in Bali. The benefit of this research is to provide suggestions for tourism management on small islands so that the development of these tourist destinations can be better within the framework of sustainable development.

METHOD

The purpose of this study was to determine the characteristics, motivations, and satisfaction of tourists on Nusa Lembongan Island, Bali. Tourist characteristics can be divided into two sub-variables, namely tourist descriptors and trip descriptors (Seaton and Bennet, 1996). The tourist descriptor sub-variables describe gender, marital status, age, occupation, and country of origin, while the trip descriptor describes the length of the trip, type of accommodation, type of transportation, organization of the trip, amount of expenditure, frequency of visits, and source of information. The motivation of tourists visiting Nusa Lembongan is described based on four tourist motivations according to Joseph (2013), namely physical motivation, cultural motivation, interpersonal motivation, and status and prestige motivation. The satisfaction of tourists visiting Nusa Lembongan is described based on four main components of tourism (Cooper and Shepherd, 1998), consisting of attractions, amenities, accessibility, and ancillary services.

The determination of tourist respondents in this study was carried out using the convenience sampling technique, which is a nonprobability sampling technique (Cresswell, 2012). The selection of this technique was carried out by considering the willingness of respondents to be samples and the ease of obtaining them. The sample size was calculated using the Slovin formula, totaling 360 tourists who visited Nusa Lembongan in the period February - July 2024. Primary data was obtained by distributing questionnaires to tourists on the island and also using the online Google form platform. The data analysis technique uses quantitative



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descriptive, namely tourist motivation is measured using a Likert scale and tourist satisfaction is measured by measuring the satisfaction index of traveling to Nusa Lembongan.

RESULTS AND DISCUSSION

Characteristics of Tourists

Based on primary data from the distribution of questionnaires to 360 respondents in Nusa Lembongan, it is known that the characteristics of tourists are reviewed from tourist descriptors and trip descriptors. Based on tourist descriptors, the majority of tourists in Nusa Lembongan are dominated by domestic tourists, amounting to 210 people (58.3%) and foreign tourists, amounting to 150 people (41.7%). Domestic tourists are mostly from Jakarta, Surabaya, Semarang, Bandung, Denpasar, and other cities in Indonesia, while foreign tourists come from Australia, New Zealand, Singapore, Malaysia, Philippines, Thailand, Vietnam, China, India, South Korea, Japan, Belgium, Germany, Italy, Spain, UK, Canada, and the USA. Review based on marital status is dominated by single tourists 234 people (65%) and married 126 people (35%), while the gender of tourists is known to be male 187 people (51.94%) and female 173 people (48.06%). This data shows that single tourists travel more than married tourists, because someone who is still single is freer than someone who is married and has a partner and family.

The description of the respondents' ages is dominated by 31-40 years old, 106 people (29.4%), then respondents aged 41-50 years old 102 people (28.3%), 21-30 years old 59 people (16.4%), under 21 years old 46 people (12.8%), 51-60 years old 39 people (10.8%), and the rest are elderly people over 60 years old 8 people (2.2%). This data reflects the number of young tourists is greater than the old because Nusa Lembongan is a small island located outside Bali, so they must be physically strong to cross the sea to reach this destination. Exploring the island with steep terrain also requires a fit condition, so old tourists will have many problems getting around the island. The respondents' education was dominated by undergraduate degrees, 199 people (55.3%), followed by postgraduate degrees 108 people (30%), and the rest were high school 53 people (14.7%), while the respondents' occupations were mostly as employees 168 people (46.7%), business people 139 people (38.6%), as students 40 people (11.1%), and others 13 people (3.6%).

Tourist characteristics based on trip descriptors, most tourists travel to Nusa Lembongan for 3 nights as many as 111 people (30.8%), there are also 2 nights as many as 88 people



(24.4%) and 5 nights as many as 40 people (11.1%), and others are relatively small. Reviewed based on the type of accommodation, most tourists stayed in homestays, namely 259 people (71.9%). Tourists who chose hotels were 58 people (16.1%), villas 10 people (2.8%) and other types of accommodation 33 people (9.2%). On this small island, there are indeed a lot of homestays managed by local people by providing some of their empty rooms to be rented to tourists, so that tourists can easily get this accommodation at a relatively cheaper price compared to hotels. Reviewed based on the type of transportation, most (92.5%) of tourists use motorbikes rented from local residents while traveling on the island. Motorbikes are very suitable for exploring small roads that connect various tourist attractions on the island. Meanwhile, when viewed based on the organization of the trip, the majority organized their own trips, namely 302 people (83.9%) and the others used travel agent services, namely 58 people (16.1%). Reviewed based on the amount of expenditure, the majority (30%) of tourists spent 2.1-3 million rupiah during their trip to the island, while other tourists spent 1-2 million rupiah (18.3%) and 3.1-4 million rupiah (18.9%), and other amounts varied. Based on the frequency of visits, the majority of tourists were visiting for the first time, namely 305 people (84.7%). Based on information sources, most (95.8%) tourists get information about Nusa Lembongan Island from internet sources.

Tourist Motivation

Tourist motivation is divided into four types of motivation, including: physical motivation, cultural motivation, interpersonal motivation, and status and prestige motivation. Based on the results of distributing questionnaires to 360 respondents, the motivation of tourists who travel to Nusa Lembongan is described in Table 1.

Table 1
Tourist Motivation in Nusa Lembongan

No	Indicator	Mean Score	Conclusion
<i>Physical Motivation</i>			
1	Relaxation to relieve fatigue and regain enthusiasm	4.73	Strongly agree
2	Exercise for physical fitness	3.86	Agree
3	Health maintenance from a disease	2.04	Disagree
Mean Score of Physical Motivation		3.54	Agree
<i>Cultural Motivation</i>			
1	See and learn about the culture in the island	2.08	Disagree



2	Get to know the customs and traditions in the island	3.12	Agree
3	Get to know the arts and historical heritage in the island	1.09	Strongly disagree
Mean Score of Cultural Motivation		2.10	Disagree
<i>Interpersonal Motivation</i>			
1	Visiting friends and family in the island	1.27	Strongly disagree
2	Meet business partners in the island	1.08	Strongly disagree
Mean Score of Interpersonal Motivation		1.18	Strongly disagree
<i>Status and Prestige Motivation</i>			
1	Showing others that you are on holiday in Nusa Lembongan, Bali	4.38	Agree
2	Demands of business, work, education, profession, hobbies, etc.	3.67	Agree
3	Gaining prestige/recognition from people around you or your environment	3.63	Agree
Mean Score of Status and Prestige Motivation		3.89	Agree

Source: Research Results, 2024

Based on Table 1, physical motivation variable has three indicators, with a mean score of 3.54. These results indicate that physical motivation fully encourages tourists to visit Nusa Lembongan. Meanwhile, cultural motivation has three indicators, with a mean score of 2.10, this shows that cultural motivation does not encourage tourists to travel to Nusa Lembongan. Interpersonal motivation, which consists of two indicators with a mean score of 1.18. This score is relatively low, meaning that interpersonal motivation also does not encourage tourists to travel to this island. Meanwhile, status and prestige motivation, which consists of three indicators with a mean score of 3.89. This score means that status and prestige motivation can encourage tourists to visit the island.

When reviewed based on each indicator, the indicator with the highest score is "*Relaxation to relieve fatigue and regain enthusiasm*". This means that tourists visiting this island are motivated by the desire to relax, relieve the fatigue of daily routines and regain their spirits. Nusa Lembongan has a number of exotic and alluring tourist attractions. Starting from beaches, caves, to beautiful mangrove forests that are suitable as holiday destinations for nature and beach tourism enthusiasts. The favorite tourist attractions in Nusa Lembongan are Jungut Batu beach, Dream beach, Devil's tears, Mushroom bay, Lebaoh beach with seaweed farming, mangrove forests, panoramic hills, Gala Gala cave, yellow bridge, and Gamat bay. Meanwhile, the indicator with the second highest score is "*Showing others that you are on holiday in Nusa Lembongan, Bali*". Bali is a popular world-class tourist destination. Many people are eager to

visit Bali and they are proud if they have visited this destination. Nusa Lembongan Island is one of the favorite places, where people are very proud to share their experiences on social media. They are proud if people know that they are on vacation on this island as part of the tourist destination in Bali. Meanwhile, the indicator with the lowest score is "Meet business partners on the island". This indicator only gets an average score of 1.08. Most tourists make their first visit to the island and they do not have business or business meetings, other than vacations. Only a small number of domestic people who have accommodation and restaurant businesses on the island make business visits to take care of their business.

Tourist Satisfaction

Tourist satisfaction is reviewed from components of tourist attractions, amenities, accessibility, and ancillary (4A). Based on the results of distributing questionnaires to 360 respondents, the satisfaction of tourists who visited this island is in Table 2.

Table 2
Tourist Satisfaction in Nusa Lembongan Island

No	Item	Total Score	Satisfaction Index	Interpretation
Attraction				
1	Natural attractions on the island	1726	92.9%	Very satisfied
2	Cultural tourist attractions on the island	1157	78.2%	Satisfied
3	Tourist attractions on the island that have unique characteristics	1362	85.7%	Very satisfied
Total Score of Attraction		4245	85.6%	Very satisfied
Amenities				
1	Accommodation services on the island	1438	75.9%	Satisfied
2	Restaurant / food stall menu while on the island	1269	77.2%	Satisfied
3	Places of worship while traveling on the island	653	30.1%	Less satisfied
4	Availability of clean water and electricity on the island	590	35.3%	Less satisfied
Total Score of Amenities		3950	54.63%	Sufficient
Accessibility				
1	There is tourist transportation on the island	927	56.2%	Sufficient
2	Motorbike rental services on the island	1509	72.1%	Satisfied
3	There is public transportation that can access tourist attractions on the island.	523	11.3%	Not satisfied
4	Smooth traffic on the island	1551	76.3%	Satisfied
Total Score of Accessibility		4510	53.98%	Sufficient
Ancillary				
1	There is tourist information on the island	1578	73.7%	Satisfied



2	Security on the island thus minimizing criminal acts	1689	86.4%	Very satisfied
3	There are representatives/consulate general offices/embassies of the foreign tourist's country of origin which guarantee the foreign tourist while they are on the island.	1332	75.6%	Satisfied
Total Score of Ancillary		4599	78.57%	Satisfied
Total Score of Tourist Satisfaction Level		17304	68.2%	Satisfied

Source: Research Results, 2024

Based on Table 2, it can be described that tourist attractions have three indicators with a satisfaction level value of 85.6%. This value means that tourists visiting Nusa Lembongan are very satisfied with the tourist attractions on this island. Amenities are described with four indicators and have a satisfaction level value of 54.63%, which means that tourists are quite satisfied with the facilities on this island. Meanwhile, accessibility with four indicators has a satisfaction level value of 53.98%. This value means that tourists are also quite satisfied with the accessibility or ease of accessing tourist attractions on the island. Ancillary which has three indicators with a satisfaction level value of 78.57%. This value means that tourists are satisfied with the additional services on the island.

When reviewed from each indicator, the indicator that has the highest value is "Natural attractions on the island" with a satisfaction index of 92.9%. This value means that tourists are very satisfied with the natural attractions on the island. Nusa Lembongan Island does have various natural attractions that attract tourists. The most famous natural tourist attraction on this island is Devil's tears, where this place is a favorite place recommended by travel agents to tourists visiting Nusa Lembongan. The name may sound scary, but this destination is an icon of Nusa Lembongan which offers amazing natural phenomena. Visitors can see the pounding of large waves that rise upwards, then fall back into the sea. This natural phenomenon is said to resemble devil's tears, so it is called Devil's Tears. On this beach, there are also black cliffs that directly border the Indian Ocean. Other tourist attractions in Nusa Lembongan are several beaches, namely Mushroom Bay, Jungut Batu, and Dream Beach. These beaches have quite calm waves with clean sand. The waters of this beach have blue and green gradations, so they look beautiful. Meanwhile, the indicator with the lowest value is public transportation that can access tourist attractions on the island with a satisfaction index of 11.3%. This value means that tourists are not satisfied with public transportation while traveling on this island. The low

value of this indicator compared to other indicators is because Nusa Lembongan is a small island that does not have adequate public transportation and highways. The mode of transportation most widely used by local people and tourists is motorbikes. The limited public transportation means that tourists have to rent motorbikes to explore the island.

When viewed as a whole, the total score of tourist satisfaction level on Nusa Lembongan Island has a satisfaction level value of 68.2%. This value means that tourists are satisfied during their visit to this island seen from the four main components of tourism, namely attractions, amenities, accessibility, and ancillary on the island. When viewed as a whole, the total score of tourist satisfaction level on Nusa Lembongan Island has a satisfaction level value of 68.2%. This value means that tourists are satisfied during their visit to this island as seen from the four main components of tourism, namely attractions, amenities, accessibility, and ancillary on the island. This result is in accordance with the results of research conducted by Ardiansyah et al. (2023) that tourists visiting Mangrove Natural Tourism Park, Angke Kapuk are satisfied with the attractions, amenities, accessibility and ancillary at the destination. The results of this study are also similar to the research conducted by Dzul kifli and Masjhoer (2020) which showed that tourists were satisfied with the attractions, accessibility, amenities, and ancillary facilities at Pulesari Tourism Village, Sleman Regency. The results of this study are also in accordance with research conducted by Siregar et al. (2021) which shows that Indonesian tourists who travel to Vietnam are satisfied with the attractions, accessibility, amenities, and ancillary facilities in Vietnam.

CONCLUSION AND SUGGESTIONS

Based on the results of data analysis and discussion that have been described regarding the characteristics, motivations and satisfaction of tourists on Nusa Lembongan Island, it can be concluded that:

1. The characteristics of tourists visiting Nusa Lembongan Island, when viewed from tourist descriptors, are dominated by domestic tourists, unmarried, male, and have a bachelor's degree, aged between 31-40 years, predominantly working as private employees. Reviewed from trip descriptors, the majority of tourists stay on the island for 3 nights, stay in homestays, use motorbike transportation, organize their own trips,

have large expenditures while on the island of 2.1-3 million rupiah, and they are first timer tourists and use the internet as a source of information about Nusa Lembongan Island.

2. The motivation that most influences tourists to visit Nusa Lembongan Island is status and prestige motivation with an average value of 3.89 (agree). Reviewed based on each indicator, "Relaxation to relieve fatigue and regain enthusiasm" which is one of the indicators of physical motivation is the indicator that most motivates tourists to visit the island with an average value of 4.73 (strongly agree).
3. Tourist satisfaction on Nusa Lembongan Island is studied based on four main components of tourism (4A) consisting of attraction, amenities, accessibility, and ancillary. Of the four main components of tourism, the attraction component has the highest level of satisfaction, namely 85.6% (Very Satisfied). When viewed based on each indicator, natural attractions on the island have the highest level of satisfaction with a value of 92.9% (Very Satisfied). Meanwhile, the overall level of tourist satisfaction on the island has a value of 68.2% (Satisfied). These results mean that overall tourists on Nusa Lembongan Island are satisfied with the attractions, amenities, accessibility, and ancillary on the island.

Based on the results of the discussion and conclusions, the suggestions that can be recommended are as follows:

1. The results of the analysis of tourist motivations to visit the island show that status and prestige motivation has the highest average value. So it can be suggested to the government and tourism entrepreneurs to further highlight the concept of Instagram able destinations on the island in order to increase Indonesian tourist visits to Nusa Lembongan Island.
2. The results of the analysis of tourist satisfaction on Nusa Lembongan Island show that the lowest level of satisfaction is the indicator of public transportation that can access tourist attractions on the island, therefore it is recommended to stakeholders to plan the procurement of public transportation other than motorbikes that can provide comfort for tourists and are pro-environment on the island.



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3. Based on the results of the characteristic analysis, most respondents organize their own trips and get information sources about Nusa Lembongan Island from the internet, therefore it is suggested to travel agencies in Bali to design and sell tour packages to Nusa Lembongan, because there are still very few travel agencies that handle tourists visiting the island. Information about tourism should be posted more on the internet because prospective tourists will search for information on the internet.

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**VISITORS PERCEPTIONS OF THE GEOBEAT ECOTOPIA EVENT
AS AN IMPLEMENTATION OF SUSTAINABLE EVENT PRACTICES
AT GEO OPEN SPACE, KEROBOKAN KELOD**

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Abstract

The surge in domestic and foreign tourists has contributed to the growth of events in Bali, but there are still many events that have not implemented the concept of sustainability. This study aims to determine the perceptions of visitors to GeoBeat Ecotopia as an example of an event with the concept of sustainability so that it can be a reference for organizing sustainable events. This research method is descriptive quantitative using Silvers 6-dimensional theory and Likert scale for 80 respondents from a total population of 409 visitors with probability sampling technique sample random sampling approach. This research uses data collection techniques of observation, questionnaires, interviews and documentation studies. The results of this study are overall very good (average 4.66) with scores of activity (4.76), atmosphere (4.75), arrival (4.71), anticipation (4.59), amenities (4.65), appetite (4.51). The dimension with the highest average score is activity while the lowest score is the appetite dimension.

Keywords: *visitor perception, event, sustainability, sustainable event, GeoBeat Ecotopia*

Introduction

Bali is well known as a global tourist destination with rich natural and cultural charm. The beauty of its beaches, magnificent temples, and the hospitality of its people attract millions of tourists every year. Bali's tourism industry provides a significant economic impact and makes it one of the most desired tourist destinations in the world. The surge in tourists can be seen from the various modes of transportation used to visit Bali, such as air, land, and sea. Cruise ships that bring foreign tourists by sea and Ngurah Rai International Airport that is crowded with domestic and international flights are proof of this.

The following data table of foreign tourist visits to Bali Island in 2019-2023 can be seen in Table 1 and the data table of domestic tourist visits to Bali Island in 2019-2023 can be seen in Table 2

Table 1. Table of Foreign Tourist Visit to Bali in 2019 – 2023

[Source : Data processed from the BPS of Bali Province 2019 – 2023]

Bulan	2019	2020	2021	2022	2023
Januari	455.570	536.611	10	3	331.785
Februari	437.456	364.639	12	1.310	323.510
Maret	449.569	1.674.461	3	14.620	370.695
April	477.069	379	9	58.335	411.510
Mei	486.602	36	8	115.611	439.475
Juni	549.516	45	1	181.625	478.198
Juli	604.323	16	0	246.504	541.353
Agustus	606.412	12	0	276.659	522.141
September	590.398	8	0	291.162	508.350
Oktober	567.967	63	2	305.244	461.441
November	497.925	53	6	287.398	403.154
Desember	552.403	150	0	377.276	481.646
Jumlah	6.275.210	1.069.473	51	2.155.747	5.273.258



Based on Table 1, there was a decrease in foreign tourist visits to Bali from 2019 to 2021 and then followed by a surge in tourists in 2022 to 2023. In the 2019-2021 period, there was a decrease in the number of foreign tourists due to the Covid-19 pandemic. Conditions began to improve from 2022 marked by the decline in covid-19 cases in the world which affected the surge in foreign tourists to Bali.

Table 2. Table of Foreign Tourist Visit to Bali in 2019 - 2023

[Surch : Data processed from the BPS of Bali Province 2019 - 2023]

Bulan	2019	2020	2021	2022	2023
Januari	793.527	879.702	282.248	527.447	720.164
Februari	692.113	721.105	240.608	389.690	629.282
Maret	787.616	567.452	305.579	547.726	665.751
April	795.997	175.120	330.593	500.740	900.880
Mei	656.082	101.948	363.959	960.692	943.713
Juni	1.287.877	137.395	498.852	753.907	883.793
Juli	935.930	229.112	166.718	784.205	898.260
Agustus	925.360	355.732	202.187	659.567	712.860
September	812.003	283.349	298.950	622.068	755.293
Oktober	853.007	337.304	468.826	718.066	813.745
November	852.626	425.097	513.482	657.949	749.268
Desember	1.152.901	382.841	629.590	930.917	1.204.902
Jumlah	10.545.039	4.596.157	4.301.592	8.052.974	9.877.911

Based on Table 2, there was an increase in domestic tourist visits to Bali from 2021 to 2023, which was the post-covid-19 pandemic period. The increase in tourists doubled from 4,301,592 in 2021 to 8,052,974 in 2022.

The surge of tourists in Bali encourages the organization of various interesting events from traditional cultural festivals to international music concerts. Event is an activity organized to commemorate important moments in human life, both individually and in groups, which are related to culture, tradition, custom, and religion. Events are held with a specific purpose and involve the community around the location of the event at a predetermined time (Noor, 2009).

Bali has hosted various events that attract visitors from various parts of the world. Indonesia has the honor of hosting the Group 20 Summit (G20 Summit) on the island of Bali throughout 2022. (YCA Sanjaya, 2022) This activity put Bali in the spotlight of the world because it managed to organize hundreds of activities successfully and was attended by G20 country officials and their delegates. It also generated an abundance of waste. Infrastructure and natural resources were stressed. Therefore, sustainable tourism is important. Kemenparekraf focuses on four pillars: sustainable management, long-term economy, culture, and environment. The “We Start Now” and “Every Step Matters” campaigns were launched for travelers. (Kemenparekraf/Baparekraf, n.d., 2023)

GeoBeat Ecotopia, an event with the concept of sustainability, was designed by students of Bali Tourism Polytechnic. The event combines music, art, and environmental sustainability, with activities such as plastic waste processing, tree planting, and a music concert without plastic. GeoBeat Ecotopia is divided into two series of events, namely pre-event and main-event. The GeoBeat pre-event was held on Monday, October 30, 2023 and the GeoBeat Ecotopia main event was held on Sunday, November 5, 2023.

GeoBeat Ecotopia is themed “The Melody of Sustainability in Paradise Island” to raise awareness and education about environmental issues in Bali. This effort is important to maintain Bali as an attractive and responsible tourist destination.

Behind every event or activity, there must be shortcomings and weaknesses that



cause various responses and perceptions from various parties. The following are complaints from visitors regarding GeoBeat Ecotopia activities can be seen in Table 3.

Table 3. Visitor Complaints Regarding GeoBeat Ecotopia Activities

NO	NAME	AGE	FEEDBACK
1	Dimas Defri	30	Direction to the exit is not clear. (Anticipation)
2	Ayu Chantika	27	The parking area is not wide enough for hundreds of vehicle. (Arrival)
3	Kadek Kusuma	35	The stage is too high for the audience sitting on woven mats. (Atmosphere).
4	Aprina	24	There is no water station in the main area. (Appetite)
5	Richardus Herjuna	22	Electric bikes at the main event sometimes interfered with mobilization. (Activity)
6	I Nyoman Putra	28	There was no original GeoBeat Ecotopia merchandise stand. (Amenities)

[Source: Interview with Visitors, 2023]

Based on 3rd table, it can be seen that there are still visitors to GeoBeat Ecotopia who have complaints about the arrangement of these activities. This research is essential to evaluate the level of sustainable events that have been organized by Poltekpar Bali students. In the future, research can be a reference for creating sustainable events that support the concept of sustainable tourism, especially in the field of events.

Literature Review

Definition of Perception

According to Restiyanti (2005), perception is a process in which a person selects and organizes the sensations he receives, then interprets them. In psychology, perception is related to how a person interacts with their environment, creating a reciprocal relationship where humans and the environment influence each other. Tandal and Egam (2011).

Definition of Visitor

Individuals who visit a place or country, either individually or in groups, are categorized as visitors. They have various purposes, such as tourism, business, education, health, religion, or family interests. (Yoeti, 1983). The term “visitor” is generally used informally, while the term “tourist” more specifically refers to individuals who stay in the destination country for at least 24 hours, with the purpose of tourism, recreation, or vacation.

Sustainability Concept

Gallop in Ruggerio (2021) defines sustainability as a conceptual construct applied to real systems by assuming the exchange of energy, matter and information. These exchanges can be represented through input variables and output variables. “Sustainable” refers to the ability of a system, activity or process to endure or continue without compromising the needs of future generations. Capra (2005) explains that the main concept of sustainability is to use ecosystems as a model for creating sustainable social and economic justice.



Sustainable Event

Sustainable events are based on the concept of sustainability development which is the basis for thinking to improve the global economy and efforts to preserve natural resources (SDA), with the aim that everyone can be fair to others. World Commission on Environment and Development in (Henderson, 2011). The concept of sustainable events is an event planning process that not only focuses on commercial aspects, but also includes elements of responsible, greening, ecology, eco-friendly, social & culture environmentally friendly, corporate social responsibility, and economic. The application of this concept will help reduce the negative impact of organizing events.

Event Dimensions

In creating an event, there are six event dimensions, each of which has its own components. This is explained by Silvers (2004), namely anticipation, arrival, atmosphere, appetite, activity, amenities.

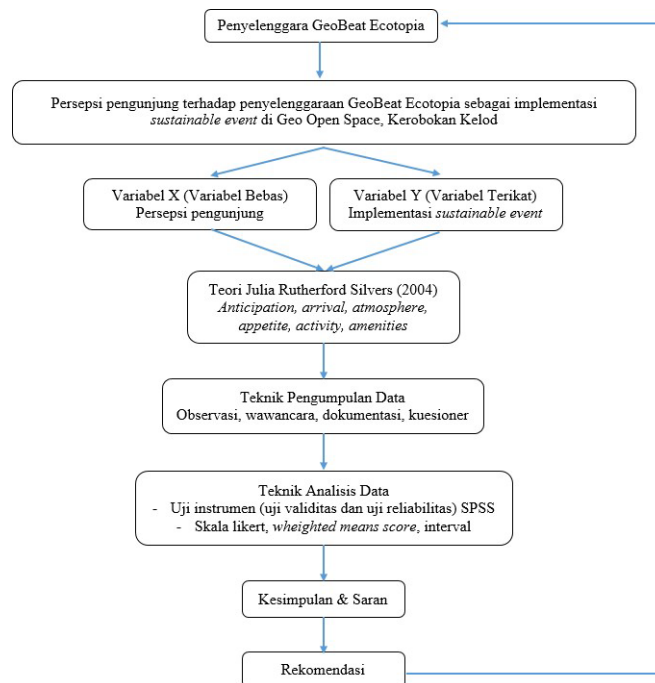


Figure 1. Research Framework
 Source: Data processed by researchers, 2023.

Research Methodology

This research uses research instrument form of surveys using questionnaires and interviews using quantitative descriptive methods. The research subjects in this paper are visitors to the GeoBeat Ecotopia event. The population consists of objects or subjects that have certain qualities and characteristics that are determined to be studied and then draw conclusions. (Sugiyono, 2022) The population in this study is the total number of visitors to GeoBeat Ecotopia, totaling 409 people. The sample is a part of the whole and the characteristics possessed by a population. The sample taken from the population amounted to 80 visitors and to determine the sample the researcher used Slovin's theory.

This research data collection uses observation, interviews, questionnaires and literature studies with research instrument tools. This questionnaire will be distributed to visitors to GeoBeat Ecotopia. In this study, the measurement of questionnaire data using a



five-level Likert scale, namely very bad with a weight of 1, not good with a weight of 2, enough with a weight of 3, good with a weight of 4, very good with a weight of 5.

In this study using qualitative and quantitative data types and using primary and secondary data sources. Qualitative data is a process in data collection that involves interviews, direct observation, or text analysis. Meanwhile, quantitative data is data in the form of numbers, or quantitative data that is scored. (Kusumastuti Adi, 2012).

The data analysis technique in this study uses instrument tests which include validity and reliability tests and then uses a Likert scale to measure respondents' assessments. The item validity test is a statistical test conducted to determine how valid a question item measures the variable under study. Reliability test is the extent to which the measurement results using the same object, will produce the same data. (Basuki & Prawoto, 2015). After that, the average of each respondent's data will be sought. To find the average value, the Weighted Means Score (WMS) formula will be used. This formula is useful for calculating the average value of each question contained in the questionnaire.

Results and Discussions

Description of Respondent Identity

In this study, there were 80 respondents who filled out the questionnaire consisting of visitors to the GeoBeat Ecotopia event. Respondents who filled out the questionnaire were at least 20 years old and had attended the GeoBeat Ecotopia event.

Based on the results of distributing questionnaires to 80 respondents, researchers obtained data on respondents who were divided based on gender, age, city of residence, occupation and source of information. The following is data on the characteristics of respondents who visited GeoBeat Ecotopia.

a. Characteristics of respondents based on gender

Table 4. Characteristics of Respondents Based on Gender
[Source: Data processing results, 2024]

No.	Jenis Kelamin	Jumlah	Persentase (%)
1	Perempuan	43	54 %
2	Laki-Laki	37	46 %
	TOTAL	80	100%

According to the data in Table 4, it can be concluded that the respondents were dominated by women totaling 43 people with a percentage of 54% and men totaling 37 people with a percentage of 46%.

b. Characteristics of respondents by age

Table 5. Characteristics of Respondents by Age
[Source: Data processing results, 2024]

No.	Usia	Jumlah	Persentase (%)
1	18 tahun – 25 tahun	52	65%
2	26 tahun – 33 tahun	21	26%
3	34 tahun – 41 tahun	6	8%
4	42 tahun – 49 tahun	1	1%
	TOTAL	80	100%

According to the data in Table 4.4, it can be concluded that the most respondents aged 18-25 years were 52 people with a percentage of 65%, respondents in the age range 26-33 were 21 people with a percentage of 26%, respondents in the age range 34-41 were 6 people with a percentage of 8% and in the range 42-49 were 1 person with a percentage of 1%.



c. Characteristics of respondents based on city of residence

Table 6. Characteristics of Respondents Based on City of Residence

[Source: Data processing results, 2024]

No.	Domisili	Jumlah	Persentase (%)
1	Badung	44	55%
2	Denpasar	18	22%
3	Gianyar	6	7%
4	Tabanan	6	8%
5	Karangasem	2	3%
6	Mataram	2	3%
7	Bangli	1	1%
8	Singaraja	1	1%
	TOTAL	80	100%

According to the data in Table 6, it can be concluded that the most respondents domiciled in Badung were 44 people with a percentage of 55%, respondents domiciled in Denpasar were 18 people with a percentage of 22%, respondents domiciled in Gianyar and Tabanan had the same number of six people, then respondents domiciled in Karangasem and Gianyar had the same number of two people and each occupied 3%, respondents domiciled in Bangli and Singaraja were one person each with a position of 1% each.

d. Characteristics of respondents based on occupation

Table 7. Characteristics of Respondents Based on Occupation

[Source: Data processing results, 2024]

No.	Pekerjaan	Jumlah	Presentase (%)
1	Mahasiswa	44	55%
2	Wiraswasta/Wirausaha	25	32%
3	Karyawan	5	6%
4	<i>Freelance event</i>	4	5%
5	PNS	1	1%
6	EO	1	1%
	TOTAL	80	100%

According to the data in Table 7, it can be seen that the most respondents are students totaling 44 with a percentage of 55%, respondents working as entrepreneurs / self-employed are 25 people with a percentage of 32%, respondents who work as employees are 5 people with a percentage of 6%, respondents freelance events are 4 people with a percentage of 5%, respondents who work as civil servants and EOs have the same number, namely 1 person with a percentage of 1% each.

e. Characteristics of respondents based on information sources

Table 8. Characteristics of Respondents Based on Source of Information

[Source: Data processing results, 2024]

No.	Sumber Informasi	Jumlah	Presentase
1	Instagram	46	58%
2	Teman / Saudara	29	36%
3	Baliho / Banner	5	5%
4	Website	0	0%
	TOTAL	80	100%

Table 8 explains that respondents obtained the most information about this event through Instagram, totaling 46 people with a percentage of 58%, then respondents obtained information through friends / relatives, totaling 29 people with a percentage of 36%, and the



last 5 respondents got information about this event through billboards / banners with a percentage of 5%. Sources of information from the website are still less than optimal, this can be seen from the fact that there are no respondents who know information about the GeoBeat Ecotopia event through the website.

Validity Test and Reliability Test

The validity test is calculated by comparing the calculated r value with the r table value. If $r_{count} > r_{table}$, the research variable is declared valid, but if $r_{count} < r_{table}$, the research variable is declared invalid. Based on the results of the validity test, it was found that out of 30 variables were declared valid because the value of $r_{count} > r_{table}$.

The next step is to do a reliability test. In this study, the reliability test used the calculated value of Cronbach alpha > 0.6 . If the calculated value is more than Cronbach alpha, it is declared a reliable questionnaire. The results of the reliability test are 0.955 where the value exceeds 0.6 so that it can be said that this research instrument has perfect reliability.

Visitors' Perception of Geobeat Ecotopia as Sustainable Event Implementation

a. Anticipation dimension

The anticipation dimension discusses the method of disseminating information related to GeoBeat Ecotopia using electronic media, namely Instagram, websites and printed media banners and the clarity of the information conveyed. For more details can be seen in 9th Table

Table 9 Description of Respondents' Answers to the Anticipation Dimension

[Source: Data processing results, 2024]

No	Indikator <i>Anticipation</i>	Alternatif Jawaban					Total	N	WMS	Kategori
		1	2	3	4	5				
1	Bagaimana kesesuaian tema/ <i>design</i> dengan konsep <i>sustainability</i> ?				9	71	391	80	4,89	Sangat Baik
2	Bagaimana kejelasan penyebaran informasi mengenai GeoBeat Ecotopia melalui media elektronik Instagram?				20	60	380	80	4,75	Sangat Baik
3	Bagaimana kejelasan penyebaran informasi mengenai GeoBeat Ecotopia melalui media elektronik <i>website</i> ?			16	38	26	330	80	4,13	Baik
4	Bagaimana kejelasan penyebaran informasi mengenai GeoBeat Ecotopia melalui media cetak <i>banner</i> ?			4	28	48	364	80	4,55	Sangat Baik
5	Bagaimana kejelasan informasi yang tercantum di media promosi <i>flyer</i> ?			1	26	53	372	80	4,65	Sangat Baik
Rata-Rata Penilaian									4,59	Sangat Baik

In accordance with Table 9 the anticipation dimension gets an average assessment of 4.59 which means very good. The question regarding the suitability of



the promotional theme/design with the concept of sustainability gets the highest score of this dimension, namely 4.89, which means that the promotional theme/design is in accordance with the concept of sustainability. The second indicator regarding the clarity of information dissemination about GeoBeat Ecotopia through Instagram electronic media received a score of 4.75 which means very good. The question regarding the clarity of information dissemination about GeoBeat Ecotopia through the electronic media website received the lowest score in this dimension, namely 4.13 but can still be categorized as good. The fourth indicator regarding the clarity of information through banners received a score of 4.55 which means very good. The last indicator regarding the clarity of information listed on flyer promotional media received a score of 4.65 which can be interpreted as very good as well.

b. Arrival dimension

In this dimension, respondents were given questions covering the readiness of the event, both physical and operational organizers in supporting the smooth running of the event. This dimension pays attention to several things including access and transportation, welcoming guests, clear navigation and directions, clear entry points as well.

Table 10. Description of Respondents' Answers to the Arrival Dimension

[Source: Data processing results, 2024]

No	Indikator Arrival	Alternatif Jawaban					Total	N	W MS	Kategori
		1	2	3	4	5				
1	Bagaimana kemudahan dalam mencari <i>venue event</i> ?			1	10	69	388	80	4,85	Sangat Baik
2	Bagaimana kelancaran alur masuk dan keluar <i>event</i> ?			3	13	64	381	80	4,76	Sangat Baik
3	Bagaimanakah pelayanan dan penyambutan dari pihak penyelenggara <i>event</i> ?			5	36	39	354	80	4,43	Sangat Baik
4	Bagaimana kemudahan sistem registrasi melalui digital sesuai dengan konsep <i>sustainability</i> ?			2	14	64	382	80	4,78	Sangat Baik
5	Bagaimana tingkat efektifitas pemahaman dalam penggunaan <i>signs</i> / petunjuk arah yang terbuat dari limbah sampah?			2	16	62	380	80	4,75	Sangat Baik
Rata - Rata Penilaian									4,71	Sangat Baik

Based on the data in Table 10, the arrival dimension obtained very good results, namely an average score of 4.71. This can be seen from the first question regarding the ease of finding the event venue which received a score of 4.85 which is also the



highest score of this dimension. The question regarding the smooth flow in and out of the event received a score of 4.76 which means very good. Indicators regarding the service and welcome from the event organizer get the lowest score in the arrival dimension but are still in the very good category because they get a score of 4.43. The question regarding the ease of the digital registration system in accordance with the concept of sustainability received a score of 4.78, which means that the majority of respondents agree that the registration system is in accordance with the concept of sustainability. The last indicator regarding the level of effectiveness of understanding in the use of signs / directions made from waste waste received a score of 4.75 which means very good too.

c. The atmosphere dimension

This dimension question respondents are given regarding the theme of decoration, property, the selection of the right venue will have an impact on the visitor experience. The following is a recapitulation of respondents' answers to the atmosphere dimension:

Table 11. Description of Respondents' Answers to the Atmosphere Dimension
 [Source: Data processing results, 2024]

No.	Indikator Atmosphere	Alternatif Jawaban					Total	N	WMS	Kategori
		1	2	3	4	5				
1	Bagaimana kesesuaian dekorasi dengan tema <i>sustainability event</i> ?				8	72	392	80	4,90	Sangat Baik
2	Bagaimana pengaturan <i>layout venue event</i> yang berkonsep festival?				15	65	385	80	4,81	Sangat Baik
3	Bagaimana kelancaran <i>event</i> dalam pemakaian properti dan dekorasi dari <i>nature</i> ? Contohnya <i>stage</i> , petunjuk arah dan <i>photo booth</i> dari bambu dan kayu.				11	69	389	80	4,86	Sangat Baik
4	Bagaimana kelancaran <i>event</i> dalam penggunaan <i>sound system</i> dan <i>lighting</i> ?				16	64	384	80	4,80	Sangat Baik
5	Bagaimana menurut Anda kesesuaian <i>event</i> dengan konsep <i>less waste</i> ?			10	31	39	349	80	4,36	Sangat Baik
Rata - Rata Penilaian									4,75	Sangat Baik

Through the recapitulation of respondents' answers regarding the atmosphere dimension, they gave positive answers with an average score of 4.75 with very good criteria. The first indicator asks respondents' perceptions regarding the suitability of the decoration with the theme of the sustainability event, in this first indicator getting the highest score in the atmosphere dimension, namely 4.90. The question regarding the layout of the event venue with the festival concept also received a very good score



of 4.81. Indicators regarding the smoothness of the event in the use of properties and decorations from nature, for example stages, directions and photo booths from bamboo and wood, also received a very good response with a score of 4.86. The fourth indicator regarding the smooth use of the sound system and lighting received a very good response with a score of 4.80. The last atmosphere dimension indicator, namely the suitability of the event with the concept of less waste, got the lowest score in the atmosphere dimension, namely 4.36 but still counted as a good category.

d. Appetite dimension

In this dimension, respondents were asked questions about the availability of food and drinks during the GeoBeat Ecotopia event. Not only the amount of FnB, but respondents were also asked for perceptions regarding the cleanliness and quality of the prices of existing tenants. The following are the respondents' answers regarding the appetite dimension which can be seen in Table 12

Table 12. Description of Respondents' Answers to the Appetite Dimension
[Source: Data processing results, 2024]

No.	Indikator <i>Appetite</i>	Alternatif Jawaban					Total	N	WMS	Kategori
		1	2	3	4	5				
1	Bagaimana variasi kuliner yang tersedia?			19	34	27	328	80	4,10	Baik
2	Bagaimana kesesuaian kemasan makanan / minuman yang disajikan dengan konsep <i>sustainable event</i> yang <i>no plastic</i> ?			3	21	56	373	80	4,66	Sangat Baik
3	Bagaimanakah tentang harga makanan dan minuman yang dijual?			8	33	39	351	80	4,39	Sangat Baik
4	Bagaimana tingkat kebersihan makanan dan minuman yang disajikan menggunakan kemasan <i>non plastic</i> ?			2	23	55	373	80	4,66	Sangat Baik
5	Bagaimana sistem pembuangan sampah makanan minuman?			1	18	61	380	80	4,75	Sangat Baik
Rata - Rata Penilaian									4,51	Sangat Baik

Table 12 above explains that the appetite dimension gets a very good perception, namely at a score of 4.51. The first indicator regarding the variety of culinary delights available at the GeoBeat Ecotopia event received the lowest score in this dimension, namely 4.10. The second question regarding the suitability of the food / beverage packaging served with the concept of sustainable events that no plastic gets a score of 4.66, which means that the majority of respondents agree that the packaging served is in accordance with the concept of sustainability, then in the third question regarding the price of food and drinks sold gets a score of 4.39 which can be concluded that the price set by the tenants does not burden visitors. The next question regarding the level of cleanliness of food and drinks served using non-plastic packaging received a score of 4.66, which means that the majority of respondents consider that even though the



packaging is non-plastic, it is still maintained cleanliness. The last appetite indicator is a statement regarding the food and beverage waste disposal system which gets the highest score in this dimension, namely 4.75 which means very good.

e. Activity Dimension

The questions in this activity dimension pertain to creativity and the aesthetic appeal of the event sequence aimed at entertaining visitors to GeoBeat Ecotopia. Below is a summary of respondents' answers regarding the activity dimension, as presented in Table 13.

Table 13. Description of Respondents' Answers to the Activity Dimension
 [Source: Data Processing Results, 2024]

No.	Indikator Activity	Alternatif Jawaban					Total	N	WMS	Kategori
		1	2	3	4	5				
1	Bagaimana kesesuaian rangkaian <i>main-event</i> dengan konsep <i>sustainable event</i> ?				11	69	389	80	4,86	Sangat Baik
2	Bagaimana kesesuaian informasi dan edukasi yang disampaikan pembawa acara maupun narasumber <i>workshop</i> tentang konsep <i>sustainable living</i> ?				13	67	387	80	4,84	Sangat Baik
3	Bagaimana kreatifitas dari acara yang ditampilkan?				20	60	380	80	4,75	Sangat Baik
4	Bagaimana kesesuaian pemilihan <i>side-event</i> (<i>mangrove planting</i>) dan <i>workshop</i> (<i>recycle paper</i> dan <i>pottery class</i>) dengan konsep <i>sustainable event</i> ?			1	9	70	389	80	4,86	Sangat Baik
5	Bagaimana kesiapan <i>talent</i> dalam menampilkan setiap acara?			3	34	43	360	80	4,50	Sangat Baik
Rata - Rata Penilaian									4,76	Sangat Baik

Table 13 illustrates that the average perception score of visitors/respondents on the activity dimension is 4.76, indicating a very good assessment. The first indicator concerning the alignment of the main event sequence with the sustainable event concept received the highest score of 4.86, indicating it is very good. The relevance of the information and education provided by the hosts and workshop speakers on the concept of sustainable living also scored 4.84, which is very good. The level of creativity in the presented events received a very good score of 3.75. The highest score of 4.86 was also achieved by the indicator regarding the suitability of the selection of side events (mangrove planting) and workshops (recycling paper and pottery class) with the sustainable event concept, signifying that both the side events and the main event of GeoBeat Ecotopia are aligned with the sustainable event concept. The final indicator in this dimension, which assesses the readiness of the organizing committee and talent in executing each event, received the lowest score, yet it still reflects a very good



perception from the visitors/respondents, with a score of 4.50.

f. Amenities Dimension

This dimension invites respondents to provide their perceptions regarding the facilities available at the venue where the GeoBeat Ecotopia event takes place. Below is a complete description:

Table 14. Description of Respondents' Answers to the Amenities Dimension

[Source: Data Processing Results, 2024]

No.	Indikator Amenities	Alternatif Jawaban					Total	N	WMS	Kategori
		1	2	3	4	5				
1	Bagaimana ketersediaan fasilitas seperti tempat parkir dan toilet?		1	18	34	27	327	80	4,09	Baik
2	Bagaimana kelengkapan fasilitas penunjang seperti tikar anyam untuk duduk para pengunjung di <i>main area</i> ?				13	67	387	80	4,84	Sangat Baik
3	Bagaimana ketersediaan tempat sampah yang ada?			1	15	64	383	80	4,79	Sangat Baik
4	Bagaimana kesiapan <i>crew</i> yang bertugas untuk menjaga kebersihan <i>venue</i> dan kesiapan <i>crew</i> menjaga area dari plastik yang masuk <i>venue</i> ?			1	17	62	381	80	4,76	Sangat Baik
5	Bagaimana ketersediaan fasilitas pelayanan makanan dan minuman?				17	63	383	80	4,79	Sangat Baik
Rata - Rata Penilaian									4,65	Sangat Baik

Based on the description in Table 14, it can be seen that the amenities dimension received a very good score of 4.65. The first indicator regarding the availability of facilities, such as parking and restrooms, received the lowest score of 4.09. The statement concerning the adequacy of supporting facilities, such as woven mats for visitors to sit on in the main area, achieved the highest score of 4.84 within this dimension. The indicator regarding the availability of trash bins at the venue scored very well, at 4.79. The indicator assessing the readiness of the crew responsible for maintaining the venue's cleanliness and their responsiveness in managing plastic waste also received a very good perception from respondents, scoring 4.76. The final indicator regarding the availability of food and beverage service facilities scored very well, at 4.79.

From the six tabulated event dimensions above, the overall perceptions of visitors regarding the GeoBeat Ecotopia event can be summarized as follows:



Table 15. Average Results of Respondents' Perception Assessments
[Source: Data Processing Results, 2024]

No.	Variabel	Rata-Rata	Keterangan
1	Anticipation	4,59	Sangat Baik
2	Arrival	4,71	Sangat Baik
3	Atmosphere	4,75	Sangat Baik
4	Appetite	4,51	Sangat Baik
5	Activity	4,76	Sangat Baik
6	Amenities	4,65	Sangat Baik
	Rata-Rata	4,66	Sangat Baik

Based on the research findings, the overall average score from the questionnaire is 4.66, indicating a very good assessment. The average scores for each dimension are as follows: the anticipation dimension received an average score of 4.59, indicating a very good perception; the arrival dimension scored an average of 4.71, reflecting a very good perception as well; the atmosphere dimension received a score of 4.75, meaning it is also very good; the appetite dimension garnered a good response with a score of 4.51; the activity dimension achieved a score of 4.76, which can be interpreted as very good; and the final dimension, amenities, received a score of 4.65, indicating that respondents' perceptions of GeoBeat Ecotopia are very good.

The variable with the highest score is activity, at 4.76. The lowest variable, which still requires improvement, is appetite, supported by the findings showing this dimension received the lowest score of 4.51.

In addition to the questionnaire, this research also utilized interviews as a method of data collection. Interviews were conducted with representatives from the community collaborating on the GeoBeat Ecotopia event, representatives from food and beverage tenants, and the event venue management.

The first informant, Gandhi Pratama, an Eco Warrior activist, praised GeoBeat Ecotopia for its commitment to sustainability. He highlighted the reduction of paper and plastic, signage made from waste, and the natural atmosphere as positive aspects. He even suggested that GeoBeat Ecotopia could serve as a benchmark for sustainable events in the future. However, Gandhi noted some complaints regarding the availability of water stations, indicating that there is still room for improvement.

Cokorda Mulyawati from Pick Me Snack provided a positive assessment of GeoBeat Ecotopia. She appreciated the clear theme, comprehensive information, and the digital registration system. The event's atmosphere was also positively assessed, supported by quality sound systems and lighting. Cokorda praised the activities aligned with sustainability concepts, including mangrove planting. However, she pointed out complaints regarding limited parking space and the lack of product variety among tenants.

Binar Baskara, the manager of Geo Open Space, praised several aspects of GeoBeat Ecotopia. Clear promotion, smooth visitor flow, good layout, and a focused festival atmosphere received high marks. However, Binar noted that the culinary variety was lacking and that the MC's ability to engage the audience needed improvement. He positively assessed the activities aligned with sustainability concepts and the crew's readiness in maintaining the venue's cleanliness.

Conclusions

Based on the research explained in the previous chapter, it can be concluded that visitors' perceptions of the GeoBeat Ecotopia event as an implementation of a sustainable



event achieved an average questionnaire score of 4.66, indicating a very good assessment. The anticipation dimension received an average score of 4.59, the arrival dimension scored an average of 4.71, the atmosphere dimension achieved an average score of 4.75, the appetite dimension received an average score of 4.51, the activity dimension scored an average of 4.76, and the amenities dimension achieved an average score of 4.65.

The variable with the highest score is activity, at 4.76. This is an aspect that should be maintained by the organizers, as the research indicates that respondents perceive the activities of GeoBeat Ecotopia in terms of event programming to be very good and aligned with the sustainable event concept. On the other hand, the lowest variable that still requires improvement is appetite, supported by research findings showing this dimension received the lowest score of 4.51. Several areas needing enhancement include the variety of culinary offerings, the pricing of food and beverages, and other aspects related to appetite.

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