

Implementation of Green Practice In Improving Service Quality At The Front Office Department At Mercure Bali Legian

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Received on 01 June 2023	Revised on 04 June 2023	Accepted on 07 June 2023
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ABSTRACT

Purpose: This study aims to determine the application of green practice in improving the service quality of the front office department at Mercure Bali Legian.

Research methods: The data collection method was an observation, interviews, distributing questionnaires, and a literature study. The sampling technique was accidental sampling, with a total sample of 68 respondents and three informants. They collected data using online questionnaires distributed to respondents.

Results and discussion: The application of green practice in improving the service quality of the front office department at Mercure Bali Legian has been maximally implemented, starting from the application of green action, green food, and green donation.

Implication: The application of this green practice has a positive impact on improving the quality of service in the front office department, especially in helping work become more efficient and practical without using too many manual systems.

Keywords: Implementation, green practice, service quality, front office department, hotel.

INTRODUCTION

The development of the tourism sector has become a concern for many countries, including Indonesia. The story of this tourism sector needs to be supported by the availability of tourism facilities such as accommodation, transportation, travel agencies, restaurants, and other infrastructure facilities, making tourists feel more comfortable on vacation in Indonesia (Patriani et al., 2018).

Hotel is one part of the accommodation industry that is vital in supporting the tourism sector. It is a company engaged in tourist services, food and beverage services, and other facilities (Nuka et al., 2018). The number of hotels in Bali is known to be increasing, both non-star and five-star hotels. However, with the increasing number of hotel developments in Bali, it certainly impacts the surround-

ing environment, both on a small and large scale. One of the impacts is the existence of global warming from physical development to the operational stage, which concerns environmental concernment, and tourism factors (Erlangga et al., 2017).

The issue of global warming also impacts tourist consumption patterns which have begun to make the parameters of environmentally friendly concepts and management one of the benchmarks in determining hotel accommodation facilities (Pramesti, 2019). In accordance, the hotel's operational activities are encouraged to apply environmentally friendly concepts towards sustainability with various initiative actions such as reforestation programs, eco-resorts, energy efficiency, and building development, according to standards set by the government (Pramono, 2016).

Green Hotel is a hotel program that carries an environmentally friendly concept that is not only concerned with the results or sales turnover that will be obtained, but entrepreneurs can rethink how they can save the environment from the impact of the industry the business management. Many many hotels in Bali and even Indonesia have participated in the green hotel. This can be seen from the large number of participants at the Green Hotel Award held by the Ministry of Tourism and Creative Economy every year (Erlangga et al., 2017).

Under the auspices of the Accor group hotel management, Mercure Bali Legian has an ongoing program called Planet21. This program is implemented in almost all Accor group hotel chains worldwide. The environmentally friendly concept in this program is in the form of saving water and energy, such as guests who can use their towels again per day, being able to finance the planting of one tree, the use of ecological cleaning products, waste reduction to eliminate restaurant menus that use endangered fish (Accor, 2019). Mercure Bali Legian Hotel was built in 2014 with a total of 321 rooms consisting of 6 types of rooms and other facilities. Mercure Bali Legian's management always strives to improve facilities and good service quality, one of which is in the front office department.

The front office department is one of the critical important departments that reflects the quality of hotel service for guests who first enter Mercure Bali Legian. The front office department is known as the first impression and last impression of the guest, which means that the guest's first impression of the quality of hotel service begins when the guest registers to check in as the last impression left when the guest checks out at the receptionist (Handayani et al., 2018), so it is necessary to improve the services quality of front office department to ensure guests are satisfied and have the intention to stay again.



Figure 1. Front Office of Mercure Bali Legian
[Source: Dewi, 2023]

According to Parasuraman et al. (Suparno Saputra, 2019) s, service quality can be seen from the five existing dimensions, including:

1. Reliability, namely the ability to provide accurate and timely services,
2. Responsiveness, namely the ability related to the ability of employees to help customers responsively,
3. Assurance, namely the ability of employees to foster trust and provide a sense of security to guests,
4. Empathy, the ability of employees to understand customer problems,
5. Tangible evidence relates to the attractiveness of physical facilities, equipment, tools, materials used by the company, and the outward appearance of employees.

The role of the front office department in implementing environmentally friendly hotels is reflected in several green practices.

Tzschentke (in Irawan & Vianney, 2017) states that green practice has the meaning of a green action or movement that refers to efforts to protect the environment by suppressing the use of products that are not environmentally friendly. Meanwhile, Schubert (Leonardo et al., 2014) said that green practice has three dimensions, namely:

1. Green action, namely activities in a hotel operation that aim to protect the environment and the surrounding community.
2. Green food, namely activities that include sustainable food by using organic or local ingredients to support environmental sustainability in the future.
3. Green donation, namely the company's participation in community projects, providing financial assistance for environmental issues, and educating the public about the impact of damage caused by the company's operational activities.

The application of green practice within the scope of the front office department can be seen in the use of recycled paper for registration forms and several hotel documents. As for the author's observations during training at the hotel, the application of green practices in the front office department has not been applied too much, especially in serving guests' needs. In addition, the outbreak of the COVID-19 pandemic in Bali led to a reduction in staff and cost, so that it directly or indirectly affects the quality of service guests receive. The rating of Mercure Bali Legian Hotel, among others, seems to have positive and negative reviews on the quality of service and hotel cleanliness, leading to the application of environmentally friendly concepts.

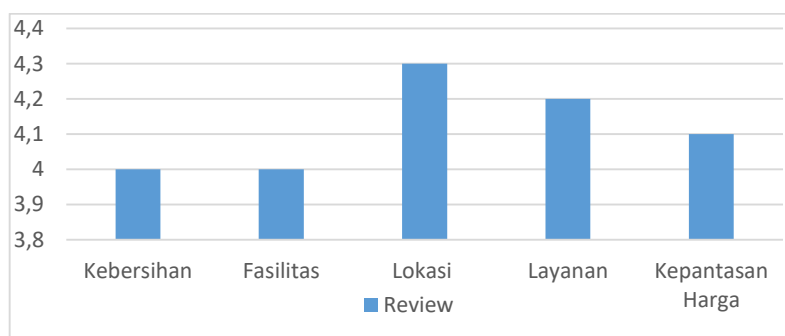


Figure 2. The rating of Mercure Bali Legian Hotel in tiket.com site
[Sourced: from several reviews on the tiket.com site]

Sourced from several reviews on the tiket.com site, there are guest complaints about the service of the Front Office staff not being good, the hotel looking a little dark, and the hotel lobby feeling hot because the hotel lobby uses an open room concept as it only utilizes natural air without using air conditioner (AC) which will have an impact on the environment. Various guest reviews about hotel services can be a reference for guests to determine the hotel for them to stay, and for the hotel, it can be feedback to improve the quality of their services.

Based on the background and problems above, the authors are interested in exploring and researching "Implementation of Green Practice in Improving Service Quality of Front Office Department at Mercure Bali Legian."

RESEARCH METHODS

This research was conducted for six months at Mercure Bali Legian by taking objects related to implementing green practices and practicing the service quality of the front office department at Mercure Bali Legian. The types and sources of data used are qualitative and quantitative data with primary data collected directly from data sources and secondary data collected by other parties and not by the researchers themselves (Saifudin, 2018).

According to Sugiyono (2015:117), a population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by researchers to be studied, and then conclusions can be drawn. The population of this study is guests who stay at the Mercure Bali Legian Hotel. The sampling method used in this study is accidental sampling, which means that the sampling technique is based on chance; that is, anyone who happens to meet

the researcher and is deemed able to provide information, then he or she can be used as a sample—data collected on guests who stay or have received front office department services and at Mercurli Legian. The sample used in this study was 68 respondents with a minimum sample determination calculated using the Malholtra formula, which implies the number of variable indicators by 4 (Indrawan & Yaniawati, 2016).



Figure 3. The process of collecting data
[Source: Dewi, 2023]

Data collection methods in this study were through observation, interviews, questionnaires, and literature study. The instrument test was conducted through validity and reliability tests. According to Ghazali (Noeraini, 2016), the validity test is used to measure whether or not a questionnaire is valid. The basis decision on the validity test is if an instrument has a high level of validity, namely $r\text{-count} > r\text{-table}$, then the instrument is said to be valid. After the validity test, then the reliability test is carried out. The reliability test in this study used Cronbach Alpha > 0.60 . If the instrument in this study has a Cronbach Alpha > 0.60 , it can be declared reliable or reliable to use (Haenady et al., 2016).

The data analysis technique used in this research is descriptive qualitative, and importance-performance analysis is used to determine whether all service quality characteristics are essential to be maintained or improved. Importance Performance Analysis aims to measure the relationship between consumer perceptions and priorities for improving the quality of products or services, known as quadrant analysis (Syukhri, 2018).

RESULTS AND DISCUSSION

The respondent's identity was based on several characteristics, including respondent's identity based on gender, occupation, purpose of visit, and length of stay at the hotel.

Respondent data based on gender showed that the male respondents were 33 (48.5%), and women were 35 people. So it can be concluded that most of the

guests staying at Mercure Bali Legian have a female gender of 35 people with a percentage (51.5%).

Table 1. Characteristics of Respondents Based on Gender

No.	Gender	Number of Respondent	Percentage (%)
1	Male	33	48.5%
2	Female	35	51.5%
	Total	68	100%

Respondent data based on occupation showed that the respondents who had jobs as employees were 28 people (41.2%), professions as students were 11 people (16.2%), and those who had jobs other than employees and students were 29 people (42.6%). So it can be concluded that most of the guests at Mercure Bali Legian have other jobs, as many as 29 people, and have a percentage (42.6%).

Table 2. Characteristics of Respondents Based on Occupation

No.	Occupation	Number of Respondent	Percentage (%)
1	Employees	28	41.2%
2	Students	11	16.2%
3	Others	29	42.6%
	Total	68	100%

Respondents' data based on the purpose of visiting showed results, namely respondents who had the purpose of visiting for business as many as 16 people (23.5%), the purpose of visiting for vacation as many as 34 people (50.0%), and other purposes as many as 18 people (26.5%). So it can be concluded that most of the guests at Mercure Bali Legian have the purpose of visiting for a vacation with a total of 34 people and a percentage (50.0%).

Table 3. Characteristics of Respondents Based on the Purpose of Visiting

No.	Purpose of Visiting	Number of Respondent	Percentage (%)
1	Business	16	23.5%
2	Others	18	26.5%
3	Holiday	34	50.0%
	Total	68	100%

Respondents' data based on length of stay at the hotel shows the results, namely respondents who have stayed in the hotel for one day as many as 12 people (17.6%), length of stay in the hotel for two days as many as 20 people

(29.4%), and length of stay in the hotel for more from two days as many as 36 people (52.9%). So it can be concluded that most of the guests who stay at Mercure Bali Legian have a length of stay at the hotel for more than two days with a total of 36 guests (52.9%).

Table 4. Characteristics of Respondents Based on Length of Stay at the Hotel

No.	Length of Stay at the Hotel	Number of Respondent	Percentage (%)
1	> 2 Days	36	52.9%
2	1 Day	12	17.6%
3	2 Days	20	29.4%
	Total	68	100%

To ensure that all items from the questionnaire are valid and reliable, the following data were processed using SPSS 25.0 for Windows.

The validity test was carried out by comparing the value of the r-table with the r-count using a significance level of 0.05. The sample in this study was 68 respondents, then the r-table value used was 0.2387. The following table is the result of the validity and reliability test.

Table 5. The results of the Validity Test of the Importance and Performance

Attributes	R	Importance		Performance	
		Total Items Correlation	Information	Total Items Correlation	Information
X1	0.2387	0.631	Valid	0.463	Valid
X2	0.2387	0.466	Valid	0.538	Valid
X3	0.2387	0.403	Valid	0.587	Valid
X4	0.2387	0.656	Valid	0.413	Valid
X5	0.2387	0.518	Valid	0.531	Valid
X6	0.2387	0.541	Valid	0.586	Valid
X7	0.2387	0.657	Valid	0.643	Valid
X8	0.2387	0.495	Valid	0.559	Valid
X9	0.2387	0.503	Valid	0.626	Valid
X10	0.2387	0.650	Valid	0.486	Valid
X11	0.2387	0.582	Valid	0.702	Valid
X12	0.2387	0.640	Valid	0.560	Valid
X13	0.2387	0.559	Valid	0.614	Valid
X14	0.2387	0.579	Valid	0.581	Valid
X15	0.2387	0.680	Valid	0.612	Valid
X16	0.2387	0.515	Valid	0.556	Valid
X17	0.2387	0.602	Valid	0.632	Valid

Table 5 shows that all the values of each questionnaire item have a correlation value greater than 0.2387, so it can be concluded that all items in the questionnaire are declared valid to be used in this study.

After the validity test results on each questionnaire item are declared valid, the reliability test is carried out. The instrument value is reliable if it has a reliability coefficient or Cronbach's Alpha > 0.60.

Table 6. The result of the Importance of Reliability Statistics

Cronbach's Alpha	N of Items
0.868	17

Table 7. The result of the Performance Reliability Statistics

Cronbach's Alpha	N of Items
0.870	17

Table 6 and Table 7 show that all the variables of importance and performance have a Cronbach's alpha value > 0.60, so it can be concluded that the questionnaire on each variable is declared reliable to be used in this study.

Importance Performance Analysis is used to determine the green practice service indicators that need improvement and maintenance by the front office department at Mercure Bali Legian, which is presented in a Cartesian diagram consisting of four quadrants. Figure 1 shows the location of the 17 green practice service quality indicators at Mercure Bali Legian.

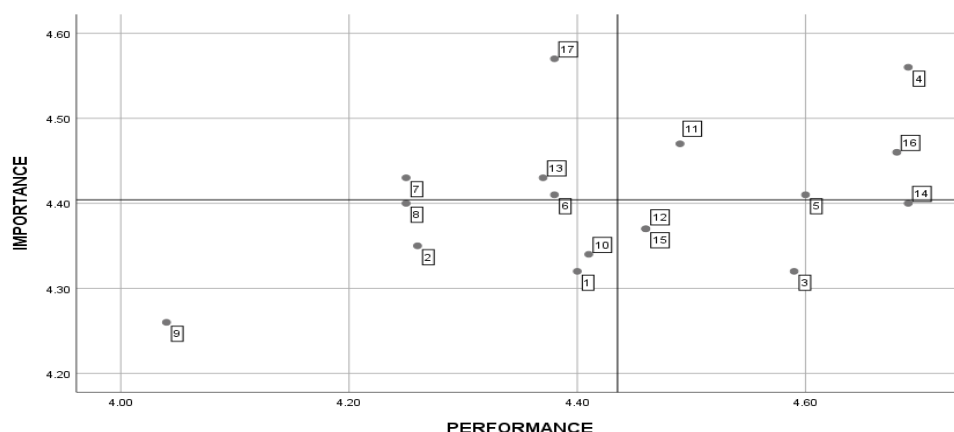


Figure 4. Result of Cartesian Diagram Importance Performance Analysis
 [Source: Data processed 2022, Output SPSS 25.0 for Windows]

The position of these four quadrants is used as a strategy to improve service quality at the front office department at Mercure Bali Legian. The top left position, as quadrant I, is the main priority which consists of four indicators that need to be improved; the correct position, as quadrant II, has four indicators that need to be

maintained its performance; the bottom left position, as quadrant III which is a low priority there are five indicators, and the proper bottom position as quadrant IV which is excessive consists of four indicators.

Implementation of Green Practice in Improving the Service Quality of Front Office Department

Implementation of green practices in improving the service quality of the front office department at Mercure Bali Legian can be described through the results of observations and interviews that have been conducted with three informants, namely: the front office manager, the duty manager, and one of the senior staff who has worked at Mercure Bali Legian for a long time. The following sentences explain the application of green practice in improving the service quality of the front office department at Mercure Bali Legian.

Green practice is a movement that cares about the environment by practicing environmentally friendly concepts through reducing products, goods, and non-environmentally friendly materials with a minor or significant impact on environmental damage. The front office department, located at the front of the hotel, is one of the sections that has started running a green practice in every service it provides to guests. An explanation of the application of green practice is explained through the application of the following three green practices.

1. Implementation of *green action*

Green action is one of the green practices in hotel operations that aim to protect the environment and the surrounding community. The form of green action at the front office department which was conveyed directly from the results of an interview with Mrs. Wiranti as the front office manager, namely:

"We are paperless, such as backups data from guest reservations, we attach them directly to the system." (Interview, April 14, 2022).

Based on the interview results above, it is known that the form of business carried out by the front office department in supporting the implementation of green action starts from doing basic things such as reducing the use of paper or paperless. For example, backup data from guest reservations are added directly to the system without using a print-out of reservation correspondence like in previous years.



Figure 5. Paperless Action in Mercure Bali Legian
[Source: Dewi, 2023]

This is in line with the results of an interview with Ms. Bulan, a guest service agent, who said that the application of green practice had been maximized at the front office department by helping to reduce paper use compared to previous years, the lobby area was ensured to be clean and the front office staff always reminded guests not to smoke in the lobby and rooms. The application of green action is also said to provide benefits in reducing the accumulation of waste in hotels and indirectly also help in reducing expenses, significantly when hotel revenues decline due to a decrease in occupancy rates during the COVID-19 outbreak in Bali.

Mr. Widana, the hotel's Duty Manager, also conveyed the following, who confirmed that paperless had been carried out at the front office department. This can be seen from the hotel brochure, which has been replaced by barcodes containing various general information and services provided by the hotel, thus minimizing paper, and guests can scan barcodes with a single access. The Front Office Staff are also aware that this makes it easier for staff to explain briefly to guests when checking in so that their work becomes more efficient, fast, and practical. In addition, plastic is no longer provided for guests; instead, the hotel provides laundry bags made of cloth in each guest room and at the reception counter.

Another thing that Mrs. Wiranti conveyed was about the feedback from guests regarding the implementation of green practices by the front office department, namely: "This paperless does not have the effect of complaints from guests, for example, when a guest asks for an invoice, we still give the guest the option to print or send it via email. ". (Interview, April 14, 2022).

Based on the interview, it is known that in terms of implementing paperless in hotels, there are almost no complaints from guests; Front Office Staff strongly recommends guests send invoices via email so that it can facilitate and speed up the checkout, avoiding losing invoices on the way at the same time guests can help reduce the use of paper in the hotel (paperless).

Furthermore, based on interviews and observations while at the Mercure Bali Legian hotel, they have implemented environmentally friendly concepts such as the application of energy saving on the use of air conditioning and lights in the lobby to guest rooms, providing a green area in the hotel where plants can be found from the lobby to several sections in the hotel and the establishment of non-smoking areas in the lobby and rooms to reduce air pollution.

2. Implementation of *green food*

Green food is one of the variables of green practice that covers sustainable food by using organic or local ingredients for food and beverages to support environmental sustainability. Based on the results of interviews and observations while at the hotel, the Front Office Staff provides services to guests who will check in by providing drinks as a welcoming drink at the hotel. The Front Office Staff prepares this welcome drink with the food and beverage department.

The preparation of this drink uses fresh ingredients and local organic ingredients free from processed chemicals that are not good for the body and the environment. In particular, for welcome drinks, a traditional Balinese drink

is usually provided as a color cancer, which contains a mixture of cement leaves, cinnamon, betel leaves, young coconut, and palm sugar. Currently, the welcome drink no longer uses disposable plastic cups instead of stainless steel cups and straws, which can be reused later. A welcome drink is said to provide additional points for the quality of service of the front office department at Mercure Bali Legian.

3. Implementation of *green donation*

The Planet21 program supports implementing green practices held at Mercure Bali Legian. This environmental saving program contains hotel care actions for the environment by providing environmentally friendly facilities to donate for tree planting. Based on the results of an interview with Mrs. Wiranti, the front office manager at Mercure Bali Legian, regarding the implementation of green donation at the hotel, she said: "Then for our rooms, we have a program from planet21, namely not change towels in daily basis, so the remaining costs for washing towels in the room. We donate it for tree planting, a program of the Accor Group". (Interview, April 14, 2022).

An example of implementing green donation in a hotel is not changing towels daily so guests can help save electricity and water at the hotel. In each guest room, a sign and laundry bag for guests to sort out the fabrics or towels they want to wash or not. The remaining costs from saving energy on washing towels or linens are used as donations from guests for the tree planting program. The tree planting activity was attended by several staff from various departments, one of which was staff from the front office department.

Based on the explanation above, the application of green practice in the front office department is known to have been implemented optimally. However, the implementation of green donation in the front office department is still only in the form of providing information for guests to donate to the environment, and its implementation is still within the scope of the room that leads to the room division. However, the front office staff also feel that this green practice provides benefits to the team in terms of managing work and providing services to be more efficient and practical, for example with this paperless everything can be replaced by using a computer system so that all files can be added directly and minimize the occurrence data loss that usually occurs when using paper.

Indicators of Green Practice Service that Need to be Improved and Maintained in Front Office Department Services

Based on the calculation of critical performance analysis, it is known that there are four indicators in quadrant I, four indicators in quadrant II, five indicators in quadrant III, and four indicators in quadrant IV. The position of these four quadrants can be used as a strategy for implementing green practices in improving the service quality of the front office department at Mercure Bali Legian. An explanation of the results of the critical performance analysis can be seen in the following quadrants:

1. Quadrant I – Focus here

The attributes contained in this quadrant represent essential things. However, the quality is low, so the variables included in this quadrant must

be improved and become the highest priority that needs to be done by the company. The result is:

- a. Efficient check-in and check-out procedures by Front Office Staff (X6)
- b. Front Office Staff's ability to perform the promised service on time (X7)
- c. Provide accurate information about facilities and compliments by using the barcode (X13)
- d. Front Office Staff can understand guest needs (X17)

2. Quadrant II – Keep up the good work

The attributes in this quadrant represent essential things and are of high quality. The variables included in this quadrant must be maintained. The result is:

- a. Neatness and cleanliness of the front office department area (X4)
- b. The lobby area is a nonsmoking area (X5)
- c. Responsiveness of Front Office Staff in providing brief, precise, and clear information (X11)
- d. Front Office Staff are always friendly and polite to guests (X16)

3. Quadrant III – Low priority

Attributes in this quadrant represent things that are less important and of low quality. The variables included in this quadrant can be reconsidered because their effect on the benefits felt by guests is minimal. The result is:

- a. Completeness of facilities supports environmentally friendly aspects (X1)
- b. The hotel lobby has natural lighting and ventilation (X2)
- c. Fast and precise reservation service with a computerized system (X8)
- d. Front Office Staff provide education about environmentally friendly services such as reducing plastic and single-use items (X9)
- e. The accuracy of the Front Office Staff in handling guest requests by telephone or providing the hotel's WhatsApp number (X10)

4. Quadrant IV – Possible overkill

The attributes in this quadrant represent less essential and high-quality things. Management does not need to take further action on the indicators in this quadrant. The result is:

- a. The hotel lobby has a semi-outdoor concept with green plants around the lobby (X3)
- b. Front Office Staff ensure to prepare a fresh welcome drink with local ingredients (X12)
- c. Front Office Staff communication is clear and understandable in English and Indonesian (X14)
- d. Front Office Staff always give attention and service from a sincere heart individually (X15)

CONCLUSION

The application of green practices in improving the service quality of the front office department at Mercure Bali Legian has been maximally implemented, starting from applying green action, green food, and green donation. For example, in implementing the green action, there has been a reduction in the use of

paper or paperless, the use of barcodes, saving energy, reducing the use of plastic waste, and smoking-free areas in the lobby and rooms. Then the implementation of green food starts with applying the use of local and organic ingredients for welcome drinks such as colon cancer, and the application of green donation is supported by the "not changes towel daily" program, which is a saving action aimed at donating funds for tree planting in Indonesia. Around. Applying this green practice, has a positive impact on improving the quality of service in the front office department, especially in helping work become more efficient and practical without using too many manual systems.

Based on the results of the calculation of importance-performance analysis, four indicators of green practice services must be improved, namely: check-in and check-out procedures by efficient Front Office Staff (X6), Front Office Staff's ability to perform promised services on time (X7), providing information accurate about facilities and compliments using barcodes (X13), and Front Office Staff can understand guest needs (X17). In addition, four green practice service indicators need to be maintained, namely: the neatness and cleanliness of the front office department area (X4), the lobby area is a smoking-free area (X5), the responsiveness of the Front Office Staff in providing brief, precise, and accurate information. Clear (X11), and the Front Office Staff is always friendly and polite to guests (X16).

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