

International Journal of Travel, Hospitality and Events

Its focus and scope cover theoretical and/or practical entities in: travel, transportation, recreation, hospitality, event, amusement, tourist attraction, and tourism business management. This inter-, multi-, and transdisciplinary journal is intended to develop mutual understanding on production, promotion, marketing, distribution, and consumption of tourism products to carry out the embodiment of transformation into a better quality of life.

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Jakarta, August 2022

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Editor in chief

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Analysis of Online and Offline Travel Agents' Contribution to Room Occupancy

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ABSTRACT

Purpose: The aims of this study are to know the contribution of Online Travel Agents and Offline Travel Agents to room occupancy at a hotel in Denpasar, Bali, Indonesia, and to find out the comparison of contribution from Online Travel Agents and Offline Travel Agents to room occupancy at the hotel.

Research methods: Data collection methods used are observation, interview, and study documentation. The analysis technique used is quantitative analysis, qualitative analysis, and descriptive statistics from secondary data. The stages of the data analysis technique start from the classical assumption test, multiple regression analysis, hypothesis testing using SPSS 21 program, and descriptive statistical techniques.

Results and discussion: The results of this study indicate that the t count value of the online travel agent contribution is greater than the t table ($4.280 > 1.692$). Meanwhile, the t count value of the contribution of the offline travel agent also has a greater value than the t table ($4,280 > 1,692$). Based on the data obtained, the contribution of the Online Travel Agent and Offline Travel agents from 2017 to 2019 has fluctuated every year.

Implication: The contribution to the development of the Online Travel Agents has increased every year, while the contribution of Offline Travel Agents has decreased in 2019. However, the largest contribution still comes from the Offline Travel Agent. In an effort to increase room occupancy, the hotel should further expand the collaboration networking with Online Travel Agents to increase the contribution that can be generated by Online Travel Agents.

Keywords: online, offline, travel agent, room occupancy.

INTRODUCTION

The rapid development of information and technology at this time makes many things accessed easily and quickly. Because of the rapid development of information and technology, it also makes more and more variations of the reservation process. Reservation is a guest's request to get a room according to his needs. Reservations were made in advance through several sources with various reservation methods aimed at ensuring that later the guest will get a room when they will stay (Aprillia et al., 2017). Reservations can be categorized into two types, namely online reservations and offline reservations (Wachyuni et al.,

2018). However, currently there are many ways to make room reservations which will have a direct impact on the contribution generated by room reservation sources which will later affect the room occupancy rate. Room occupancy rate or better known as hotel room occupancy is a condition that how far the number of rooms sold, when compared to the number of rooms that can be sold (Hendriyati, 2019). The ratio of occupancy can be used as a measure of the success of the hotel in selling its main product, namely rooms (Sugiarto, 2014).

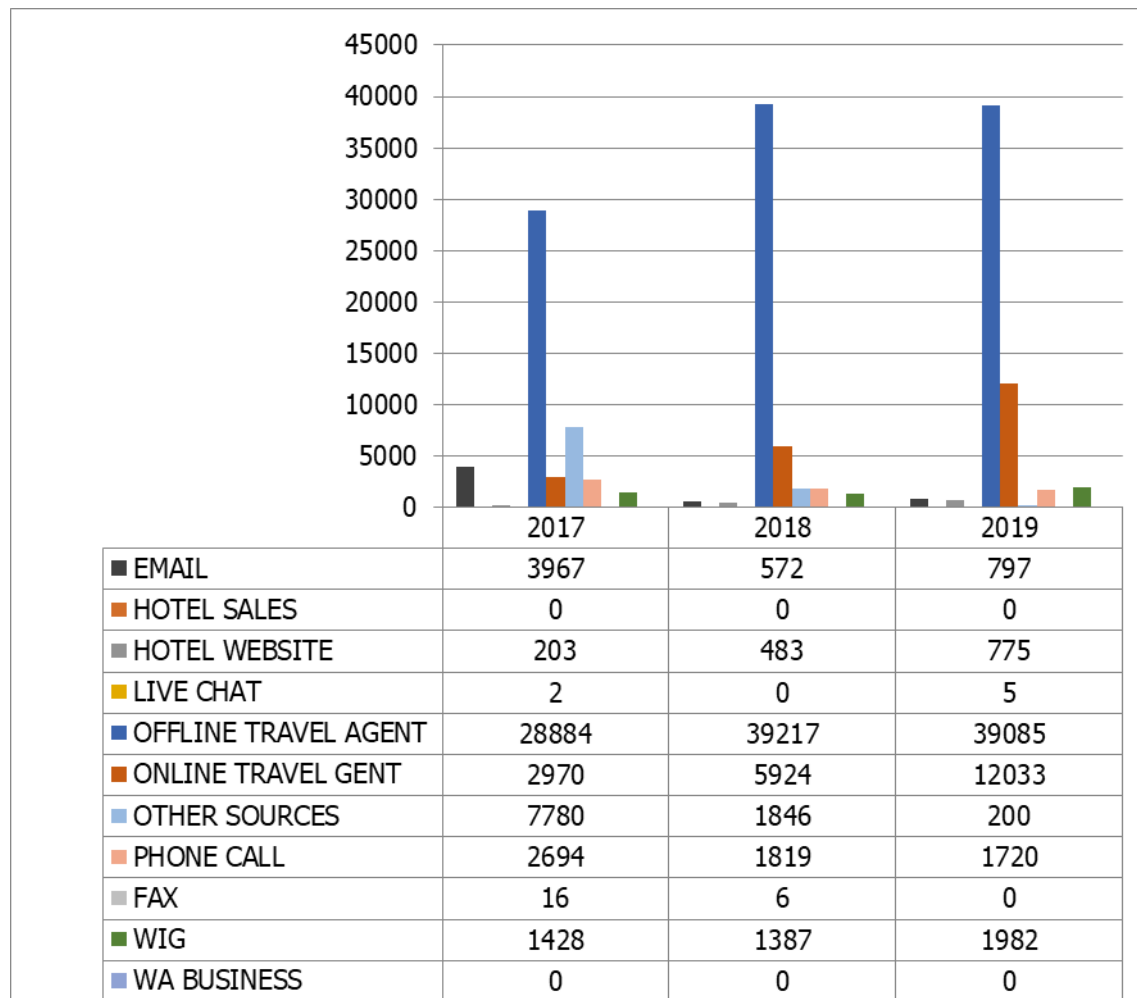


Figure 1. Contribution of room reservation sources
[Source: Quest San Hotel Denpasar, 2021]

At this time, there are many hotels that have a variety of ways in the room reservations process. One hotel that applies variations in the room reservations process is Quest San Hotel Denpasar. Quest San Hotel Denpasar is a 3-star that under Archipelago International hotel management and located on Jalan Mahendradatta. Quest San Hotel Denpasar has several sources of room reservations such as: email, hotel sales, hotel websites, live chat, online travel agents, offline travel agents, other sources, phone calls, faxes, direct guests, and whatsapp business. Each reservation sources makes a different contribution to

room occupancy. The contribution of room reservation sources at Quest San Hotel Denpasar in 2017-2019 can be seen in Figure 1.

Based on figure 1, shows that the source of room reservations at Quest San Hotel Denpasar fluctuates every year, and two sources of reservations that seem dominant in contributing are online travel agents and offline travel agents. An online travel agent is a travel agent that carries out promotional activities and online sales through a website (Istikhomah & Darma, 2016). Reservations through online travel agents are carried out by many tourists because the reservation process does not require much time and can be done anywhere (Sagitarini, 2017). While offline travel agents are the opposite of online travel agents. Offline travel agents are travel agents that their sales are not made through an online system but through brochures or banners (Yoety, 2011). However over time, offline travel agents also use promotional media through websites, but the difference with online travel agents are in their sales. Where offline travel agents sell tour packages that include lodging, while online travel agents only sell accommodation (Sambodo, 2016).

Based on the background described above, there are several problem that will be discussed in this research such as: how is the contribution of online travel agents to the room occupancy at Quest San Hotel Denpasar, how to contribute offline travel agents to the occupancy at Quest San Hotel Denpasar and how is the contribution of offline travel agents to the occupancy at Quest San Hotel Denpasar and and how are comparition between online travel agent and offline travel agent.

The objectives to be achieved from this research, are: to determine the contribution of online travel agents to room occupancy at Quest San Hotel Denpasar, to determine the contribution of offline travel agents to room occupancy at Quest San Hotel Denpasar and to find out the comparison between online travel agents and offline travel agents. and how are comparition between online travel agent and offline travel agent.

The previous studies used as references in this study are: 1) Opening the online marketplace: An examination of hotel pricing and travel agency on-line distribution of rooms by Liuyi Ling, Xiaolong Guo and Chenchen Yang, in 2014. This journal uses numerical studies and sensitivity analysis of parameter models in this study. The results of this study indicate that the optimal unit commission increases with the number of hotel rooms or the number of hotels cooperating with OTA and decreases with the number of t-tourists or the number of potential OTA customers. The similarities between the research above and this research are that they both discuss the Online Travel Agent (OTA) in increasing room occupancy. While the difference are in the data analysis technique, time and location of the research. 2) Hotel booking through online travel agency: Optimal Stackelberg strategies under customer-centric payment service by Guang Xin, Gao and Jian Wu Bib in 2021. This journal uses the Stackelberg game model in this research. The results of this study indicate that the optimal decision of the hotel and customer are related to the length of stay of the customer. beside that, the interaction between hotel operations and customer payment decisions regarding differences in customer length of stay is also analyzed. The similarities between the research above and this study are that they both discuss room reservations through Online Travel Agents (OTA). While the difference lies in the

data analysis technique, time and location of the research. 3) Online Distribution Channels (ODS) on Hotel Revenue by Suci Sandi Wachyuni et al in 2018. The research method used is a quantitative method. The results of this study indicate that OTA is very effective in increasing sales at Hotel Dreamtel Jakarta, which is the income from OTA for 3 years compared to guests has a significant difference. The similarities between the research above and this study are that they both discuss room reservations through Online Travel Agents (OTA). While the difference are in the data analysis technique, the time and location of the research. 4. The Effect of Online Travel Agents on Room Bookings at the Mutiara Malioboro Hotel Yogyakarta by Lutfi Hendriyanti in 2019. This study uses a qualitative descriptive method. The results of this study indicate that the sale of rooms through OTA is proven to increase room occupancy so the participation and support of the hotel from both employees and management must be increased. The similarities between the research above and this research are they both discuss about the Online Travel Agent (OTA). While the difference lies in the data analysis technique, time and location of the research. 5) Online Travel Agent Commission to Improve Room Occupancy at The-Ritz-Carlton Bali by Made Ayu Krismasari in 2020. The research methods used are quantitative and descriptive qualitative methods to examine information data through words. The results of this study indicate that the commission for Online Travel Agents (OTA) contributes to room occupancy and has a positive and partially significant effect. The similarities between the research above and this study are that they both discuss the Online Travel Agent (OTA) in increasing room occupancy and using quantitative methods. While the difference lies in the type of regression used, the time and location of the study. 6) The Contribution of Offline and Online Travel Agents to Room Occupancy at Four Points By Sheraton Bali Seminyak Hotel by Putu Septiawan in 2018. The research method used is descriptive statistics which is the processing uses Microsoft Excel. The results of this study indicate that the contribution of offline and online travel agents is dominated by Expedia with a total contribution is 61.78% and Coorendon with a total contribution is 37.71% in 2015-2017. The similarities between the research above and this study are that they both use descriptive statistical methods and discuss online and offline travel agents in improving rooms, while the difference lies in the time and location of the study.

RESEARCH METHODS

This research was conducted at Quest Hotel San Denpasar, especially in Front Office Department. This hotel is located at Mahendradatta Street No.93. Denpasar, Bali, Indonesia. The object of research were the contribution online travel agents and offline travel agents to room occupancy at Quest San Hotel Denpasar. The data collection method used is observation, interviews and documentation studies. Observation is data collection that used to collect research data by doing observation and sensing as the main tool (Sugiyono, 2016), interviews are used as a data collection technique if you want to conduct a preliminary study to find problems that must be reserch. Interviews are also conducted if researchers want to know the things from respondents in more depth and the number of respondents is small (Sugiyono, 2016) and documentation studies are a

type of data collection which are researchers obtain information from various written sources or from documents that already exist from the informant. Which is the document can be in the form of cultural heritage (Aan, Komariah dan Djama'an, 2014). The types of data used in this research are quantitative data and qualitative data. Which are quantitative data is data in the form of numbers that can be calculated (Sugiyono, 2016). While data Qualitative data is data in the form of words, sentences, schemes, and pictures (Sugiyono, 2011). In this research, there are two sources of data used, namely primary data and secondary data. Primary data is a data source that directly provides data to data collectors (Sugiyono, 2011). While secondary data is data that has been compiled in the form of documents obtained from the company, and the data secondary can be in the form of facts, tables, figures and others (Sugiyono, 2014). Analysis of the data in this research using quantitative analysis. Quantitative analysis is a process to gain knowledge, which uses data in the form of numbers as a tool to analyze information about what you want to know (Nasrudin, 2019). Quantitative analysis was performed by using multiple regression with secondary data and processing data is using application of IBM SPSS 21. Besides using quantitative analysis, this study also use qualitative analysis to support the results of quantitative analysis. This qualitative analysis is carried out by concluding and providing an explanation regarding the results of quantitative analysis. The last method used in this research is descriptive statistics. Descriptive statistics is a method of data processing that carried out with the aim to describing or providing an overview regarding the research object through sample or population data (Sujarweni, 2012).

RESULTS AND DISCUSSION

There are several Online Travel Agents that dominantly contribute to the room occupancy at Quest San Hotel Denpasar. Online Travel Agents that are dominantly contributing are: Traveloka, Booking.com, Agoda, Expedia, Tiket.com. The online travel agents that have dominant contributed in 2017-2019 can be seen in table 1.

Table 1. The online travel agents that dominant contributed in 2017-2019

No	Online Travel Agent	Years		
		2017 (Night)	2018 (Night)	2019 (Night)
1.	Traveloka	251	3.673	530
2.	Booking.com	497	714	1.766
3.	Agoda	1.741	280	929
4.	Expedia	207	207	1.138
5.	Tiket.com	114	478	7.312

Based on Table 1, shows that the contribution of the five online travel agents fluctuates every year. Which are, Agoda is the most online travel agent that contributed in 2017, Traveloka is the most contributed in 2018 and Tiket.com is the most contributed in 2019.

While for offline travel agents, there are also several Offline Travel Agents who dominantly contribute to the room occupancy at Quest San Hotel Denpasar. Offline Travel Agents that are dominantly contributing are: Bali Oke Wisata T&T, Eka Jaya Bali Wisata, Jetwings Bali Tour & Travel, Global Holiday Partners (Statistics), Aji Tour & Travel. The offline travel that have dominant contributed in 2017-2019 can be seen in Table 2.

Table 2. The offline travel agents that dominantly contribute in 2017-2019

No	Offline Travel Agent	Tahun		
		2017 (Night)	2018 (Night)	2019 (Night)
1	Bali Oke Wisata T & T	4.913	1.928	1.984
2	Eka Jaya Bali Wisata	955	168	3.935
3	Jetwings Bali Tour & Travel	8.058	442	105
4	Mitra Global Holiday (Statistic)	445	5.500	687
5	Aji Tour &Travel	2.334	2.008	205

Based on Table 2, shows that the contribution of the five offline travel agents fluctuates every year. Which are, Jetwings Bali Tour & Travel is offline travel agent that contributed the most in 2017, Mitra Global Holiday (Statistics) contributed the most in 2018 and Eka Jaya Bali Wisata contributed the most in 2019.

Overall, every contribution that made by online travel agents and offline travel agents who dominant and less dominant will have a direct impact on the room occupancy at Quest San Hotel Denpasar. Therefore in this research, the data used are the overall contribution of online travel agents and offline travel agents on the room occupancy rate at Quest San Hotel Denpasar.

To find out the contribution of online travel agents and offline travel agents to the room occupancy rate at Quest San Hotel Denpasar, so several tests will be carried out first. Considering that this research uses secondary data for the processing data, then the first test that carried out is the classical assumption test, followed by multiple linear regression analysis, and hypothesis testing (t-test) to answer the problem of formulation.

The results of the classical assumption test that have been carried out are:

1. Normality Test

Based on the normality test that conducted with the One Sample Kolmogorov Smirnov Test method, shows that the value of Sig. Asymp Significance (2-tailed) is 0.498, which is greater than the significance value 0.05 ($0.498 > 0.05$). From these results, it mean that the data used in this research were normally distributed.

2. Linearity Test

Based on the linearity test on the online travel agent variable, it shows that the Sig Deviation from Linearity value is 0.834 which is greater than 0.05 ($0.834 > 0.05$). From these results, it mean there is a significant linear

relationship between the Online Travel Agent variable (X1) and the Room Occupancy variable (Y).

While, for the linearity test on the offline travel agent variable, it shows that the Sig Deviation from Linearity value is 0.548 greater than 0.05 ($0.548 > 0.05$). From these results, it mean there is a significant linear relationship between the Offline Travel Agent variable (X2) and the Room Occupancy variable (Y).

3. Heteroscedasticity Test

Based on the heteroscedasticity test that conducted with glejser test, shows that the significance value (Sig.) for the Online Travel Agent variable (X1) is 0.067 and the significance value (Sig.) for the Offline Travel Agent variable (X2) is 0.065. Because the significance value of the two independent variables is greater than 0.05, it mean there is no symptom of heteroscedasticity in this research.

4. Multicollinearity Test

In this research, the multicollinearity test was carried out by looking at the VIF (Variance Inflation Factors) value. Based on the results of data processing, shows that the VIF value for the Online Travel Agent variable (X1) and the Offline Travel Agent variable (X2) is 1.018. This result is smaller than 10 ($1.018 < 10$). While the tolerance value for the Online Travel Agent (X1) variable and the Offline Travel Agent (X2) variable is 0.982, where this value is greater than 0.1 ($0.982 > 0.1$). With the value of VIF and tolerance above, it mean there are no symptoms of multicollinearity.

5. Autocorrelation Test

Based on the results of data processing, shows the Durbin Watson value is 1,599. Then, this value will be compared with the value of the Durbin Watson table with $\alpha = 0.05$. As for the value on the durbin watson table is 1.587. The condition that there is no autocorrelation is done by comparing:

$$\begin{aligned} & - \quad Dw < 4 - Du \\ & = 1.599 < 4 - 1.587 \\ & = 1.599 < 2.143 \\ & - \quad Dw \text{ value} > Du \\ & = 1.599 > 1.587 \end{aligned}$$

Based on the calculations above, it can be concluded that there is no autocorrelation problem in this research. The results of multiple linear regression analysis can be seen in table 3.

Table 3. Multiple linear regression analysis

		Coefficients ^a			t	Sig.
Model		Unstandardized Co-efficients		Standard-ized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	61.964	3.710		16.701	.000
	X1_Online TA	.009	.002	.493	4.280	.000
	X2_Offline TA	.005	.001	.510	4.431	.000

a. Dependent Variable: Y_Tingkat Hunian Kamar

Based on the results of data processing above, the constant value is 61,964, the Online Travel Agent regression coefficient is 0.009 and the Offline Travel Agent regression coefficient is 0.005. The level of confidence that used in multiple linear regression is 95% or with an error rate is 5% (0.05). From these results, the regression equation can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$= 61.964 + 0.009 X_1 + 0.005 X_2$$

The explanation of the regression equation above, are:

- The constant (a) is 61,964 states that, if there are no Online Travel Agent (X1) and Offline Travel Agent (X2) variables, the Room Occupancy (Y) is 61,964.
- The regression coefficient value of the online travel agent variable (X1) is 0.009, which means that if the online travel agent increases by 1%, it will increase the room occupancy at 0.009%.
- The regression coefficient value for the offline travel agent variable (X2) is 0.005, which means that if the offline travel agent increases by 1%, the room occupancy will increase at 0.005.

To find out the contribution of online travel agents to room occupancy, then t-test will be carried out. The results of the t-test that carried out on the online travel agent variable can be seen in the table 4.

Table 4. T-test

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	61.964	3.710		16.701	.000
	X1_Online Travel Agent	.009	.002	.493	4.280	.000
	X2_Offline Travel Agent	.005	.001	.510	4.431	.000

a. Dependent Variable: Y_Tingkat Hunian Kamar

To find the t-table value, the formula used is:

$$Df = n - k$$

$$= 36 - 3 = 33$$

$$t \text{ table} = 1.692$$

Based on table 4, show that the t-value of online travel agents is 4,280 > t-table 1,692 (4,280 > 1,692). Then, Ha is accepted and it mean that there is a positive and significant influence from the online travel agent contribution to the room occupancy. Same as contribution of online travel agent, to find out the

contribution of offline travel agents to room occupancy, then t-test will be carried out. The results of the t-test that carried out on the online travel agent variable can be seen in Table 4.

To find the t-table value, the formula used is:

$$\begin{aligned} Df &= n-k \\ &= 36-3 = 33 \end{aligned}$$

$$t \text{ table} = 1,692$$

Based on table 4, the t-count value for the offline travel agent variable is $4.431 > t\text{-table } 1.692$ ($4.431 > 1.692$). Then, H_a is accepted and this mean that there is a positive and significant influence on the contribution of Offline Travel Agent (OTA) to the room occupancy.

F Test (Simultaneous Test)

This test is carried out with the aim to knowing are the independent variables together (simultaneously) can affect the dependent variable or not. The results of the F-test can be seen in the table 5.

Table 5. F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1407.624	2	703.812	21.920	.000 ^b
	Residual	1059.560	33	32.108		
	Total	2467.183	35			
a. Dependent Variable: Y_Tingkat Hunian Kamar						
b. Predictors: (Constant), X2 Offline Travel Agent, X1 Online Travel Agent						

To find the value of Degree of Freedom with significant level of $\alpha = 5\%$, the formula used are:

$$\begin{aligned} Df \text{ numerator} &= k-1 \\ &= 3-1 \\ &= 2 \end{aligned}$$

$$\begin{aligned} Df \text{ Denominator} &= n-k \\ &= 36-3 \\ &= 33 \end{aligned}$$

Then the value of F table = 3.28

Based on Table 5, the calculated F value is $21,920 > F \text{ table } 3.28$ ($21,920 > 3.28$) then, H_a is accepted and it mean that there is a simultaneous positive and significant influence between online travel agents (OTA) and offline travel agents to the room occupancy.

The coefficient of determination is carried out to know how big the contribution of independent variable that influence dependent variable. The coefficient of determination also has another meaning that is the magnitude of the value/ability of all independent variables in explaining the varians of the dependent variable. The results coefficient of determination can be seen in the table 6 .

Table 6. Coefficient of determination test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.571	.545	5.66638
a. Predictors: (Constant), X2_Offline Travel Agent, X1_Online Travel Agent				
b. Dependent Variable: Y_Tingkat Hunian Kamar				

To find the value coefficient of determination, the formula used is:

$$KD = R^2 \times 100\%$$

$$= 0.571 \times 100\% = 57.1\%$$

The formula given above shows that the value coefficient of determination is 57.1%. This means that online travel agents and offline travel agents can explain the room occupancy rate of 57.1% and the rest is influenced by the outside variable model.

To find out the results of the comparison between contribution of online travel agents and offline travel agents to room occupancy then the average of online travel agent contribution and offline travel agent contribution should be find out first. The average contribution of online travel agents and offline travel agents in 2017-2019 can be seen in table 7 .

Table 7. Average contribution of online travel agents and offline travel agents in 2017-2019

	2017	2018	2019
1. OTA	248	494	1003
2. OFFTA	2484	3268	3257
3. OCC	3997	4271	4718

After founding the average contribution of online travel agents and offline travel agents to room occupancy at Quest San Hotel Denpasar, then the development average will be graphed. The figure of the development contribution between online travel agents and offline travel agents to room occupancy rates at Quest San Hotel Denpasar can be seen in figure 2 .

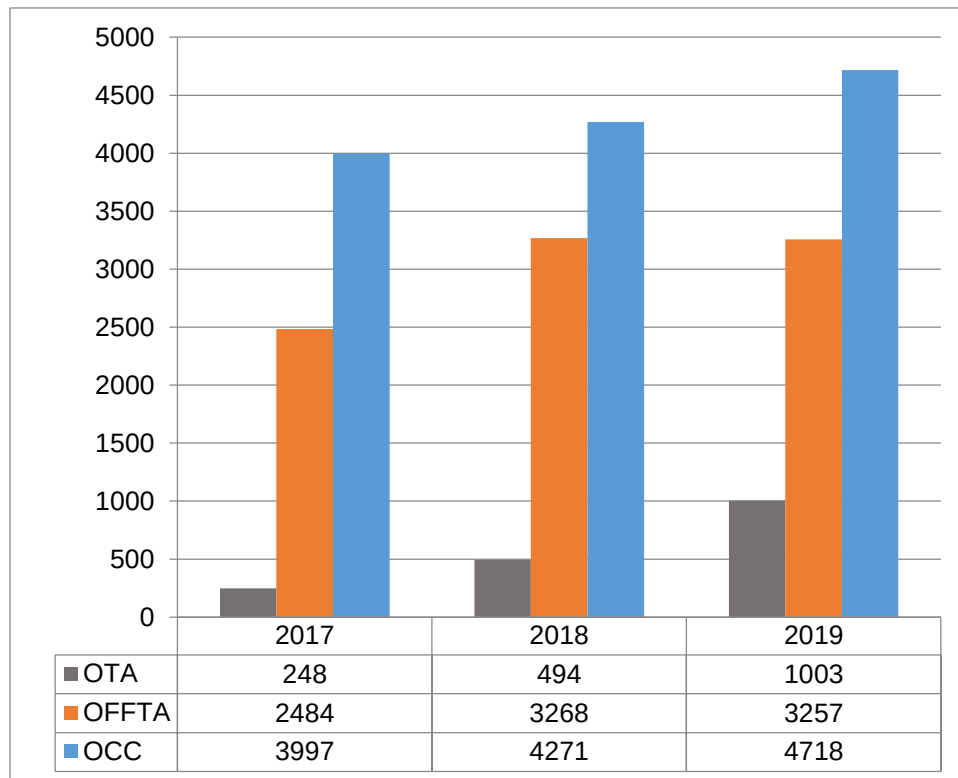


Figure 2. Development contribution between online travel agents and offline travel agents
[Source: Data Processed, 2021]

Based on Figure 2, it shows that the average contribution of online travel agents and offline travel agents to the room occupancy at Quest San Hotel Denpasar for the last 3 years fluctuated every year. However, if seen at the average, the contribution of Online Travel Agents has increased every year, while the average contribution of Offline Travel Agents has decreased in 2019. Beside that, Figure 2 shows that the average contribution of Online Travel Agents to the room occupancy rate at Quest San Hotel Denpasar in 2017 was 247 rooms or 6.28%. Then in 2018 it increased to 494 room nights or 11.23%. In 2019, it increased to 1003 room nights or 21.28%. While the average contribution of Offline Travel Agents, that obtained in 2017 was 2,484 room nights or 61.66%. Then in 2018 it increased to 3,268 room nights or 75.81%. Finally, in 2019 the average contribution decreased to 3,257 room nights or 69.10%.

The contribution of Online Travel Agents has increased every year. While the contribution of Offline Travel Agents, it had decreased in 2019. If compared between the contribution of Online Travel Agents and the contribution of Offline Travel Agents to the room occupancy at Quest San Hotel Denpasar, so the Offline Travel Agent is greater than the Online Travel Agent.

CONCLUSION

Based on the results of data analysis and discussion that has been written in the previous chapter, the conclusion are: The contribution of Online Travel

Agents in the 2017-2019 has a positive and significant influence to the room occupancy at Quest San Hotel Denpasar. Beside contribution of the Online Travel Agent, the contribution of the Offline Travel Agent is also has a positive and significant influence to the room occupancy at Quest San Hotel Denpasar. It can be seen in the t-test results of all independent variables, where the value obtained is greater than the t-table value. Based on the data processed, that can be seen the average contribution of online travel agents and offline travel agents fluctuates every year which is the development average of Online Travel Agents contribution has increased, while the average contribution of Offline Travel Agents had once decreased. However while compared, the contribution of Offline Travel Agent is greater and faster increase than the contribution of Online Travel Agent

Suggestions that can be given for Quest San Hotel Denpasar related to this research are as follows: Expand the network of cooperation with Online Travel Agents in order to increase the contribution that can be made by Online Travel Agents to room occupancy at Quest San Hotel Denpasar. Give rewards to Online Travel Agents and Offline Travel Agents who have dominantly contributed to the room occupancy at Quest San Hotel Denpasar. This reward is given as a form of appreciation and grateful to Online Travel Agents and Offline Travel Agents. Last Sugestion is continue to maintain the well-established cooperation with Online Travel Agents (OTA) and Offline Travel Agents.

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The Handling of Linen Needs in the Context of Cleanliness, Health, Safety, and Environment Sustainability

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ABSTRACT

Purpose: The purpose of this study was to analyze the needs and the handling of room linen at a five-star hotel located in Nusa Dua area, Bali, Indonesia, in the context of CHSE (cleanliness, health, safety, and environment sustainability).

Research methods: The method used in this research is a qualitative method using descriptive data both in writing and orally from respondents through field observations, interviews, and documentation.

Results and discussion: The housekeeping department's linen management system at the hotel has not met linen management standards. The availability of existing Linen with a theoretical method of at least 3 par stocks was found to be lacking in the number of linen and the way the linen was handled was still not in accordance with existing procedures.

Implication: Handling of room linen needs to be improved to get optimal results and it is necessary to increase the number of linens so that hotel operations can run more effectively and efficiently and do not force linen that is no longer suitable for use to be reused.

Keywords: linen, par stock, CHSE, hotel.

INTRODUCTION

Bali is known as the center of tourism in Indonesia and one of the leading tourist destinations in the world. Bali is known by tourists because it has a very beautiful natural potential, among others, a tropical climate, green forests, mountains, lakes, rivers, rice fields, and beautiful beaches with a variety of white and black sand, the friendliness of its people, the uniqueness of its pristine arts and culture, thus tempting many tourists to visit Bali. The tourism sector is one of the reliable foreign exchange-producing sectors. The tourism sector still needs to be fostered and continues to develop into an advanced and better-known development sector, not only among the Indonesian people but also by the world community. One of the tourism sectors is accommodation which includes hotels, villas, bungalows, homestays, and tourist lodges.

CHSE is the application of health protocols based on Cleanliness, Health, Safety, and Environment Sustainability. The Ministry of Tourism and Creative Economy as the institution that oversees the tourism and creative economy sectors is intensifying the CHSE health protocol so that it can be implemented by community business entities. Kemenparekraf itself considers that the main key in restoring conditions must be done through disciplined health protocols. This program is present as the government's effort to create a safe and comfortable space for the community. This program will be implemented by providing CHSE certification for tourism and creative economy business actors. This certification will be proof that business actors have owned, implemented, and improved health protocols in their respective businesses. In addition, tourists and the public can also feel secure with the fulfillment of the CHSE health protocol standards. In connection with the rapid development of the hospitality industry business in Indonesia, especially in Bali, which requires Bali to increase or add hotel accommodations.

One of the supports for the advancement of the world of tourism is the hotel as a means of accommodation for tourists, both domestic and foreign tourists so that tourists who use these accommodation facilities feel happy, comfortable, and get satisfaction in receiving services while staying in a hotel, it must be managed in a professional manner and must complete all the needs desired by guests. A hotel is a company managed by the owner by providing food, beverage, and room facilities to sleep to people who travel and are able to pay a reasonable amount in accordance with the services received without any special agreement. The definition of a hotel according to Sulastiyono (2011: 6), is "A type of accommodation that uses part or all of the building to provide lodging, food and beverage services, as well as other supporting services for the public which are managed commercially. Based on the understanding of the hotel, it takes skilled and qualified workers who can support tourism potential. In a hotel, the Department that plays a significant role in providing services to hotel guests, especially those concerning the comfort and cleanliness of the entire hotel area is the Housekeeping Department. Rumecko (2011: 4) stated: that the "housekeeping department" is the part in charge of maintaining, caring for, and maintaining the "house" which in this case is a hotel. Housekeeping is one of the departments that has an important role in the hospitality sector. This can be seen from the duties held by the department, which is in charge of guarding, caring for, and maintaining all employee errors.

The housekeeping department has the main task of providing rooms, maintaining the cleanliness of the hotel and providing all the equipment needed by guests, and providing the best possible service so that guests get satisfaction beyond guest expectations. Therefore, the completeness of the hotel needs more attention, especially the completeness of the guest supply such as the completeness of the room linen. The hotel is one of the 5-star hotels in Bali and is located in Nusa Dua, Bali. By remembering the purpose of most of the guests who visit to stay overnight and taking into account the existing competition, the room service with all its accessories must really be considered, especially with regard to room linen. When guests rest, they spend more time in rooms where guests will be in direct contact with room linens such as sheets, pillowcases, and towels.

However, the temporary thesis that was carried out showed that there were several problems with room linen, namely the condition of the linen found at the

hotel. From the results of observations of the hotel, the authors found a problem that made the linens attached to the rooms not look good. Dirty linen when finished use should be replaced with new linen, but the room attendants were unable to change the linen immediately due to a problem. This greatly interferes with the smooth operation of the guest room preparation. In addition, linens that still have stains or spots are still attached to the bed. This happened when I served as a room attendant with one of the staff, namely Wayan Jolly, and when the hotel experienced a high season in December 2020. This happened due to time constraints and limited stock of linen. This is also because not all linens are washed in the hotel's laundry, but another laundry in collaboration with the hotel.

Some scholars such as Aryawiguna (2021), Putra (2021), Putra et al (2021), Puspita et al (2021), and Supeno et al (2021) have studied along 2020-2021 period, this present study is different from them as it took part in a different location.

RESEARCH METHODS

The object of this research is the housekeeping department, a department that has information on linen needs by the *housekeeping department* at the hotel researched. Research variables are basically everything in any form determined by the authors to be studied, so that information is obtained about it, then conclusions are drawn (Sugiyono, 2017: 38). The variables studied in this study are *romo linen* and *Par stock linen*. Room linen is all materials that can be washed with cleaning agents which are generally made of cotton and sometimes made of synthetic material used for wrapping or is a decoration of a hotel. *Par stock linen* is the amount of inventory or multiples of linen required by the hotel to support its operations in one period of use per month. The data used in this study are quantitative and qualitative data.

According to Sugiyono (2013: 14), quantitative data is data in the form of numbers or quantitative figures. Quantitative data needed in this study include the number of linens available. According to Sugiyono (2010: 24), qualitative data is data expressed in the form of words, sentences, pictures, and information obtained from interviews with related parties. In terms of qualitative data, it means descriptions, descriptions, and explanations accompanied by discussions covering the geographical conditions of tourist attractions in the hotel environment and the history of the hotel.

Primary data is data that is collected directly by authors and directly provides data to authors or data collectors without going through third parties (Sugiyono, 2016: 308). According to Suharsimi Arikunto (2013: 172), primary data is data collected through the first party, can usually be through interviews, trails, and other primaries. The data in this study is in the form of the observation of the department of housekeeping of the hotel as well as the results of interviews with *Housekeeping Supervisor* of the hotel. According to Bungin (2011: 123), secondary data is data obtained from a second party, data obtained from statistical data, literature, and publication reports obtained from relevant departments and agencies. The data is in the form of data *par stock linen*.

Secondary data is data that is already available and the data has been previously collected by other parties (Sanusi, 2012: 103). Secondary data in this study in the form of data on the amount of linen at the hotel in December 2020.

Observation is a process of systematic observation to obtain data about the object of research directly from the place where the observations are made. The stages of the observation process include *selection, provocation, recording, and encoding* (Hasanah, 2017: 27). In this study, the authors made observations to determine the data on linen in the housekeeping department at the hotel and to find out firsthand the handling of linen *at the Housekeeping Department*.

An interview is a conversation with a specific purpose. The conversation was conducted by the two parties, namely, the interviewer (*interviewer*) who asks questions and the interviewees that provide answers to the questions (Moleong, 2012: 186). Interviews can be conducted in a structured or unstructured manner and can be conducted *face-to-face* or by using media such as telephone or *skype*. In this study, the authors use structured interviews, which is done by making an interview guide that is in accordance with the problems that will be used for questions and answers with the resource person, namely the *Supervisor Housekeeping Department*. Documentation is a method used to obtain data and information in the form of books, archives, documents, written numbers, and pictures in the form of reports and information that can support research. Documentation is used to collect data and then analyzed it (Sugiyono, 2015: 329). In this study, the documentation method was used to obtain linen data in December 2020.

Literature Study Literature study is the collection of data related to theoretical studies and other references to find out various knowledge or theories related to research problems, including from books, magazines, journals, or relevant literature with previous research and others related to research (Sugiyono, 2012: 199). The literature study method used in this study is about the results of previous research, and theories that can explain the title of the research that the authors will do. According to Winarno (2016: 143), qualitative descriptive techniques are: The theory presented by Rumecko (2011: 165) regarding the supply of linen that must be owned by a hotel in its operation is 3 par. Using Formula:

$$\text{Number of Linen} : \text{standard of installation} : \text{number of rooms} = \text{par stock available}$$

The theory presented by Richard Sihite (2010: 243) regarding the linen washing procedure is: receiving, selection (sorting), removing special stains (spotting), washing, squeezing (extracting), drying, smoothing (ironing), selecting or folding (sorting and folding), storage (storing).

RESULTS AND DISCUSSION

Analysis of the data obtained from the hotel. Then the data is processed to get answers to the problems posed to produce good and quality room linens, managers should understand the handling of room linens in accordance with the correct handling linens. This aims to get maximum results so that the cleanliness of the linen can be improved. After making observations about the cleanliness linen rooms owned by the hotel still lacks linen handling. This is because the availability of linen in each room does not reach 3 *par stock* linen, which causes a shortage of linen availability. As a result, the linens installed in the rooms do not look good. Linen that has been soiled when finished use should be replaced with new linen, but the staff cannot replace the linen immediately due to the limited linen owned. This greatly interferes with the smooth operation of preparing

guest rooms. In table 1, it can be seen the number and types of room linens in December 2020. Using the calculation method:

For example: item bed sheet (king) $[646 : 2 : 171 = 1.89]$.

Table 1. Number and Type of Room Linen

No	Items	Number of linen	Number of rooms	Number of installs	Par stock
1	Bed sheet (king)	646	171	2	1.89
2	Bedsheet (double)	403	119	4	0.85
3	Duvet cover (king)	340	105	1	3.24
4	Duvet cover (double)	313	68	2	2.30
5	Pillow protector (king)	539	531	4	0.25
6	Pillow protector (double)	226	260	3	0.29
7	Sham pillowcase (king)	489	216	2	1.13
8	Sham pillowcase (standard)	307	122	2	1.26
9	Pillowcase (king)	691	250	2	1.38
10	Pillowcase (standard)	689	123	2	2.80
11	Night mat	164	159	2	0.52
12	Bath sheet	487	282	2	0.86
13	Bath towel	721	341	3	0.70
14	Hand towel	711	415	3	0.57
15	Face towel	1399	408	4	0.86
16	Bath rug	634	290	2	1.09
17	Bath mat	498	251	3	0.66
18	Pool towel	478	153	4	0.78
19	Shaving towels. 41cm x 68cm	59	85	2	0.35
20	Bathrobe	444	256	2	0.87

It can be seen from Table 1 that the number of linens in the hotel is still less than a minimum of par stock 3, which means that the linen needs needed to run operations need to be added.

There are several factors that need to be considered in determining the amount of linen to be used at the hotel, namely: Number of Rooms and Room Types the hotel has 124 Suite and Villa rooms. Linen Installation Standards The following is the standard for room linen installation which can be seen in table 2.

Table 2. Standards for installing linen in guest rooms and bathrooms

No.	Items	Number of rooms	Number of Installs
1	Bedsheet (king)	171	2
2	Bedsheet (double)	119	4
3	Duvet cover (king)	105	1

No.	Items	Number of rooms	Number of Installs
4	Duvet cover (double)	68	2
5	Pillow protector (king)	531	4
6	Pillow protector (double)	260	3
7	Sham pillowcases (king)	216	2
8	Sham pillowcase (standard)	122	2
9	Pillowcase (king)	250	2
10	Pillowcase (standard)	123	2
11	Night mat	159	2
12	Bath sheet	282	2
13	Bath towel	341	3
14	Hand towel	415	3
15	Face towel	408	4
16	Bath rug	290	2
17	Bath mat	251	3
18	Pool towel	153	4
19	Shaving towels. 41cm x 68cm	85	2
20	Bathrobe	256	2

[Source: Data Processed, 2021]

The calculation of the number of room linens in 1 par is based on the number of rooms, the number of beds, and installation standards. 1. The calculation of 1 par for bedrooms is the number of rooms x number of beds x installation standard. 2. The one par calculation for bathrooms is the number of bathrooms x installation standards. The following is the number of linens when using a minimum *par stock* (3 par) with the formula:

$$\text{Number of rooms} \times \text{installation standard} \times \text{par stock} = \text{number/sheet}$$

The example is item bedsheet (king) [171 x 2 x 3 = 1026] can be seen in table 3 as follows:

Table 3. Number of linen the hotel must have using a minimum calculation of 3 par stock

No	Items	Number of rooms	Number of installs	Par stock	Amount
1	Bedsheet (king)	171	2	3	1026
2	Bedsheet (double)	119	4	3	1428
3	Duvet cover (king)	105	1	3	315
4	Duvet cover (double)	68	2	3	408

No	Items	Number of rooms	Number of installs	Par stock	Amount
5	Pillow protector (king)	531	4	3	6372
6	Pillow protector (double)	260	3	3	2340
7	Sham pillowcase (king)	216	2	3	1296
8	Sham pillowcase (standard)	122	2	3	732
9	Pillowcase (king)	250	2	3	1500
10	Pillowcase (standard)	123	2	3	738
11	Night mat	159	2	3	954
12	Bath sheet	282	2	3	1692
13	Bath towel	341	3	3	3069
14	Hand towel	415	3	3	3735
15	Face towel	408	4	3	4896
16	Bath rug	290	2	3	1740
17	Bath mat	251	3	3	2259
18	Pool towel	153	4	3	1836
19	Shaving towels. 41cm x 68cm	85	2	3	510
20	Bathrobe	256	2	3	1536

Comparison of the Amount of Linen Supposed to that Owned by the Hotel

Comparison of the number of linens that should be owned by the hotel (Actually). Based on direct observation, the following is a comparison of the amount *par of stock* linen that should be with the amount of *par stock* actual linen owned by the hotel using the formula:

The number of linens should be – the actual number of linens = the difference in shortage

For example bedsheet (king) type of linen [1026 – 646 = 380] can be seen in table 4.

Table 4. Comparison of the amount of linen that should be (3 par/minimum linen) with the owned by the hotel

No.	Linen type	Number of linen should be		Actual amount of linen		Difference (disadvantage) Amount
		Amount	Par Stock	Amount	Par stock	
1	Bed Sheet (King)	1026	3	646	1.89	380
2	Bed Sheet (Double)	1428	3	403	0.85	1025
3	Duvet Cover (King)	315	3	340	3.24	-25
4	Duvet Cover (Double)	408	3	313	2.30	95
5	Pillow Protector (King)	6372	3	539	0.25	5833
6	Pillow Protector (Double)	2340	3	226	0.29	2114
7	Sham Pillowcase (King)	1296	3	489	1.13	807
8	Sham Pillowcase (Standard)	732	3	307	1.26	425

No.	Linen type	Number of linen should be		Actual amount of linen		Difference (disadvantage) Amount
		Amount	Par Stock	Amount	Par stock	
9	Pillowcase (King)	1500	3	691	1.38	809
10	Pillowcase (Standard)	738	3	689	2.80	49
11	Night Mat	954	3	164	0.52	790
12	Bath Sheet	1692	3	487	0.86	1205
13	Bath Towel	3069	3	721	0.70	2348
14	Hand Towel	3735	3	711	0.57	3024
15	Face Towel	4896	3	1399	0.86	3497
16	Bath Rug	1740	3	634	1.09	1106
17	Bath Mat	2259	3	498	0.66	1761
18	Pool Towel	1836	3	478	0.78	1358
19	Shaving towels. 41cm x 68cm	510	3	59	0.35	451
20	Bathrobe	1536	3	444	0.87	1092

[Source: Data Processed, 2021]

Table 4 shows that the number of types of linen owned by the hotel is still below 3 par stock. It can be seen that the difference between the actual number of linens and those that must be owned is quite large. So that it causes disruption of the smooth operation of preparing guest rooms, such as forcing linen that still spots to be installed due to the limited linen owned which gives the impression that the linen is still dirty.

Comparison between the Handling of Room Linen Should Be Done by The Laundry at the Hotel

Based on direct observation the following is a comparison between the proper handling of linen and what the laundry service actually does at can be seen in table 5.

Table 5. Comparison between the proper handling of room linen and what is done (Actually)

No.	Type Activities	Implementation (actually)		Should be (theory)	
		Implementation	Results	Implementa-tion	Results
1.	Reception (receiving)	Linen dirty that are already collected when about to be washed are placed in a basket near the machine washing and partly on the floor.	The linen was already dirty going back to grow dirty due to contact directly with the floor	Linen - Dirty linen should be placed in a basket or special place for accommodate dirty linen.	The condition of the linen will be maintained when it is collected until it is ready to be washed.

No.	Type Activities	Implementation (actually)		Should be (theory)	
		Implementation	Results	Implementa- tion	Results
2 .	Sorting	Linen all mixed not separated levels of filth. Only in separating corresponding types of linen alone.	Cleanliness results in laundry linen not being evenly distributed and not in accordance with the standard, because mixing linen with linen the level of filth heavy with linens so that the level of filth is milder.	Linen is separated based on the type of linen material, color, and level of soiling.	- washing will be easier - Minimizes the risk of color fading on linen - Minimizes the risk of damage to Linen material - Linen washing results will be in accordance with standards
3.	Spotting	Stains are stubborn and need handling cleaner especially not cleaned but directly inserted into the machine washing eliminate stains special	Stains are not cleaned maximally and cause stains to still be left on Linen Line	If there are stains specifically before being inserted into the machine washing up first cleansed the stain with materials cleaning stains that have been determined	Stains were not able to be cleaned by the process of leaching through the machine washing can be cleaned by manual first advance that Linen will clean it up.
4.	Linen Wash (washing)	When washing, linen is not rinsed it perfect is only rinsed once	Detergent will be left on the linen which will cause Linen cause scars to stain detergent is left behind because not in the rinse is perfect	Linen washing should go through 3 rinsing stages	The results of the laundry will be clean to the maximum
		Weight of laundry is inserted into the machine washing slightly exceeds the capacity of the machine.	The laundry is not going up if the case of overloading the machine that operational procurement	Weight of laundry is inserted into the machine washing in accordance with the capacity of the machine	The performance of the engine becomes maximum so that the cleanliness of the linens can be achieved in accordance with the standard

No.	Type Activities	Implementation (actually)		Should be (theory)	
		Implementation	Results	Implementa- tion	Results
			Linen will be hampered		
5.	Squeezing	Linen should be wrung out until it is damp so that the drying process takes place quickly.	Drying will be sufficient need time long that sometimes cause Linen still damp which eventually will lead to	Linen should be wrung out until it is damp so that the drying process takes place quickly.	The linens that were generated will not smell musty and produce linen that appropriate standards.
6.	Drying	Linen in separate accordance kind before in the insert into the machine dryer	Produced linen	Linen should be separated first in advance when will dry out of linen	The linens that were generated will not smell musty and produce linen that appropriate standards. The results of the laundry will be kept clean according to standard.
7.	Ironing	In handling linen ironing, do not pay attention to the final ironing result (only do this process once)	There are often linens that are still wrinkled.	Ironing is done until it becomes tight and smooth	Linen will be firm and smooth according to the standard.
8.	Selecting and Folding	The manager selects the result of washing linen and folded linens are immaculate	Linen that is still dirty will be separated with clean linen	Linen should be re-selected	Linen that is still dirty can later be washed again so that the Linen still looks clean.
			Linen that had been tight became wrinkled again.	Linen should be folded neatly and correctly.	Linen still maintained its shape and not be matted.
9.	Storage	Businesses put linens in a place that does not have a circulation of air that is sufficient	Linen will be slightly damp due to a lack of air circulation	Linen is placed in a room that has air gaps	Linen will be kept clean and hygienic.

[Source: Data Processed, 2021]

Table 5 shows that the handling of linen is in accordance with the theory it should be, but there are still some things that must be considered more in handling linen. A linen attendant should carry out handling activities linen using a club buggy car to minimize the time in moving linen and guest supplies to the pantry

or host station. A club buggy car is a vehicle with electric power. In the implementation phase often chargers to charge the battery in the club buggy car belonging to the linen section do not function properly which results in delays in the implementation process. The way to deal with this is the linen section borrowing a charger or club buggy car to the room attendant in moving linen and guest supplies to the host station or pantry, but a linen attendant must wait for the room attendant to finish the job first, and use a charger club buggy car when not in use. The lack of linen and towel at the time of high occupancy. Attendant linen has a duty to deliver or bring linen, towel, and amenities to the pantry for preparation to the setup room by the room attendant. At the implementation stage, especially in high occupancy, the handling of linen for rooms often experiences obstacles due to the lack of linen and towels. This happened because there was a miscommunication between the laundry outside and the hotel. The temporary way to deal with this problem is to borrow linen and towels from rental services such as JB Linen, Bali Linen, and others. Then there was a delay in the delivery of linen and towels by the party laundry. At the implementation stage, a linen attendant encountered obstacles if the linen and towels that were supposed to arrive at the required time were late to the hotel. This can affect the speed of the linen attendant at work. This happens because of the lack of speed in the section laundry for washing and not being careful when washing so that there is a delay in delivery. The way to deal with these obstacles is to contact the laundry immediately and continuously so that the party is laundry aware that the items they carry are very important and needed.

There are spots on the linen, if there are spots on the linen, the linen is not suitable for use in the room and must be re-washed. A linen attendant checks the linen at the preparation stage where when calculating the linen to be brought to the host station, a linen attendant sorts out the linens that have spots, puts them into a dirty laundry area, and makes a note of spots that have not been cleaned by the laundry party. This can hinder the work of the linen attendant to prepare the linen needs that will be set up by the room attendant because it is not in accordance with the records of needs. The way to deal with this obstacle is to provide information to the outside laundry to do express laundry on the linens that have just been sent and provide information regarding the number of linens that still have spots.

CONCLUSION

Based on the description in the previous chapters, it can be concluded that to run hotel operations, a hotel should provide at least 3 par stock linen. Linen needs at the hotel are still below 3 par stock, where the amount of linen that should be owned by the hotel is almost all of the linen owned by the hotel is still less than 3 Par stock and has a very large difference to meet a minimum of 3 Par stock.

It can be concluded that: the system of rotation or flow of linen at the hotel cannot be said to be good, because the laundry outside the hotel plays a more important role in processing linen than the laundry workers at the hotel. encountered in the management of linen at the hotel includes the number of linens that are out of order due to limited linen storage space, the workers in the laundry

section are not careful in sorting linen that will be reused by both room boys/maids and outlets that require linen.

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Work Effectiveness of Night Auditor in Front Office Department

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ABSTRACT

Purpose: The purpose of this research is to analyze the work effectiveness of the night auditor at a 4-star hotel in Seminyak, Bali, Indonesia and what steps must be taken by the night auditor to increase the effectiveness of the night auditor at the hotel.

Research methods: Sampling in this study used purposive sampling by taking samples that fit certain criteria, namely front office manager and night auditor. The data in this research was obtained through observation, documentation, and interview. The analysis technique in this study uses a qualitative descriptive analysis technique using the theory of Miles and Huberman in 1992 about interactive data analysis and analyzes using an effective theory approach using the effectiveness formula.

Results and discussion: There is a decrease in the effectiveness of night auditor works at the hotel based on indicators of quantity, quality, and working time. These results can be seen from the summary of the result of interviews with all night auditors that each night auditor provides answers regarding the quantity, quality, and working time in serving as a night auditor so far as effective and ineffective. Therefore, the researcher concludes based on the results of the calculation of the effective formula that the results are worth 0.7, 0.9, and 0.85, which means it is smaller than 1, so it can be concluded that work effectiveness is not effective.

Implication: The steps in increasing the effectiveness of the night auditor work are obtained from the results of interviews with the Front Office Manager which requires a good work ethic, a psychological environment, focus on work, working according to procedures, and understanding work procedures, and having time efficiency.

Keywords: work effectiveness, night auditor, front office, hotel.

INTRODUCTION

The development of the tourism industry in Indonesia from year to year brings many benefits to the country. The development of the tourism sector is the second largest sector after the agricultural sector because the tourism industry can provide many employment and labor opportunities where the facilities are

already prepared for people who want to get a job in the tourism industry. Indonesia has great potential to become a world tourist destination because it has three main elements that distinguish Indonesia from other countries. This is an attraction for tourists to visit Indonesia, because of their curiosity, the first potential is the people, Indonesian people are famous for their hospitality and can be friendly with any nation. The second potential is nature, Indonesia has a very beautiful nature that other countries do not have, such as mountains on each island, beautiful beaches, caves, and vast expanses of rice fields that are pleasant to enjoy. The third potential is culture, Indonesia is a country that has diverse cultural wealth. Each tribe, city, and island has its characteristics in terms of language, clothes, buildings, houses, music, as well as traditional ceremonies, and traditional transportation. As we already know, Bali is an island that has many tourist destinations such as beaches, mountains, and lakes and has a variety of cultural arts and natural beauty to attract many tourists to come to Bali. To support tourism activities, tourism actors in Bali have improved and equipped tourism facilities such as hotels, restaurants, travel agencies, and infrastructure facilities that make the guest feel happy and comfortable staying longer in Bali.

A hotel is a tourist accommodation that provides room service facilities to the guest who wants to stay, vacation, or visits certain areas. The existence of the hotel as a means of supporting the tourism industry also provides opportunities for inventors and entrepreneurs who want to build a hotel. Hotel Vila Lumbung is a hotel located at Jl. Petitenget No.1000x, Seminyak, Kec. Kuta Utara, Badung Regency, Bali. The building design of this hotel takes the concept of a rice barn and its very strategic location, which is close to petitenget beach and surrounded by various cafes, nightclubs, and markets, so it is worthy of being a tourist choice to stay while on vacation on the island of Bali. Before the hotel closes the book on the day, of course, all guest transactions will be checked back and made a revenue report. The task is usually done by night auditors who work from 11.00 pm to 7.00 am.

Night Audit has a very important task and role in the hotel's financial process. Auditing is an examination conducted critically and systematically by independent parties to the financial statements that have been compiled by management, along with bookkeeping records and supporting evidence to be able to provide opinion on the fairness of the financial statements (Agoes, 2012:4). Night Audit is an activity that includes recording, and calculating all transactions related to guests, be it transactions on the sale of rooms, restaurant, laundry, spa, or other transactions. All cashier outlets in the hotel such as food & beverage cashier, front office cashier, and other outlets will make a financial statement from the transaction obtained on the day. Furthermore, all transactions will be submitted to the night audit section to be made summary revenue at night and provided summary along with attachments of reports and money earned to the management (Soesatyo et al., 2015). The night auditor is the person who is responsible for the correctness and accuracy of entering sales data in one day. Declaring the closing of the books on that day (establishing and end of the day) is the final task of the night auditor after checking postings, transactions, and accounting errors on that day are corrected and have reached balance (Putra & Utama, 2014). The function carried out by this night audit is to re-check or control guest transaction data and compile it into daily financial reports which will later be submitted to

management to minimize fraud committed by human resources within the company. The existence of a night auditor is very influential on a hotel because the role of the night auditors is the first part along with the income audit in evaluating hotel revenue obtained from all transactions (Utami et al., 2017). Night Auditors are often also referred to as night reception because this position also includes positions that handle the check-in and check-out process of guests arriving or departing at night. Here is the function of a Night Auditor (Kuzmin et al., 2018): (1) the Night auditor analyzes the company's financial activities, (2) Displays the document and accounting report, (3) Evaluate the reliability of internal and external controls on the legality of financial transaction, (4) Provide the necessary recommendations to avoid mistakes that could result in losses to the company, (5) Avoid things that could harm the reputation of companies, institutions, and organization.

From some of the definitions above, it can be concluded that the night auditor is part of the front office department that has the responsibility to review and calculate all hotel transaction data ranging from checking receptionist posts, room status, checking guest bills, checking incoming money deposits from receptionist, and making a financial statement. Therefore a night auditor must have good work effectiveness in carrying out these duties and responsibilities. Work effectiveness describes a result that will be obtained by someone in carrying out the work by adjusting various factors that exist in the work environment and factors outside the work environment. On the other hand, a job is said to be effective if the work can be completed at the desired time. Success in an organization or individuals in achieving the desired goals depends on the ability of employees to work effectively with the provisions and obey every rule that the company has. This is what underlies the success of the night auditor in completing his duties and responsibilities.

Effectiveness is a condition, wherein choosing the goals to be achieved and the facilities or equipment used, along with the desired goals can be achieved with satisfactory results (A. Rahardjo, 2011:170). Another definition of effectiveness is a translation of effectiveness which comes from the ancient French effective and the Latin word effective, which means a standard of measurement to describe the level of success of an organization in achieving predetermined goals or objectives (Robbins & Timothy A. Judge, 2013:28).

Effectiveness is not based on how much it costs to achieve goals, but on the success of an overall goal, because an organization can be said to be effective if the organization can achieve its goals properly (Tunas, 2013). Effectiveness becomes one of the measurement standards in an organization covering all areas of activity with individual capabilities within an organization. Work effectiveness is the extent to which the organization achieves the various goals and objectives that have been set, where the setting of these goals and objectives reflects the strategic constituencies, subjective interest of assessors, and the stage of organizational growth(Kultsum, 2017).

The effectiveness of work is influenced by factors according to Steers (Rahman et al., 2017) 4 factors affect the effectiveness of work:

a. Organizational characters

The character of the organization consists of its structure and technology of the organization. The structure in question is a relative relationship that remains in its nature related to human resources. While technology is the mechanism of a company to turn raw materials into finished goods. With the technology will support the smoothness of individuals in achieving the target, in addition to the required placement of the right people. The character of this organization is seen in how the individual carries out his work.

b. Characteristics of workers

This character is very important in the organization because in reality, the members of the organization are very influential factors. Because it is their behavior that in the long run will facilitate or hinder the achievement of organizational goals. Although supported by advanced technology but without the characteristic of workers, everything is useless because workers are a resource that is directly related to the management of all resources in the organization, therefore worker behavior is very influential to the achievement of organizational goals.

c. Management characteristic

Policies created by management can affect the process of achieving results. Managers play a central role in the success of an organization through planning, coordinating, and streamlining activities. Manager policy also relates to the attitude and responsibilities of workers and the organization to satisfy the need of workers and personal goals in carrying out their work.

d. Organizational environment

The environment outside and inside the organization is stated to affect the effectiveness of work. The environment outside the organization in question is outside the company such as relationship with the surrounding community, while the environment within the scope of the organization such as employees.

What happens in the field, a Night Auditor who has been on duty so far seems to have not implemented it effectively. When the researcher saw the Night Auditor works process, there were several problems found by the researcher namely the presence of employees who were not focused because they were sleepy at work which could lead to unwanted things such as incorrectly inputting data in the system and lack of time efficiency, then the night auditor officer work by SOP such as lack of accuracy and tidiness in the preparation of financial reports, then work not according to targets such as delays in posting competitor reports and other reports, and finally, there are employees who intentionally sleep and leave the lobby. Just leaving the lobby will certainly have an impact on the quality of service because the job of the night auditor is also the night receptionist. If the service process decreases, the work effectiveness also decreases and runs ineffectively.

RESEARCH METHODS

The object of research in this study is the evaluation of the work effectiveness of the night auditor at Hotel Vila Lumbung by measuring using three indicators of work effectiveness including the quantity of work, quality of work, and

working time. This study uses qualitative data which is data in the form of words and not in the form of numbers obtained through various data collection techniques (Jaya, 2020). Sample determination in this study uses purposive sampling. Purposive sampling is a sample collection technique that is determined using certain researchers. The data collection method in this study uses the observation method, interviews, and documentation. Observation is an activity conducted by a person to collect or obtain information about research (Sugiyono, 2015). This method researchers apply in collecting data by looking directly at how effective the night auditor works at Hotel Vila Lumbung. The interview is a process of communication with information or research subjects by providing some questions that aim to obtain the information or data needed (M. Rahardjo, 2011). An interview has a very clear purpose and has a meaning that exceeds the intention of regular conversation. The interview in this study was conducted by giving some questions to the front office manager and night auditor to find out how to make the effectiveness of night the auditor's work at Hotel Vila Lumbung can be improved. Documentation is a data collection technique that is shown to research subjects. In this study, the required documents the term of pictures and conducting interviews, and recording during the interview. The data analysis technique used in this study is a qualitative descriptive analysis using an effective approach.

Qualitative descriptive analysis is an analysis technique in which data has been obtained, grouped, compiled, analyzed, then interpreted objectively so that it is obtained about the picture of the problem related to research activities. In analyzing the data, the authors used a theory from Miles and Huberman called interactive data analysis. Here's a chart of qualitative data analysis by Miles and Huberman (Wijaya, 2020).

Reducing data means summarizing, choosing the main things, focusing on the important things, finding the theme of the pattern, and discarding the unnecessary. This study collected all data from observations, and interviews that have been obtained during the research process. These data reports will be reduced by selecting the main points according to the research focus to make it easy to conclude them.

Presentation of data is the process of systematic preparation of information or data to obtain conclusions. Data presentation can be done using tables, graphs, pictograms, and so on. Through the presentation of the data, the data I organized and arranged it in a relationship pattern, so it will be easier to understand.

The stage of the conclusion is to provide a conclusion on the result of analysis/interpretation of data and evaluation of activities that include the research for meaning and explanation of the data that has been obtained. At this stage of conclusion, researchers are required to give a valid conclusion, because the process of conclusions, because the process of conclusions all data that has been obtained can be reviewed based on facts in the field.

The next data analysis of researchers uses an analytical technique using an effectiveness approach. This approach to effectiveness theory provides results and answers to whether the effectiveness of the work is fairly effective or ineffective. Ndraha (2005:163) in (Kapoh et al., 2017) suggest that effectiveness is abstractly defined as the level of achievement of goals, which can be measured by the following formula:

$$\text{Work Effectiveness} = \frac{\text{Output Actual}}{\text{Output Target}} > 1$$

- a. If the result of comparing an actual output with a target output < 1 then effectiveness will not be achieved.
- b. If the result of comparing an actual output with a target output > 1 then effectiveness will be achieved.

RESULTS AND DISCUSSION

The Effectiveness of Night Auditor

The study was conducted to evaluate the performance of a three-night auditor who served at Hotel Vila Lumbung. Based on the result of observations and interviews that have been carried out by researchers that there is some data from the result of an interview that researchers get about how the effectiveness of night auditor works based on indicators of work effectiveness, namely work quantity, work quality, and working time. The result of an interview with all night auditor at Hotel Vila Lumbung can be presented as follows:

a. Quantity of work

The quantity of work is assessed from the amount of work which can be seen from the number of work tasks that are completed without any burden carried out by an employee in a certain period. This can be seen from the work of an employee working with the use of a certain time and speed in completing tasks and responsibilities. Based on the results of the interview that have been carried out by researchers with all night auditors that all work as night audits have been carried out without any workload experience. The work includes checking guest bills, checking deposits from guests, checking revenue from all outlets, and balancing all guest bookings. This revenue report consists of two-part, namely before audit and after the audit. The before audit contains reports including a summary cashier report, bill outstanding list, print articles, deposit reservation, room revenue breakdown, and guest account balance. From the many job desk of night audits above, the researcher concludes based on the results of interviews with all night auditors which can be seen in the table below:

Table 1. Interview result regarding the quantity of work

No	Respondent	Quantity of work
1	Night Auditor 1	The quantity of work was ineffective because at Hotel Vila Lumbung the receptionist's work at night was only carried out by a one-night auditor without help from the bellboy. That's why the night the workload experienced by night auditors is because they have to handle two jobs at once.
2	Night Auditor 2	The quantity of work is effective because the work is carried out according to the answer from an interview that the work is by the provisions that exist in the company.
3	Night Auditor 3	The quantity of work was effective because all types of work had been carried out by work procedures determined by the company and the night auditor did not have a workload while on duty during the night audit.

[Source: Data Processed, 2021]

b. Quality of work

The quality of work is seen in the quality of an employee in carrying out his work including neatness and accuracy. This will certainly provide effective work results if the quality of work of a person is carried out properly. Based on the result of an interview with three-night auditors that the work quality of the night auditor at Hotel Vila Lumbung has decreased. This is due to the condition of an employee at work and the focus at work because according to the result of the interview working at night has a very large impact on the stage or work concentration of the employee. The night auditor at Hotel Vila Lumbung when they finished carrying out all his work looked negligent or fell asleep during working hours. From this incident, of course, this is not allowed by the management because the night auditor will automatically serve as night reception where all types of guest booking at night will be handled by the night reception. The researcher concludes based on the results of the interview with all night auditor which can be seen in the table below:

Table 2. Interview results regarding the quality of work

No	Respondent	Quality of work
1	Night Auditor 1	The quality of work possessed by all night auditors is considered ineffective because it is influenced by the condition factors experienced by the night auditor. The night auditor also knew that there was another night auditor who was negligent while on duty.
2	Night Auditor 2	The quality of work has also decreased. This is indeed caused by the behavior of the night auditor who is not good, because working in the night audit section is usually a problem with the condition because this work is done at night, of course, good condition and work focus are needed. Some of the night auditors after completing their work take a break and then fall asleep. This should be prohibited, but due to the small number of guests staying and the minimum workload, therefore the night auditor when the task has been completed, they immediately rest their condition by sleeping temporarily.
3	Night Auditor 3	The behavior of all night auditors at Hotel Vila Lumbung toward their work looked good and some were not good, such as the night auditor who was sleepy during working hours and fell asleep during working hours, this happened due to situational factors. Where the night audit work at night, of course, it will require good work focus.

[Source: Data Processed, 2021]

c. Working time

As we know the working time of each employee must be able to use time as efficiently as possible, especially by arriving on time at the office and trying to complete tasks as well as possible by utilizing the time during the use of the working period by company policy. In this case, the timeliness referred to is the delivery of the audit report to management, the fast transaction checking process, and the running of the audit system that has been determined. The researcher concludes based on the results of the interview with all night auditor which can be seen in the table below:

Table 3. Interview result regarding the working time

No	Respondent	Working time
1	Night Auditor 1	The working time on the night audit at Hotel Vila Lumbung was effective because all night auditors had good discipline. After all, the night auditor at Hotel Vila Lumbung always followed the rules that apply to the company, such as arriving on time and always taking advantage of the free time to check his entire work.
2	Night Auditor 2	The night auditor at Hotel Vila Lumbung was disciplined when working on the night audit section. Then regarding time efficiency, so far the night auditor has always saved time at work and carried out his duties quickly so that the time needed is very efficient.
3	Night Auditor 3	The night auditor at Hotel Vila Lumbung has been disciplined in working on the night audit. Then regarding time efficiency, so far the night auditor has always used the time to always complete his duties on time and avoid delays in the process of sending reports from the guest transaction.

[Source: Data Processed, 2021]

Based on the result of an interview with all night auditor at Hotel Vila Lumbung regarding what percentage of the realization that occurred regarding the increase in the effectiveness of the night auditors' work at Hotel Vila Lumbung, night auditor 1 said that the realization that had occurred regarding the effectiveness of the night auditor work so far was 70%, night auditor 2 said 90%, and night auditor 3 said 85%. Regarding the target to be achieved here, the researcher uses a benchmark using 100% of the target that must be achieved by the night auditor so that the work carried out runs effectively. The following is a description of the result of the formula for work effectiveness that the researcher obtained from the summary of the result of an interview with all night auditor at Hotel Vila Lumbung:

a. Night Auditor 1

$$\text{Work effectiveness} = \frac{\text{Output Actual}}{\text{Output Target}} > 1 \quad \text{Work effectiveness} = \frac{70\%}{100\%} > 1$$

$$\text{Work effectiveness} = 0,7$$

b. Night Auditor 2

$$\text{Work effectiveness} = \frac{\text{Output Actual}}{\text{Output Target}} > 1 \quad \text{Work effectiveness} = \frac{90\%}{100\%} > 1$$

$$\text{Work effectiveness} = 0,9$$

c. Night Auditor 3

$$\text{Work effectiveness} = \frac{\text{Output Actual}}{\text{Output Target}} > 1 \quad \text{Work effectiveness} = \frac{85\%}{100\%} > 1$$

$$\text{Work effectiveness} = 0,85$$

Based on the result of the analysis using the effectiveness formula above, it can be seen that the calculation result starting from night auditor 1 is 0.7, then

night auditor 2 is 0.9, and night auditor 3 is 0.85. From these result, the researchers conclude that the work effectiveness of the night auditor was not effective because all the result of the effectiveness of the night auditor at Hotel Vila Lumbung was not effective.

Step to Improve Work Effectiveness

In collecting data to answer the second problem, namely, regarding the steps in increasing the effectiveness of the night auditor work, the data was obtained by interviewing the front office manager at Hotel Vila Lumbung named A. An Eka Setiawan. The interview refers to the step in increasing work effectiveness due to a decrease in work effectiveness that occurred at the night auditor of the Hotel Vila Lumbung. From the result of the data summary, it can be seen that the result of the interview that has been summarized can be explained as follows:

Table 4. Result of an interview regarding steps to improve work effectiveness

Respondent	Improve work effectiveness
Front Office Manager	Work according to the applied procedure
	Understand the work procedure
	Have a good work ethic
	Have a psychic work environment
	Focus and concentration
	Time efficiency

[Source: Data Processed, 2021]

Based on the result of the interview above, the researcher concludes that to improve the work effectiveness of the night auditor at Hotel Vila Lumbung there are 6 (six) steps that must be taken by the night auditor, including working by following the work procedure applied, understanding the content of the work procedure, have a good work ethic, work with a psychological work environment, good work focus, and have good time efficiency.

- a. Work according to the applied procedure
Based on the result of an interview with the front office manager, in improving the effectiveness of the work of the night auditor, one them is that the right auditor must know what are the working procedure of the night audit that has been implemented by the company. The front office manager said that the procedure is very important as a reference in working as a night auditor. With this working procedure, the night auditor will be able to work optimally without any errors that occur and know what to do and know how many duties and obligations he has.
- b. Understand the content of the work procedure
The front office manager also said that the night auditor must always be active to ask his workers if there are things that the night auditor does not understand. Actively asking questions on every job will make the night auditor more confident in carrying out his work and the night auditor will better

understand the working procedure of the night audit. The front office manager also said that if the night auditor does not understand the work procedure, it will have a bad impact on the front office department which can lead to a decrease in the quality of the front office work. Therefore, working as a night auditor or working in another department is very important to understand the work procedure so that the work carried out runs effectively and efficiently.

c. Have a good work ethic

Based on the result of an interview with the front office manager at Hotel Vila Lumbung, in improving work effectiveness, the night auditor is expected to have a good work ethic. The front office manager expects that all employees, including those in the night auditor field, must have a good work ethic at work, this has a significant effect on increasing work effectiveness.

d. Have a psychic work environment

In the psychic work environment, it contains about social relations in a company. This social relationship concerns the relationship between co-workers and relationships with another department by always coordinating and consulting between departments so that communication when dealing with a problem or complaint from a guest can be resolved properly. Based on the result of an interview with the front office manager at Hotel Vila Lumbung, the night auditor in improving his work effectiveness must have a psychological work environment. The psychic work environment involves social relations among co-workers and other departments.

e. Focus and concentration

Focus and concentration can make someone can work with maximum results. For all types of work, of course, everyone must have good concentration and focus on work. Based on the result of an interview with the front office manager at Hotel Vila Lumbung, it is said that this focus and concentration are very much needed on night audit work because night audit work takes place at night and some people usually have poor focus and concentration at work. However, on night audit work, it is very necessary to focus on good work for the sake of smoothness during the reporting process as well as smoothness to deal with guests who will check in or check out at night.

f. Time efficiency

Work can be said to be efficient if there is an improvement in the process, for example being faster. In the world of work, time efficiency is how quickly the individual completes all his work according to a predetermined plan. The result of an interview with the front office manager at Hotel Vila Lumbung regarding the step in increasing work effectiveness said that time efficiency is one of the most important improvements in increasing work effectiveness. The night auditor at Hotel Vila Lumbung is expected to have good time efficiency.

ciency while on duty by always completing all work on time and always taking advantage of the available free time by viewing or re-checking all his work.

CONCLUSION

The work effectiveness of the night auditor that the researcher got from the result of data analysis that had been carried out on 3 (three) night auditors at Hotel Vila Lumbung was that there were several indicators of effective and ineffective work effectiveness. The result was obtained from an interview with all night auditor at Hotel Vila Lumbung. In these results, night auditor 1 said that the quality and quantity of work were not effective, but the working time was said to be effective. Then night auditor 2 said that the quantity and working time were effective and the working time was not effective, and night auditor 3 said the quantity and time of working were effective and the quality of work was not effective. Then from the result of the exposure regarding the indicator of work effectiveness, the researcher conducted an interview again to find the result of the effectiveness of the night auditor work whether it was effective or ineffective. From the result of the formulation of the theory of effectiveness, each night auditor is worth less than 1 (one), which means that the work effectiveness of the night auditor at the Hotel Vila Lumbung is not effective.

Based on the decreasing work effectiveness of the night auditor, the researcher interviewed the front office manager to find out how to improve the work effectiveness. The conclusion from the interview is that to improve work effectiveness, several steps must be taken by the night auditor, including understanding work procedure, understanding the contents of the work procedure, having a psychological environment, good work focus, having good time efficiency, and having an ethos nice work. According to an interview with the front office manager that all these steps can be taken by all night auditor at Hotel Vila Lumbung to improve work effectiveness.

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Recreational Activities Program as a Complimentary to Hotel Guests

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ABSTRACT

Purpose: The purpose of this study was to determine the interest of guests in the recreation activities program as a complimentary to guests staying at a 5-star hotel in Ungasan, Bali, Indonesia, and to find out which recreation activities were most in demand by guests at the hotel.

Research methods: Data collection methods used are observation, interviews, and documentation. The data analysis technique used is descriptive qualitative analysis technique and descriptive statistics.

Results and discussion: The study shows that the TTH (The Tree House) Activities that were most attractive to guests in 2019 were art & craft (5.48%), painting (5.40%), nature painting (4.68%), learning Balinese (4.46%), Balinese dance (4, 46%). The year 2020 is a temple tour (4.77%), hotel tour (4.72%), clay making (4.31%), painting and gardening (4.19% each), and music class (3.91 %).

Implication: The guests' interest in the recreation activities program is very good, which can be seen in the percentage of guests participating in the recreation activities program of 35.8% of the total number of guests at the hotel in 2019 and 2020.

Keywords: recreation activities, interested activities, spa & recreation department.

INTRODUCTION

Bali is an island of a thousand temples which has always been an attraction for local and foreign guests because of its beautiful and unique nature and culture, thus making many guests visit Bali (Mudana, et al., 2021). Along with the increase of environmental awareness among guests, it also influences their preferences in choosing accommodation facilities in a destination (Sari, et al., 2020). Guests to Bali not only come to enjoy the beauty of nature and culture but also to relax the mind, soul, and body, which is currently called healthy and wellness tourism (Wirajaya, 2016: 59). To support guest activities while on vacation, accommodation facilities are needed that can provide recreational activities program facilities to guests. Not only understanding in theory how the strategy was made but also examining the development of the era (Susanti, et al., 2020). The millennial generation is a great potential for various industries in the future and

the tourism industry as well (Krismasari, et al., 2020). Each department has duties and functions in supporting the smooth running of hotel operations (Prasetia, et al., 2020). Recreational activity products can give consumers a sustainable impression (Yasmin, 2019: 78). Renaissance Bali Uluwatu Resort & Spa can provide program activities facilities for guests. The 10 best accommodations in Ungasan according to Trip Advisor ranking in terms of price, quality, guest recommendations, and traveler ratings are presented in table 1.

Table 1. Ranking Data for the 10 Best Hotels in Ungasan According to Tripadvisor for the Period January 2021 - February 2021

No.	Hotel
1	Renaissance Bali Uluwatu Resort & Spa
2	Jumana Bali Ungasan Resort
3	Karma Kandara
4	Prasana by Anjani
5	Hideaway Residence Bali
6	Casa Asia
7	Four Points by Sheraton Bali Ungasan
8	Mahagiri Villas Dreamland
9	The Kirana Ungasan
10	Sun Island Suites

[Source: Tripadvisor, 2021]

From the ranking data for the 10 best accommodations in Ungasan, Renaissance Bali Uluwatu Resort & Spa occupies the first position. The intended competitor is determined by the location, market share, and standard (star) of the hotel (Tantri, et al., 2020). Renaissance Bali Uluwatu Resort & Spa has its uniqueness that other hotels do not have, namely the existence of a program of activities, namely recreational activities that can be followed by guests where guests who stay can not only enjoy room facilities and dishes in the restaurant but can also carry out activities through a program of recreation activities that can make guests feel happy and satisfied while at the hotel. Recreational activities are one of the main motivations for traveling, besides that in everyday life, everyone experiences a period of saturation with their respective routines so everyone needs recreation to unwind from their daily activities.

Recreation activities program can not only be followed by teenage/adult guests but there are also special activities provided for children that can increase guest satisfaction while at Renaissance Bali Uluwatu Resort & Spa. One of the most unique recreation activities is clay-making activities, namely making handicrafts from clay. The location for clay-making activities is also specially made for a studio located at Pottery Studio. These clay-making activities make Renaissance Bali Uluwatu Resort & Spa the only resort in Indonesia that has clay-making activities and its Pottery Studio. There are 2 types of recreation activities program, namely resort activities which consist of 15 types of activities, and kids activities consisting of 31 types of activities, which are complimentary for guests staying at Renaissance Bali Uluwatu Resort & Spa.

Renaissance Bali Uluwatu Resort & Spa is included in the Resort Hotel category, a hotel located in a guest area, separated from the crowd. The vision of the Spa & Recreation Department at Renaissance Bali Uluwatu Resort & Spa is "We commit to creating a fun, playful, vibrant and healthy environment to deliver the most memorable guest experience, achieve the GSS and revenue goals, as well as position our SPA as the ultimate lifestyle SPA in Bali". Meanwhile, the mission of the Spa & Recreation Department at the Renaissance Bali Uluwatu Resort & Spa is "Through our commitment, we create great teamwork by respecting each other, sincerely care discipline, well communicate, be creative and master in what we do".

The spa & Recreation Department is a department within the room division. The word spa comes from the Latin *solus per aqua* or *sante par aqua*, both of which means activities related to water but can also mean water therapy. The purpose of the spa in addition to calming the mind, helping to refresh the mind, refreshing the body and full of energy, also improves the mood to be more vibrant and happy (Bara, 2017: 16). While recreation is creating/restoring energy, both physically and spiritually through various activities that refresh the body and mind (Suarka, 2015: 21). Recreation is flexible and can be done anywhere, regardless of location or installation restrictions (Suarka, 2015: 34). So recreation is an activity to seek happiness, can also meet intellectual, physical, or social needs, is voluntary, free from coercion or obligation, and can include various activities, such as sports, games, crafts, performing arts, music, travel, hobbies, and social activities. Spa & Recreation Department at Renaissance Bali Uluwatu Resort & Spa consists of several sections, namely spa, and recreation consisting of Fitness Center/Gym, Pool, Kids Club (The Tree House), and Pottery Studio, where this department is in charge of handling the resort activities and kids activities.

A program is a collection of real, systematic and integrated activities to achieve goals and objectives. Recreation Activities are recreational activities that can be followed by guests, which consist of resort activities and kids activities (for children aged 4-12 years). To run a program of resort activities and kids' activities, the recreation team makes a schedule of activities that can be followed by guests. Here is the recreation activities program at Renaissance Bali Uluwatu Resort & Spa:

Table 2. List of Renaissance Activities

RESORT ACTIVITIES				
Day/Time	07.00	11.00	15.00	17.30
Monday	Hatha Yoga At Uluwatu Deck	Aquarobic At Main Pool	Ping Pong Competi- tion At Main Pool	Circuit Training At Fitness Center
Tuesday	Fit Boxing At Fitness Center	Pottery Demo At Clay Craft Stu- dio	Balinese Experience At Main Pool	Vinyasa Yoga At Uluwatu Deck
Wednes- day	Hatha Yoga At Uluwatu Deck	Pool Game At Main Pool	Bingo Game At Main Pool	Circuit Training At Fitness Center
Thursday	Bike Tour At Lobby	Pottery Demo At Clay Craft Stu- dio	Art Fruit Carving At Main Pool	Vinyasa Yoga At Uluwatu Deck
Friday	Hatha Yoga	Aquarobic	Bingo Game	Afternoon Game

RESORT ACTIVITIES				
Day/Time	07.00	11.00	15.00	17.30
Saturday	At Uluwatu Deck	At Main Pool	At Main Pool	At Main Pool
	Fit Boxing At Fitness Center	Pottery Demo At Clay Craft Studio	Art Leaf Weaving At Main Pool	Vinyasa Yoga At Uluwatu Deck
Sunday	Bike Tour At Lobby	Pool Game At Main Pool	Balinese Experience At Main Pool	Mat Pilates At Uluwatu Deck

[Source: Renaissance Bali Uluwatu Resort & Spa, 2021]

Table 3. List of Kids Club Activities (The Tree House Activities)

THE TREE HOUSE ACTIVITIES							
Time/Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Theme	An Artist Day	Water Splash Day	Balinese Day	Nature Day	Sport Day	Adventure Day	Champion Day
09.30	Painting	Kid's Yoga	Balinese Dress Up	Garden-ing	Kid's Yoga	Morning Dance	Science
10.30	Art & Craft	Fun Water Balloon	Temple Tour	Juice Making	Bowling Competition	Hotel Tour	Music Class
11.30	Swim-ming	Swim-ming Competition	Balinese Dance	Swim-ming	Swim-ming Competition	Swim-ming	Dance Competition
14.00	Face Painting	Water Animal	Canang Making	Nature Painting	Hula Hoop Game	Clay Mak-ing	Afternoon Game
15.30	Clay Making	Pool Water Game	Learn Bali-nese	Picnic	Zumba Dance	Kite Painting & Flying	Swim-ming Time
17.00	Story Tell-ing	Movie Time	Balinese Story	Movie Time	Movie Time	Story Telling	Movie Time

[Source: Renaissance Bali Uluwatu Resort & Spa, 2021]

Complimentary in the hospitality industry is usually given to guests who stay at the hotel. Usually, complimentary is in the form of guest amenities and guest facilities. Guests who stay at Renaissance Bali Uluwatu Resort & Spa get several complimentary as one of the facilities obtained because they have made Renaissance Bali Uluwatu Resort & Spa an accommodation option. One of the complimentary provided is a program of recreational activities that can be followed for free by guests so that guests who stay feel more satisfied and happy while at the Renaissance Bali Uluwatu Resort & Spa. This is certainly very interesting for guests because in addition to enjoying accommodation, food, drinks, and beautiful scenery, guests can also carry out activities to please themselves and complete their vacation. Guest is any person who enjoys traveling and visiting from a place of residence to other places with the aim of having fun, vacation, health,

study, religious and sporting purposes, business, family, expatriates, and social gatherings.

A study entitled "Tourism Attractions and Activities Favorited by Foreign Guests in Ubud Village" (Nurjaya, 2013) discussed the attractions and activities of foreign guests in Ubud District which they liked the most. While this study discusses the recreational activities program as a complimentary for guests who stay overnight and the recreational activities that are most favored by guests at the Renaissance Bali Uluwatu Resort & Spa. The second research is entitled "The Effects of Recreation Experience, Environmental Attitude, and Biospheric Value on the Environmentally Responsible Behavior of Nature-Based Guests"(Lee, 2015), discussed the relationship between recreational experiences, environmental attitudes, biosphere values, and general and site-specific environmental responses of nature-based guests in Taomi, Liuqiu Island, and Aowanda and Najenshan in Taiwan. While this study discusses the recreational activities program as a complimentary for guests who stay overnight and the recreational activities that are most favored by guests at the Renaissance Bali Uluwatu Resort & Spa. The third research entitled "Utilization of Tama City of Lumintang as Leisure and Recreation Activities for Teenagers in Denpasar City" (Suriyadi, 2018), discussed the use of Lumintang City Park and the importance of recreation that young people get after doing recreational activities at Lumintang City Park. While this study discusses the recreational activities program as a complimentary for guests who stay overnight and the recreational activities that are most favored by guests at the Renaissance Bali Uluwatu Resort & Spa. The fourth research is entitled "Planning of History-Based Tourism Activities, Traditional Games and Water Recreation in Situ Cangkuang" (Wirakusuma, 2017), discussed planning a tourism activity with a historical basis in the arts and culture approach, socio-cultural basis in traditional games and water recreation with a physical lake approach. While this study discusses the recreational activities program as a complimentary for guests who stay overnight and the recreational activities that are most favored by guests at the Renaissance Bali Uluwatu Resort & Spa. The fifth study entitled "Development of Family Leisure and Recreation Activities at Penelohan and Toya Bungkah Kintamani Bangli Tourism Objects" (Suarka, 2019), discussed the characteristics of tourism, and planned recommendations for recreational and family recreation programs in Penelohan and Toya Bungkah. While this study discusses the recreational activities program as a complimentary for guests who stay overnight and the recreational activities that are most favored by guests at the Renaissance Bali Uluwatu Resort & Spa.

RESEARCH METHODS

This research was conducted at the Renaissance Bali Uluwatu Resort & Spa, precisely at the Spa & Recreation Department. This hotel is a 5 star hotel located at Jalan Pantai Balangan I Number 1, Ungasan, Badung, Bali. The object of this research is a program of recreational activities as a complement to guests staying at Renaissance Bali Uluwatu Resort & Spa.

The types of data used are quantitative data and qualitative data. Sources of data used are primary data and secondary data (Sugiyono, 2016: 223). The primary data in this study is data from interviews with recreation supervisors regarding the guest's interest in recreational activity programs as a complement to

guests staying at the Renaissance Bali Uluwatu Resort & Spa. Secondary data in this study is data on the number of guests who take part in recreational activity programs at the Spa & Recreation Department at Renaissance Bali Uluwatu Resort & Spa for the period January 2019 – to December 2020.

The informant method uses a purposive sampling technique. The informants in this study were the Recreation Supervisor at Renaissance Bali Uluwatu Resort & Spa. The data collection method used in this study was carried out in several stages, namely observation, interviews, and documentation.

The data analysis technique used is the descriptive qualitative analysis and descriptive statistics. Qualitative descriptive analysis aims to describe and summarize various conditions, situations, or phenomena of social reality that exist in society as an object of research, and try to use these realities as characters, descriptions, conditions, situations, or phenomena. This qualitative descriptive analysis is very useful for describing information about the results of data obtained from interviews. so that the results are in the form of information answers regarding the interest of guests in recreational activity programs as a complement to guests staying at Renaissance Bali Uluwatu Resort & Spa. Descriptive statistics is a way of presenting data through tables and frequency distributions. After that, it is presented in the form of various diagrams (Sugiyono, 2011). In this study, the number of guests participating in the recreational activity program at the Renaissance Bali Uluwatu Resort & Spa for the period January 2019 – to December 2020 is depicted in the form of a bar graph.

RESULTS AND DISCUSSION

The recreation activities program as a complimentary for guests staying at the Renaissance Bali Uluwatu Resort & Spa is based on the creation of guest satisfaction and sustainability. This recreation activities program was created to fill guest activities while at the Renaissance Bali Uluwatu Resort & Spa. Guests who enjoy their vacation in Bali are not only to enjoy accommodation, food, drinks, but also refreshing where this recreation activities program is beneficial for health both mentally and mentally, this recreation activities program also provides a guest experience to learn about Balinese culture. This is very good and good because the recreational activities program helps guests so they don't get bored and bored while staying. To maximize guest satisfaction, the recreational activities program is provided free of charge to guests staying at the Renaissance Bali Uluwatu Resort & Spa, which can be followed according to schedule. So if there are guests who have never previously participated in a type of activity, then they can take part in these activities at the Renaissance Bali Uluwatu, it will be something memorable for guests, even adding to their curiosity, especially for those who have not participated, especially since this program is free for guests who stay so that with the recreational activities program at the Renaissance Bali Uluwatu Resort & Spa, it is hoped that it can create guest satisfaction, have repeater guests, and as recommended accommodation.

The recreational activities program at Renaissance Bali Uluwatu Resort & Spa is very interesting because the activities carried out are beneficial for health, in addition to introducing guests to Balinese culture and the area around the hotel area, where the program of recreational activities is varied, so that guests staying at Renaissance Bali Uluwatu Resort & Spa apart from staying overnight can also

take part in memorable activity programs, thus making this recreational activities program very attractive for guests, especially those staying at Renaissance Bali Uluwatu Resort & Spa. guests, in the sense that there is no difference between guests staying in one type of room to be able to take part in the recreational activities program at the Renaissance Bali Uluwatu Resort & Spa. All guests staying overnight can take part in the recreational activities program for free according to the schedule and the availability of slots because this program is complimentary for guests staying at Renaissance Bali Uluwatu Resort & Spa.

In addition to in-house guests, there are guests with the status of outside guests who can also take part in the recreational activities program but must pay according to the type of activities that are followed. Outside guests who wish to participate in the recreational activities program must make payments according to the time and type of activities they wish to participate in. In table 4, the following is a list of recreational activities programs that outside guests can participate in.

Table 4. Recreational activities Program for Outside Guest

Recreation Activities Program for Outside Guest		
No.	Recreational activities	Price per person
1.	Fitness Center (Include steam/sauna & pool)	Rp. 200.000 per day Rp. 1.500.000 per month
2.	Yoga	Rp. 500.000 ** per 1x
3.	Bike Tour	Rp. 250.000 per hour
4.	Pottery Demo	Rp. 250.000 pe session
5.	Fit boxing	Rp. 500.000 per hour
6.	Balinese Experience	Rp. Rp. 150.000 – 300.000 per session
7.	Kids Club/TTH (The Tree House)	Rp. 150.000 half-day/Rp. 250.000 full day

[Source: Spa & Recreation Department Renaissance Bali Uluwatu Resort & Spa, 2021]

In addition, employees at Renaissance Bali Uluwatu Resort & Spa also get free facilities to take part in the recreational activities program, namely mindful breathing yoga activities, where these activities aim to refresh the mind so that the mind is back in shape and minimize stress so that employees are expected to work optimally. . The recreational activities program requires support and cooperation from other departments to launch its activities. The departments involved in the recreational activities program are all departments. One example is the Food and Beverage Department, when guests are eating at a restaurant or bar, some guests want to take part in yoga activities, these guests can directly book at the waiter/waitress, then the waiter/waitress informs the recreation team. The Sales & Marketing Department also have a relationship that is no less important. The relationship between the recreational activities program and the sales & marketing department is very close because these activities can attract guests to stay at the Renaissance Bali Uluwatu Resort & Spa so that the Sales & Marketing Department has a plus for selling and promoting hotels so that guests who will stay can consider and choose Renaissance Bali Uluwatu Resort & Spa as their accommodation.

The success rate of the recreational activities program in contributing to the formation of the resort's image for guests is when guests come back to stay, as repeater guests, and guests feel happy while staying at the Renaissance Bali Uluwatu Resort & Spa with good comments about recreational activities both directly and through social media. . This indicates that the recreational activities program strongly supports the satisfaction of guests and even memorable guests and creates repeater guests. In addition, with guest satisfaction, he is likely to recommend other guests/recommend other guests to stay at Renaissance Bali Uluwatu Resort & Spa. In its activities, the recreation team certainly has problems that occur. The problem faced in handling the recreational activities program, for now, is because the guests are quiet, the recreation team rarely handles activities, so some forget. The way to overcome this problem is by holding refresh training, which is carried out by supervisors to their subordinates to recall how to handle recreational activities properly and correctly to guests so that guests are satisfied with the services provided. The advantages and uniqueness of the recreational activities at the Renaissance Bali Uluwatu Resort & Spa are the only hotels in Indonesia that have a pottery studio, where guests can learn how to make handicrafts with clay, for examples, such as making bowls, glasses, vases, and other shapes. This is certainly a very unique attraction that is not found in other hotels, besides that guests can also bring their work to their home which can be used as a keepsake.

Based on the results of interviews with recreation supervisors, guest interest in recreational activities programs can be said to be very good, which can be seen in the percentage of guests participating in recreational activities programs from the total number of guests, which is 35.8% in 2019 to 2020, especially on yoga activities. In addition, this is because the recreational activities program at Renaissance Bali Uluwatu Resort & Spa is very varied and one of the reasons guests stay is because of the complementary recreational activities program which is not only for adult guests but is also available for children. Of the many types of recreational activities that exist, of course, not all of them have many fans. The recreation team's efforts in dealing with recreational activities that are less attractive to guests are by reviewing less desirable activities, then replacing them with new activities. Usually, this replacement is done every year or according to operational conditions.

The way for the recreation team to increase the interest/attraction of guests to participate in the recreational activities program is by providing information to staying guests, through interaction, then in each lobby and restaurant area banner activities are provided so that staying guests know the schedule of recreational activities today and in the future. The recreation team must also update about the latest activities, if possible, the recreation team will add the latest types of activities to recreational activities, thereby adding to the attraction for guests staying at Renaissance Bali Uluwatu Resort & Spa. In the opinion of the recreation supervisor, there are currently nothings that need to be improved in the recreational activities program, but in the future, the recreation team will update the lifestyle, increase knowledge by increasing refresh training so that guests who stay enjoy the recreational activities program and return. come to stay at the Renaissance Bali Uluwatu Resort & Spa, increase the promotion of recreational activities programs, especially on recreational activities that are less attractive to

guests. So that the interest of guests in the recreational activities program at the Renaissance Bali Uluwatu Resort & Spa will increase.

The discussion of recreational activities programs that are most in-demand by Renaissance Bali Uluwatu Resort & Spa guests to answer the second problem is obtained from guest data for recreational activities in 2019 and 2020. Recreational activities consist of two, namely resort activities and TTH (The Tree House) Activities. Resort activities in 2019 underwent three changes so that there were three periods, namely the first period in January 2019 - June 2019, the second period in July 2019 - October 2019, and the third period in November 2019 - December 2019. Resort activities in 2020 did not include change. TTH Activities (The Tree House Activities) only experienced annual changes in 2019 and 2020. Here are the recreational activities that are most in-demand by guests.

Resort Activities

Resort activities for January 2019 – June 2019 (Period I) that are most in-demand by guests are presented in the form of the following figure 1.

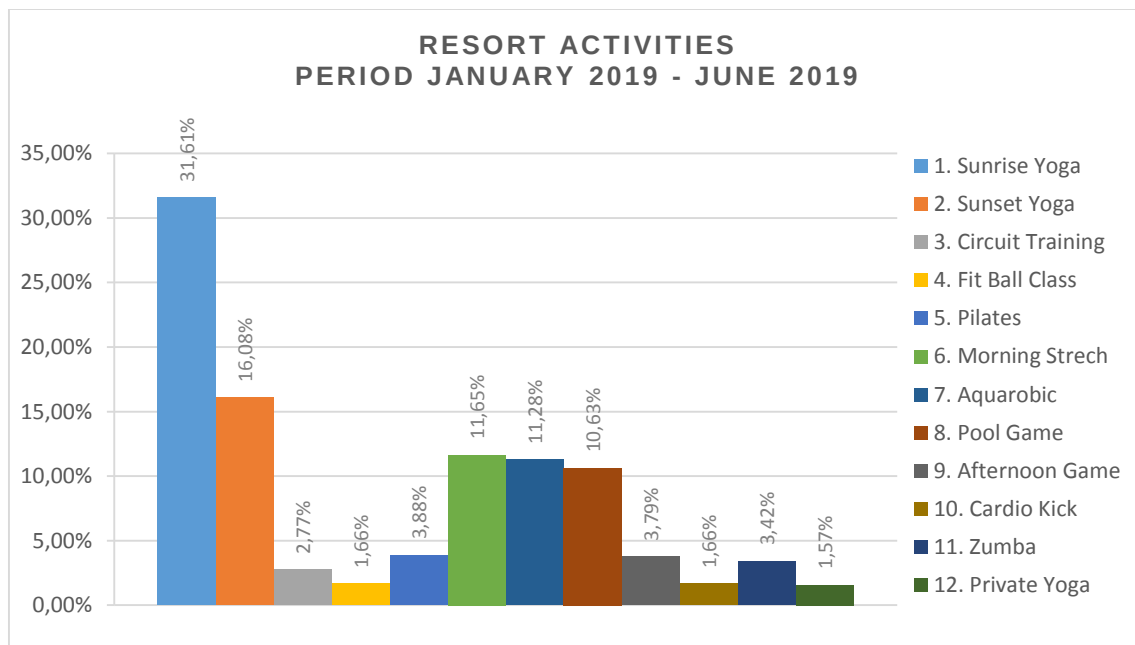


Figure 1. Resort Activities Guest Chart January 2019 - June 2019
[Source: Data Processed, 2021]

Based on figure 1, it can be seen that the sequence of resort activities for the period January 2019 – to June 2019 that most attracted guests from the largest to the smallest, are Sunrise Yoga (31.61%), Sunset Yoga (16.08%), Morning Strech (11, 65%), Aquarobic (11.28%), Pool Game (10.63%), Pilates (3.88%), Afternoon Game (3.79%), Zumba (3.42%), Circuit Training (2 .77%), Fit Ball Class (1.66%), Cardio Kick (1.66%), Private Yoga (1.57%).

Resort Activities for July 2019 – October 2019 (Period II) that are most popular with guests are presented in the form of the following bar chart.

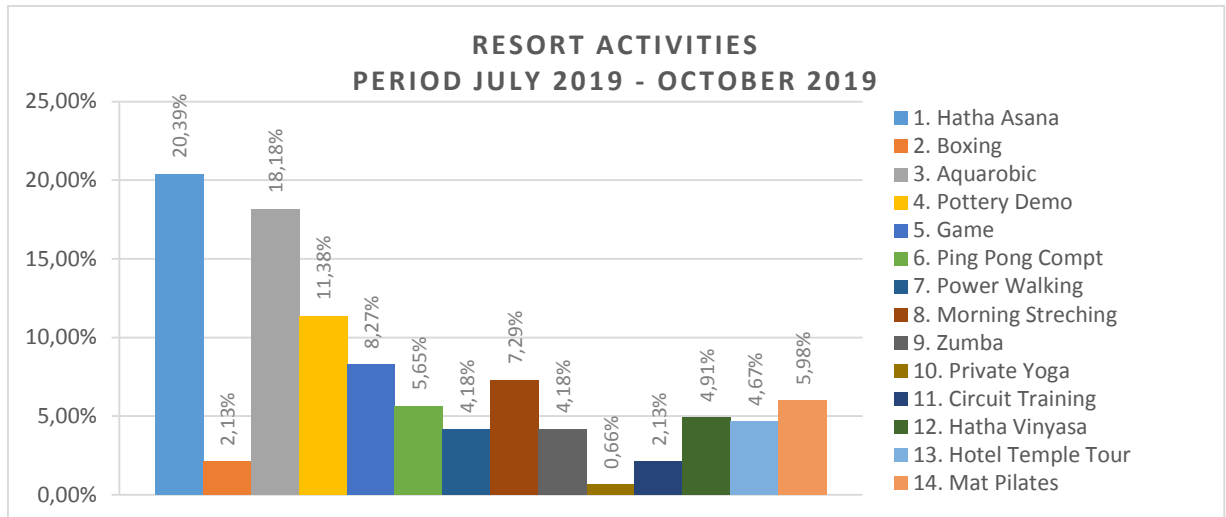


Figure 2. Guest Activities Chart for the Period July 2019 - October 2019
[Source: Data Processed, 2021]

Based on the bar chart (figure 2), it can be seen that the sequence of resort activities for the July 2019 - October 2019 period that most attracted guests from largest to smallest are Hatha Asana (20.39%), Aquarobic (18.18%), Pottery Demo (11.38%), Games (8.27%), Morning Stretching (7.29%), Mat Pilates (5.98%), Ping Pong Competition (5.65%), Hatha Vinyasa (4.91%), Hotel Temple Tour (4.67%), Power Walking (4.18%), Zumba (4.18%), Boxing (2.13%), Circuit Training (2.13%), Private Yoga (0.66%).

The following are the Resort Activities for November 2019 – December 2019 which were most followed by guests, presented in the form of a bar chart.

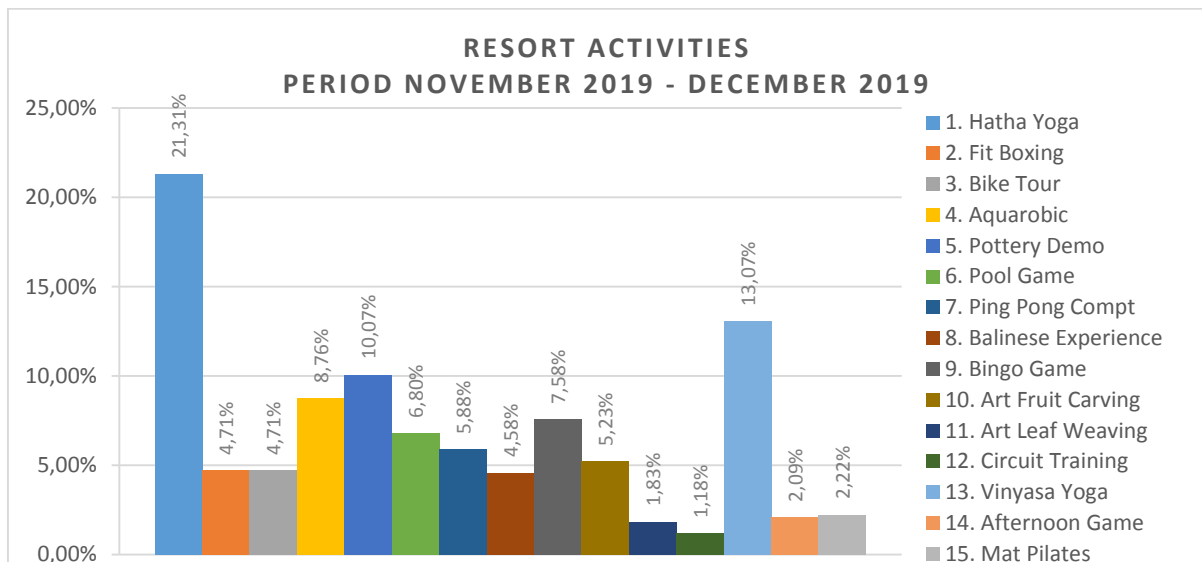


Figure 3. Guest Activities Chart for the Period November-December 2019
[Source: Data Processed, 2021]

Based on figure 3, it can be seen that the sequence of resort activities for the period of November 2019 - December 2019 that most attracted guests from

largest to smallest are Hatha Yoga (21.31%), Vinyasa Yoga (13.07%), Pottery Demo (10.07%), Aquarobic (8.76%), Bingo Game (7.58%), Pool Game (6.80%), Ping Pong Compt (5.88%), Art Fruit Carving (5.23%), Fit Boxing (4.71%), Bike Tour (4.71%), Balinese Experience (4.58%), Mat Pilates (2.22%), Afternoon Game (2.09%), Art Leaf Weaving (1.83%), Circuit Training (1.18%).

Resort Activities for the months of January 2020 – December 2020 that are most popular with guests are depicted in the following figure 4.

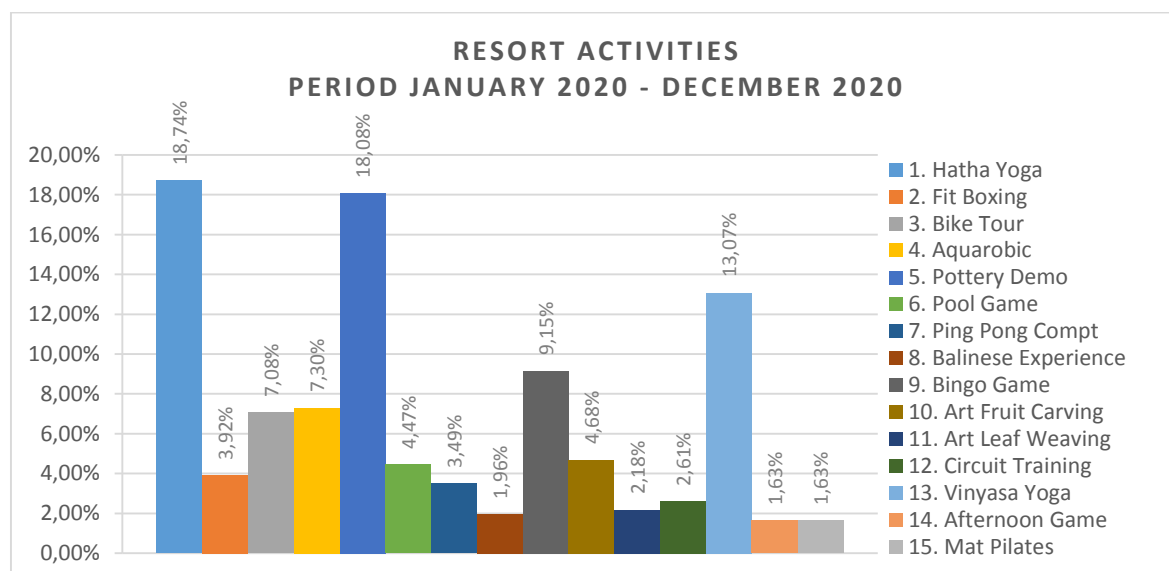


Figure 4. Resort Activities Guest Chart for the Period January-December 2020
[Source: Data Processed, 2021]

Based on figure 4, it can be seen that the sequence of resort activities for the January 2020 – December 2020 period that most attracted guests from largest to smallest, are Hatha Yoga (18.74%), Pottery Demo (18.08%), Vinyasa Yoga (13.07 %), Bingo Game (9.15%), Aquarobic (7.30%), Bike Tour (7.08%), Art Fruit Carving (4.68%), Pool Game (4.47%), Fit Boxing (3.92%), Ping Pong Compt (3.49%), Circuit Training (2.61%), Art Leaf Weaving (2.18%), Balinese Experience (1.96%), Afternoon Game (1, 63%), Pilates Mat (1.63%). The overall Resort Activities recapitulation table is presented in table 5.

Table 5. Resort Activity Recapitulation

No.	Resort Activities	2019					2020	
		I	II	III	Sum	%	Sum	%
1	Sunrise Yoga	342	-	-	754	23.53%	172	18.74%
2	Hatha Asana	-	249	-				
3	Hatha Yoga	-	-	163				
4	Sunset Yoga	174	-	-	334	10.42%	120	13.07%
5	Hatha Vinyasa	-	60	-				
6	Vinyasa Yoga	-	-	100				
7	Private Yoga	17	8	-	125	3.90%	-	-
8	Pilates	42	-	-	132	4.12%	15	1.63%

No.	Resort Activities	2019					2020	
		I	II	III	Sum	%	Sum	%
9	Mat Pilates	-	73	17				
10	Morning Strech	162	89	-	251	7.83%	-	-
11	Aquarobic	122	222	67	411	12.83%	67	7.30%
12	Zumba	37	51	-	88	2.75%	-	-
13	Circuit Training	30	26	9	65	2.03%	24	2.61%
14	Cardio Kick	18	-	-	18	0.56%	-	-
15	Boxing	-	26	-	62	1.94%	36	3.92%
16	Fit Boxing	-	-	36				
17	Power Walking	-	51	-	51	1.59%	-	-
18	Hotel Temple Tour	-	57	-	57	1.78%	-	-
19	Bike Tour	-	-	36	36	1.12%	65	7.08%
20	Fit Ball Class	18	-	-	18	0.56%	-	-
21	Pool Game	115	-	52	167	5.21%	41	4.47%
22	Game	-	101	-	158	4.93%	15	1.63%
23	Afternoon Game	41	-	16				
24	Bingo Game	-	-	58	58	1.81%	84	9.15%
25	Pottery Demo	-	139	77	216	6.74%	166	18.08%
26	Art Fruit Carving	-	-	40	40	1.25%	43	4.68%
27	Art Leaf Weaving	-	-	14	14	0.44%	20	2.18%
28	Balinese Experience	-	-	35	35	1.09%	18	1.96%
29	Ping Pong Competition	-	69	45	114	3.56%	32	3.49%
Total		1118	1221	765	3204	100.00%	918	100.00%

Based on table 5, it can be seen that the Resort activities in January 2019 – December 2019 that are most popular with guests in the first place are hatha yoga because yoga is very good for health, its movements are focused on breathing to minimize stress, and are done in the morning at sunrise and sunset. it is believed that the morning sun can convert pro vitamin D into vitamin D so that it adds to the fitness and health of guests who follow it, besides that hatha yoga is not only followed by guests who stay at Renaissance Bali Uluwatu Resort & Spa but is also often followed by outside guests. The second order is anaerobic, because the number of guests who are in the main pool creates opportunities for anaerobic activities, and when anaerobic activities begin, usually guests who are in the pool who previously did not participate because of the excitement in anaerobic activities. The third order is vinyasa yoga, due to the large number of yoga enthusiasts where sunset yoga focuses on body flexibility and is done in the afternoon which is also good for the health and fitness of guests who follow it. The fourth-order is morning stretch because it is done in the morning which can refresh and stretch the muscles so that guests who follow it become more fit. The fifth order is the pottery demo because many guests are curious so they want to try and learn how to make crafts using clay, where pottery demo activities are very rare in other places so guests who take part in the pottery demo get a memorable experience. While the lowest order is art leaf weaving because art leaf weaving has only been held in period III and is still in the process of developing promotions, besides that guests rarely like weaving coconut leaves, because it is

considered a little complicated even though the recreation team will guide slowly until guests can. Art leaf weaving activities will continue to be developed by the recreation team for the pleasure and excitement of guests so that in the future guests will be more interested in participating.

Resort Activities that are most attractive to guests in January 2020 - December 2020 in the first place are hatha yoga because yoga has indeed become one of the most popular activities from the previous time until now, especially with the covid pandemic which causes guests to maintain their immune system consistently maintain health, fitness, and reduce stress, so yoga is one of the most popular choices of activities. The second order is the pottery demo, due to the large number of guests who want to get a memorable experience. Pottery demo is also not only followed by internal guests but also often followed by outside guests so the pottery demo becomes the second most popular resort activity for guests. The third order is vinyasa yoga because yoga is done in the afternoon to train muscle flexibility, health, and body fitness. The fourth-order is the bingo game because this activity is very exciting and can practice accuracy, usually played by group or family guests, which will determine the 1st, 2nd, and 3rd place winners who will get special prizes from the recreation team so that guests are excited to participate. . The fifth order is anaerobic, because in addition to guests swimming in the main pool, guests will get more fun when participating in anaerobic with good movements to train body fitness, music that can increase the fun, and energetic guides so that many guests follow. While the lowest order in the afternoon game and mat pilates because the afternoon game is only held on Friday at 17.30, which usually guests are more swimming in the pool, while mat Pilates is also only held on Sunday at 17.30, which is usually more guests. spends a lot of his weekend nights relaxing to enjoy the sunset, sightseeing, going to bars, and so on. Although mat Pilates is useful for increasing stamina, it focuses more on movement and physical activity, so guests are less interested in participating in it on the weekends.



Figure 5. Pottery Demo Activities



Figure 6. Hatha Yoga Activities

The Tree House Activities

TTH (The Tree House) Activities are activities that are provided free of charge for guest children from the age of 4 to 12 years which aim to provide fun and good activities for children, as well as children's education. Most of the children who come to TTH participate in more than 1 type of activity, even participating in full activities every day. TTH Activities are handled directly by the recreation team called the TTH teacher, where the TTH attendant acts like a teacher because the children are handled. TTH Activities only experienced annual changes, namely in 2019 and 2020.

The TTH Activities in January 2019 – December 2019 that are most in-demand by guests are presented in the form of the following figure7.

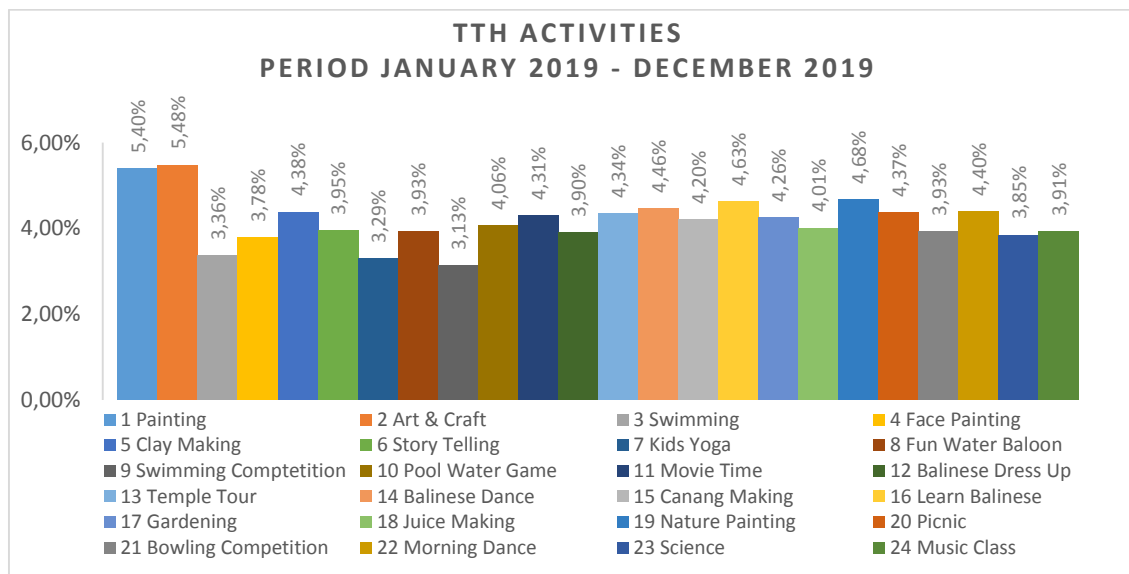


Figure 7. Chart of Guest TTH Activities for the Period January-December 2019
[Source: Data Processed, 2021]

Based on figure 7, it can be seen that the sequence of resort activities for the period January 2019 - December 2019 that most attracted guests from the largest to the smallest, namely, Art & Craft (5.48%), Painting (5.40%), Nature Painting (4.68%), Learn Balinese (4.63%), Balinese Dance (4.46%), Morning Dance (4.40%), Clay Making (4.38%), Picnic (4.37%), Temple Tour (4.34%), Movie Time (4.31%), Gardening (4.26%), Canang Making (4.20%), Pool Water Game (4.06%), Juice Making (4.01%), Story Telling (3.95%), Bowling Competition (3.93%), Fun Water Balloon (3.93%), Music Class (3.91%), Balinese Dress Up (3.90%), Science (3.85%), Face Painting (3.78%), Swimming (3.36%), Kids Yoga (3.29%), Swimming Competition (3.13%).

The TTH Activities for January 2020 – December 2020 that are most popular with guests are presented in the form of the following bar chart.

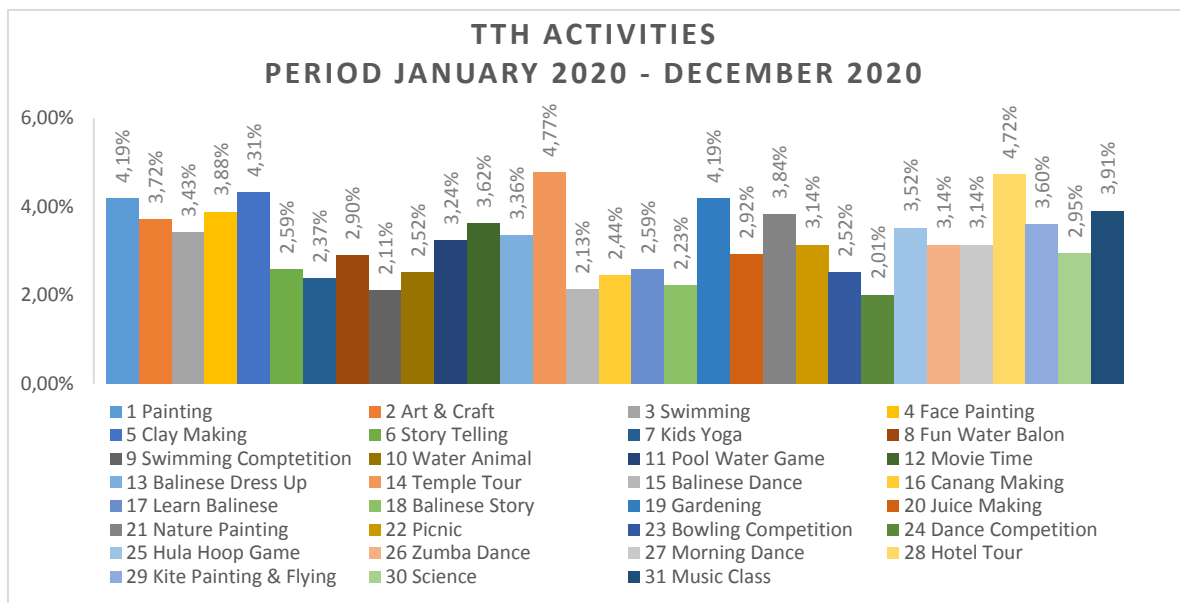


Figure 8. TTH Activities Guest Chart for the Period January-December 2020
[Source: Data Processed, 2021]

Based on the figure 8, it can be seen that the sequence of resort activities for the period January 2020 - December 2020 that is most attractive to guests from largest to smallest is Temple Tour (4.77%), Hotel Tour (4.72%), Clay Making (3.31%), Painting (4.19%), Gardening (4.19%), Music Class (3.91%), Face Painting (3.88%), Nature Painting (3.84%), Art And Craft (3.72%), Movie Time (3.62%), Kite Painting And Flying (3.60%), Hula Hoop Game (3.52%), Swimming (3.43%), Balinese Dress Up (3.36%), Pool Water Game (3.24%), Picnic (3.14%), Zumba Dance (3.14%), Morning Dance (3.14%), Science (2.95%), Juice Making (2.92%), Water Balloon fun (2.90%), Story Telling (2.59%), Learning Balinese (2.59%), Water Animal (2.52%), Bowling Competition (2.52%), Canang Making (2.44%), Kids Yoga (2.37%), Balinese Story (2.23%), Balinese Dance (2.13%), Swimming Competition (2.11%), Dance Competitions (2.01%). The overall TTH Activities recapitulation table is presented in table 6.

Table 6. TTH Activities Recapitulation

No.	TTH Activities	2019		2020	
		Sum	%	Sum	%
1	Temple Tour	689	4.34%	199	4.77%
2	Hotel Tour	-	-	197	4.72%
3	Clay Making	695	4.38%	180	4.31%
4	Juice Making	636	4.01%	122	2.92%
5	Canang Making	666	4.20%	102	2.44%
6	Art & Craft	869	5.48%	155	3.72%
7	Painting	856	5.40%	175	4.19%
8	Face Painting	600	3.78%	162	3.88%
9	Nature Painting	742	4.68%	160	3.84%

10	Kite Painting & Flying	-	-	150	3.60%
11	Balinese Dance	707	4.46%	89	2.13%
12	Zumba Dance	-	-	131	3.14%
13	Morning Dance	698	4.40%	131	3.14%
14	Dance Competition	-	-	84	2.01%
15	Bowling Competition	624	3.93%	105	2.52%
16	Swimming Competition	497	3.13%	88	2.11%
17	Swimming	533	3.36%	143	3.43%
18	Hula Hoop Game	-	-	147	3.52%
19	Pool Water Game	644	4.06%	135	3.24%
20	Fun Water Balloon	623	3.93%	121	2.90%
21	Movie Time	683	4.31%	151	3.62%
22	Story Telling	626	3.95%	108	2.59%
23	Learning Balinese	735	4.63%	108	2.59%
24	Balinese Story	-	-	93	2.23%
25	Balinese Dress Up	618	3.90%	140	3.36%
26	Music Class	621	3.91%	163	3.91%
27	Kids Yoga	522	3.29%	99	2.37%
28	Water Animal	-	-	105	2.52%
29	Picnic	694	4.37%	131	3.14%
30	Science	610	3.85%	123	2.95%
31	Gardening	676	4.26%	175	4.19%
Total		15864	100.00%	4172	100.00%

Based on table 6, it can be seen that the TTH activities for January 2019 – December 2019 that are most attractive to guests in the first place are art & craft because art & craft activities are taught directly by the TTH teacher with complete tools and materials to make creative crafts. The work of guests who have finished can be brought directly by guests for free so that guests become happier and many follow it. The second order is painting because painting activities are very exciting, where guests can experiment with mixing colors and guest works can also be brought directly by guests. The third order is nature painting, because nature painting is very interesting, especially when coloring leaves and pasting them on paper that produces beautiful colors and shapes, and the results can also be brought directly by guests. The fourth-order is learning the Balinese language, because guests get more education about Bali, such as Bali destinations, Balinese culture, Balinese dance, Balinese music, and others related to Bali which can increase guests' love for the island of Bali. The fifth order is Balinese dance because guests are enthusiastic about learning Balinese dance, which usually guests on vacation to Bali can only watch Balinese dance, but at TTH guests can immediately practice learning Balinese dance so that parents are also very excited when their children participate in Balinese dance activities. While the lowest order is the swimming competition, because not all guests can swim and to take part in the swimming competition, guests must replace their uniform with a swimming uniform with a minimum of 2 participants.

TTH Activities in January 2020 – December 2020, the most popular for guests in the first place is the temple tour, due to the covid pandemic, TTH does sanitize every 2 hours, namely at 09.00, 11.00, 13.00, 15.00, and 17.00 to comply with health protocols, so on the schedule for sanitizing TTH guests are not allowed to be in TTH, then there are 2 choices, namely between guests being picked up by their parents or guests being invited to a temple tour by the TTH teacher. The second order is the hotel tour, because when the TTH is sanitized, in addition to guests being invited to a temple tour, they can also choose hotel tour activities that also aim to educate about the Renaissance Bali Uluwatu Resort & Spa. The third order is clay making because many parents of TTH guests are enthusiastic to introduce their children to how to make crafts from clay through clay making activities that are rarely found in other places, as well as a memorable experience and documentation when guests vacation at Renaissance Bali Uluwatu Resort & Spa. The fourth-order is painting and gardening because guests who take part in painting activities have fun and can express their creativity by painting beautifully which has been provided directly with complete colors and the results of the paintings can be brought directly by guests so that many guests follow them.



Figure 9. Face Painting Activities



Figure 10. Kite Painting Activities

Gardening is also in fourth place because guests receive education with direct practice on how to plant tree seeds, tree seeds that have been planted in special pots can be brought by guests so that later trees can be treated directly by guests and foster a sense of concern for guests to grow a plant. The fifth order is the music class because guests can practice playing music directly using unique equipment, besides that guests can train their memory with song notation generated from the size of the water-filled in a special bottle. While the lowest order is the dance competition, because not all guests can dance, although there are guests who take part in the dance but not in the competition, and to take part in the dance competition there must be at least 2 participants.

CONCLUSION

The recreational activities program as a complimentary for guests staying at the Renaissance Bali Uluwatu Resort & Spa increases guest satisfaction while

at the Renaissance Bali Uluwatu Resort & Spa, where the program activities provided are very diverse and are obtained free of charge for guests who stay. This recreational activities program is also beneficial for the health of guests, cultural introductions, and memorable experiences. Guest interest is very good, which can be seen in the percentage of guests who take part in the recreational activities program from the total number of guests, which is 35.8% in 2019 to 2020, especially in yoga activities. There is something unique about this program, namely that there is a pottery demo held at the pottery studio which is the only one in Indonesia owned by Renaissance Bali Uluwatu Resort & Spa. Less desirable program activities will be reviewed and then replaced with more updated activities so that guests will be more interested in participating.

Recreational activities consist of two, namely resort activities (for guests aged >12 years) and TTH activities (for guests 1-12 years) which are the most attractive to guests at Renaissance Bali Uluwatu Resort & Spa from the five highest percentages in 2019 and 2020, namely the resort activities in 2019 that were most in demand by guests with a total of 3,204 guests, namely hatha yoga (23.53%), anaerobic (12.83%), vinyasa yoga (10.42%), morning stretch (7.83%), pottery demo (6.74%), while the lowest order was art leaf weaving (0.44%). Resort activities in 2020 are the most attractive to guests with a total of 918 guests, namely hatha yoga at 18.74%, pottery demo (18.08%), vinyasa yoga (13.07%), bingo games (9.15%), anaerobic (7.30%), while the lowest order is mat pilates and afternoon games each at 1.63%. In TTH Activities (The Tree House Activities) in 2019, the most popular with guests with a total of 15,864 guests, namely art & craft (5.48%), painting (5.40%), nature painting (4.68%), learning Balinese (4.63%), Balinese dance (4.46%), while the lowest order is swimming competition (3.13%). TTH Activities in 2020 are the most attractive to guests with a total of 4,172 guests, namely temple tours (4.77%), hotel tours (4.72%), clay making (4.31%), painting, and gardening (4 each)., 19%), music class (3.91%), while the lowest order is dance competition at 2.01%.

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Hypercapitalism and Product Commodification through Digital-based Marketing Communications in Komodo National Park

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ABSTRACT

Purpose: This research aims to analyze the value of hypercapitalism and product commodification through marketing communication strategies in one of Indonesia's flagship eco-tourism named Komodo National Park.

Research methods: The approach used in this study is to review the literature review and conduct in-depth interviews with tourism players in Komodo National Park (KNP).

Results and discussion: The results showed that KNP eco-tourism is still ongoing as the renewal and development of information technology affect digital marketing in the tourism sector.

Implication: It is hoped that all parties and stakeholders involved in KNP eco-tourism can assume that the main motivation for development is not only profit by sacrificing marine ecosystems and destroying existing habitats.

Keywords: hypercapitalism, commodification, digital marketing, eco-tourism, Komodo National Park.

INTRODUCTION

Indonesia's economic development of them comes from the Tourism sector. Before the Covid-19 pandemic in 2018, this sector became the number one contributor to the country's foreign exchange. Tourism has a wide scope. Indonesia's heterogeneous regional conditions can be utilized for accelerating equitable development through one of the endogenous elements. The regional approach used is eco-tourism (Kasmianti, 2016). The International Ecotourism Society (TIES) states that eco-tourism is a tourist travel activity that seeks to conserve natural resources and the environment. The development of eco-tourism indirectly affects society on ecological, social, and economic aspects.

One of the eco-tourisms that is the mainstay of Indonesia is Komodo National Park (KNP). KNP is located on Komodo Island, Rinca, Padar, and Banta in Komodo District in Manggarai Regency, East Nusa Tenggara Province. Based on the Decree of the Minister of Forestry Number: 306/Kpts-II/1992 dated February 29, 1992, the total area of the KNP hall is 173,300 Ha. This place is used to protect rare ancient animals in Indonesia, namely Komodo dragons. KNP has natural reservations that protect various other animals. This place has very

enchanted natural scenery. KNP began to be formed on March 6, 1980, to protect Komodo dragons and their habitat. KNP was once designated as a World Heritage Site and Man and Biosphere Reserve by UNESCO and became one of the world's wonders.

Tourism marketing in a tourism area requires attractive tourist destinations. KNP has a position to be considered the uniqueness of the objects offered and their natural beauty. Attractive destinations have been an important marketing model for a long time. Marketing tourist destinations should optimize the impact of tourism and achieve strategic goals for all stakeholders (Kozak & Buhalis, 2019). The development of digital technology triggers great pressure in changing marketing strategies and patterns. This technology has created a variety of integrated media. For example, through imaginary data, which is data in the social world where the data can intervene in the relationship between people and other people, the relationship between people and their organization, or the relationship between the nation-state, the media, and its material environment (Beer, 2018).

Human activity, in this case, is understood as labor in the political economy and has been included in the logic of commodity production. The commodification of human activity is exemplified in terms of the knowledge economy. The development of the concept of commodification includes the commodification of the individual aspect itself, no longer in the scope of the commodification of social, material, and labor. In this case, language-mediated communication technology, namely the internet, has been used as an embodiment of commodification. One of the individual aspects here is how people (tourists) use social media in their visits to eco-tourism objects and change the public's social perception. Commodification in tourism is known as touristification, which is an effort to make people and tourist destinations a tourism product (Sari, 2005). Almost all aspects of human life have turned into traditional commodities (Nissim-Sabat, 2011).

Values are the main motivation and the most important aspect of human activity. Value, in this case, is the perception of what is valued. There is a huge impact on the changing pace of the various media systems today because of the different social environments in which everything is interconnected today. The boundaries between the inside and outside, including culture and tourism, will tend to be blurred and inseparable (Picard, 2003). Perception representation activities that directly affect social behavior can be interpreted as social perceptions. The perceptual input is translated into behavioral output to see the appropriate impressions. In this process, people will tend to do what other people see and do (Dijksterhuis & Bargh, 2001). The change in the concept of value is also triggered by the development of information technology, which requires everything to be digital.

The growth of digitalization has become an opportunity for local governments to change the way business is done and improve the economy. One way is to support eco-tourism marketing communication campaigns and show that capitalism's products need to be communicated as a business within the framework of marketing activities. The product referred to here is humans and the relationship between humans themselves so that the main purpose of human activity is production in exchange rates. Media can develop content as a commodification to bring added economic value (Rusadi, 2012). Marketing communication in distributing materials is an important aspect because it

communicates the existence of an eco-tourism business so that it is expected to increase the number of tourist visits.

This study tries to present the major research questions: How is hypercapitalism through digital-based marketing communications in Komodo National Park eco-tourism? it is possible to see (1) the form of hypercapitalism of Komodo National Park eco-tourism products (2) Identify the meaning of marketing communication through the digital media of Komodo National Park (3) Identify the challenges faced in the commodification of eco-tourism in Komodo National Park.

RESEARCH METHODS

This research method uses a qualitative approach. The research used was a literature review and conducted in-depth interviews with tourism actors in Komodo National Park. The literature review is a written summary of journal articles, books, or other documents that describe the past and current state of information related to the topic of study being studied. The participants in the in-depth interview are the owners of the 17000 wonders travel agency.

Five steps are taken in conducting a literature review, namely: (1) Identify key terms; (2) Locate literature about a topic; (3) Critically evaluate and select the literature; (4) Organize the literature, and (5) Write a literature review (Creswell, 2009). The research location is in one of the eco-tourism areas in Komodo National Park, East Nusa Tenggara, in the period between December 2021 to February 2022. However, data from tourists in Jakarta who have visited Komodo National Park eco-tourism are used as tourist data.

RESULTS AND DISCUSSION

Hypercapitalism of the Commodification of Eco-tourism Products in Komodo National Park

Commodification refers to the transformation of use-value into exchange rates. In the study of communication, two main dimensions are essential. First, the communication process and technology contribute to the commodification process in the overall economy. Second, the commodification of work in society by penetrating the communication process and institutions so that the progress and contradictions of the process affect communication as a social practice (Mosco, 2009). *Commodities* are anything available for sale to the market, and commodification is a process associated with capitalism, namely objects, qualities, and signs. Commodification makes something other than a commodity into a commodity that can trade for profit. The main characteristic of capitalism is commodification, where all goods and services, including land and labor, become commodities. Commodification is a fundamental feature of capitalism that almost turns all goods and services, including land and labor.

Capitalism is a socio-economic system based on private property rights, including private ownership of resources or capital with economic decisions made through market mechanisms. Hypercapitalism is a term used in the ongoing critique of political economy to illustrate a new form of capitalistic organization characterized by the speed and intensity of global flows that include the exchange of material and immaterial, people and information. This capitalism has fragmented social life and permeated all aspects of human experience. At the

expense of traditional values, hypercapitalism is extreme capitalism (Vujnovic, 2012).

The emphasis on the commodification of increasingly intimate and ephemeral aspects of human experience is expressed openly in the language of current policy on the new economy. In the journal *Hypercapitalism: language, new media, and social perceptions of value* which use as the primary reference in this research, Graham (2002) describe logical relationships that stretch from new media to value perceptions to macro and micro-social changes, including a change in perception of what value is and where that 'value' lies. Macro and micro-sociological relationships and their values emerge as new media objects: economic value determine by the quantity and quality of people's relationships, the product of the mediated exchange of meanings. According to most policy and business discourses, the new economy functions with new technologies. It requires new forms and sources of value, new social relations, new forms of labor, and new commodities (Graham, 2002).

There was a shift, and a new paradigm for tourism was born where currently tourism activities direct to special interest tourism. This paradigm reduces the negative impacts that arise on the socio-cultural community and natural degradation, decreased biodiversity, and critical land—tourism development by developing quality tourism products (quality tourism). Eco-tourism is one of the products of quality tourism where the emphasis is on three things: ecological or natural sustainability, community economy, and socio-culture (Budiarta & Suja, 2014). Protection of the interests of residents in tourist destinations is also an aspect that needs to be identified as one of the four critical thematic areas in addition to preserving the ecology of the destination country, the carbon footprint of tourist mobility, and behavioral attitudes towards sustainability (Khanra et al., 2021).

The commodification of eco-tourism products in KNP in East Nusa Tenggara can be seen from the shift in new values and new forms of commodities. The commodification process explains how capitalism achieves its goals by realizing value (accumulating capital) through transforming use value into exchange value. Along with the increasing demand for tourists visiting locations that are still naturally beautiful, eco-tourism commodification seems unavoidable because tourists also have a desire to experience different travel experiences. The author tries to see the commodification that occurs in the eco-tourism of Komodo National Park. In this case, it is:

1. Development of infrastructure projects in the Komodo National Park area.

KNP is one of five Super Priority Destinations (DSP) under the Ministry of Tourism and Creative Economy (Kemenparekraf). The Ministry of Public Works and Public Housing (PUPR) stated that Rinca Island, which is in the KNP area, will experience a significant design change with the pretext of promoting the people's economic welfare and developing the existing potential sustainably. In the future, this island will be built like a Jurassic Park, this island will be turned into a premium tourist destination by using an integrated area approach that prioritizes the protection and use of geological heritage in a sustainable way.

Through the Directorate General Cipta Karya, the Ministry of PUPR has budgeted Rp 69.96 billion to organize the Rinca Island area which includes

an information center building, souvenir center, cafe, and public toilets. In addition, an area management office was built, an area for selfies (selfie spots), health facilities, open parks, lodging for researchers, construction of facilities and infrastructure for beach takers, and facilities for local tour guides or so-called rangers. A trekking area is currently provided for pedestrians and a visitor shelter designed to float or elevate so as not to interfere with Komodo traffic.

Based on the Decree of the Minister of Forestry Number 306 of 1992 concerning the Establishment of the Komodo National Park, it is explained that KNP is a natural conservation area that is intact from Komodo dragons and other ecosystems, both on land and at sea. The model of developing geopark facilities and infrastructure using concretization can destroy the area's landscape ("UNESCO Asks Indonesia to Stop Jurassic Park Project in KNP"). In addition, the construction of boreholes as part of infrastructure development also hurts the death of water sources that have been the source of livelihood for animals and plants that inhabit the area.

Infrastructure development is required to serve the interests of investors who want to invest in the KNP area. Komodo's living space was destroyed by the invasion of the tourism business carried out. West Manggarai Formapp refuses because the construction of these facilities and infrastructure is only to serve the interests of investors who want to invest in the Komodo National Park area.

2. Marine management issues around the Komodo National Park site
Based on Government Regulation No. 28 of 2011, the management of areas within national parks is based on zoning. There are at least 277 animal species which are a mix of Asian and Australian animals including Komodo dragons that must be protected because of the limited number of distributions.

The NTT Provincial Zoning Regulation legalizes the seizure of space through tourism projects in Labuan Bajo and Komodo National Parks. This results in limited space for the people of Komodo Island, the majority of whom work as fishermen of course it is considered detrimental to the local community and has an impact on fishermen's income which is decreasing due to zoning and prohibitions to catch fish in the waters of Komodo National Park.

This prohibition is to provide a sense of security and comfort for tourists to maintain the survival of the Komodo dragon as an endangered animal and for the preservation of the marine biota ecosystem. This can also be regarded as the commodification of the living space of coastal communities.

3. Soil commodification around Komodo National Park
Land that was previously owned by many residents has now turned into the hands of investors from outside the city as well as foreigners. This causes the erosion of land owned by residents. The tourism development model that is driven by large-scale investment by the government encourages the commodification of land there to be more widespread. Land prices have soared, from hundreds of millions to billions.
The commodification of land also causes changes in green and conservation areas into residential and business areas, whitening of spatial violations, and changes to infrastructure projects that facilitate commercialization.

Digital-Based Marketing Communication on Eco-tourism of Komodo National Park

Associated with hypercapitalism is related to the meaning of media and the meaning mediated through the production process and its shift. Texts in the form of scripts and audio-visuals circulate very widely in this digital era. This process involves transferring meaning from one text to another. The discourse presented involves the transformation of meaning.

Digital marketing media will intersect with the digital market. In contrast to other forms of media that have institutional forms, in the new media everyone who has an account can view and produce content. In the context of KNP eco-tourism marketing from a political economy point of view, it is necessary to show how the meaning of value is clearly placed and formally constructed by the reality that is not different from the reality.

Through marketing communication messages contained knowledge that must be shared with the target audience through the media. The presence of digitalization can be associated with the formation of a capitalist reconstruction that creates capitalism without capitalism as the ownership structure of the capitalist economy which is conveyed through marketing communication messages. Means in marketing communications must be able to accommodate use values and exchange values so that the value of the commodities produced can be accepted rationally and emotionally.

The internet has a very strong impact on tourism, especially in the marketing of KNP eco-tourism. A consumer's first experience with a tourist place, hotel, or Internet agency has a very strong impact. Seeing the beauty of the panorama through what is posted by tourists who have visited, makes people more familiar with and have an interest in visiting. Tourists often turn to technology to search for their tourist destinations. Figure 1 are picture of several platforms that tourists can use to find information and assist in marketing related to KNP eco-tourism.

Various platforms can be used as a means of digital-based marketing (et al., 2020). In Figure 1, several tourism ecosystems are presented, all of which can be accessed online.



Figure 1. Platform Digital
[Source: Data Processed, 2022]

- a. Social media
In using social media, such as Instagram, YouTube, Facebook, and so on, users can easily share, convey ideas, communicate, and create various content freely without the limitations of space and time. Indirectly, sometimes social media is also a means to influence other users to take tourism actions or visit certain areas such as the KNP area which has beautiful panoramas.
- b. Online travel agent
This company will interact continuously with existing partners including accommodation and transportation service providers. Information technology also plays an important role in the distribution of tour packages provided by several tour operators. Coordination and exchange of information through technology allows the coordination of activities and problem solving and the wishes of tourists can be conveyed properly.
- c. Accommodation
Means of providing lodging services are available and can be ordered online through the existing site. Tourists can stay at a hotel in Labuan Bajo or choose to stay on a ship (Live on Board). Food and beverage service is also available well.
- d. Transportation
Currently, online transportation media are available to make it easier for tourists to travel to tourist attractions. Transportation from air, land, and sea to KNP eco-tourism is quite complete. It is noted that one of the online transportation media Grab has also launched services in Kupang and Labuan Bajo.
- e. Community forum
The tourism business will be more easily recognized from one person to another through community forums and references from tourists who have visited certain places. In addition, search engines such as Google, Yahoo, and Baidu also facilitate tourism promotion. Search engines contribute to providing the information required by tourists.

The concept of digital-based marketing communication must be understood by tourism destination managers. In marketing, it is necessary to design other marketing mixes such as the product side, distribution channels, and customer costs, then tourist destinations need to communicate it as a value package offered to tourists.

The marketing of Komodo Island eco-tourism at the international level continues. Labuan Bajo is expected to be able to compete with the achievements of regions in Indonesia that have already developed their tourism. Integrated Marketing Communication (IMC) is a marketing communication planning concept that gives added value to an in-depth plan by evaluating the strategic roles of various communication sciences and combining them to produce maximum accuracy, consistency, and communication effect through the integration of messages.

This is greatly facilitated by the presence of the digitalization era. The presence of new media has quite an impact on trends. Information can be mixed and inaccurate because anyone can convey information. Tourist flexibility and

service delivery processes are affected by the revolution in internet usage. More and more open information can be accessed by tourists and sometimes creates certain demands for tourists.

Challenges in the Commodification of Eco-tourism in Komodo National Park

Like a sidebar of a currency, the presence of the number of tourists certainly has a very positive influence on the economic cycle of the KNP area and the surrounding area and even contributes greatly to the country's foreign exchange considering that KNP is visited by many foreign tourists and has an increasing trend from year to year (Figure 2). The negative impact that arises is the occurrence of major exploration and commodification of eco-tourism products as described in section 1.

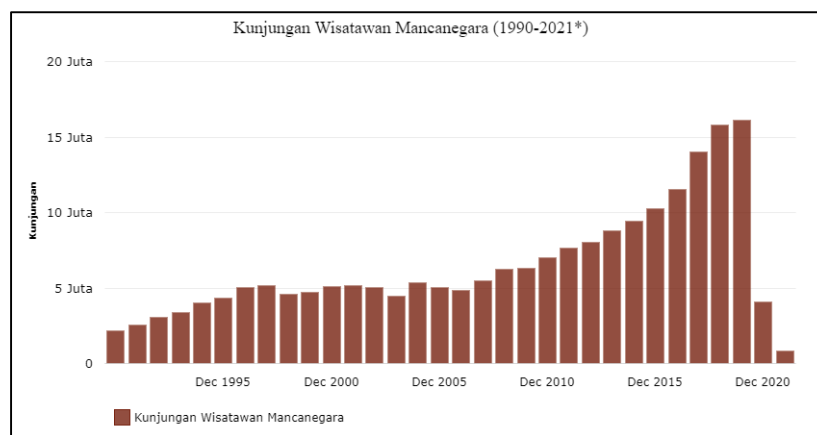


Figure 2. Number of Foreign Tourist Visits to Indonesia
[Source: Databooks, 2019]

Even though from 2020 to February 2022 the number of tourists dropped dramatically due to the COVID-19 pandemic (Figure 3), the movement of tourists to visit KNP, especially domestic ones, will continue to increase and require careful management. From year-to-year data, under normal conditions, there is an increase in the number of tourists.

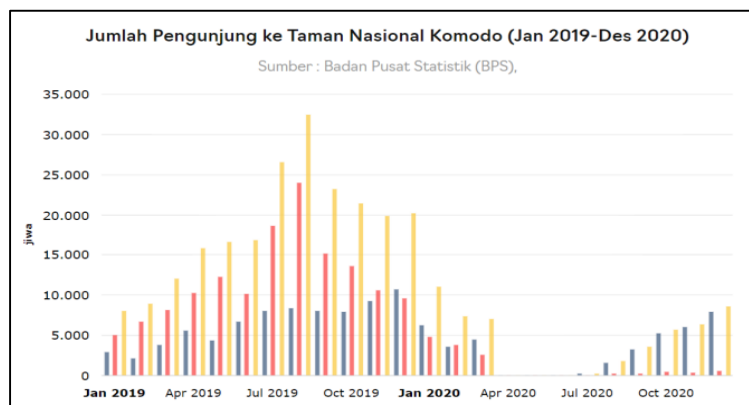


Figure 3. Number of KNP Visits in 2019 - 2020
[Source: Statistics Indonesia, 2022]

One way that can be done to deal with the massive number of tourists visiting eco-tourism to KNP when conditions return to normal is to control the damage caused (damage control). This is necessary to maintain KNP eco-tourism so that it can be maintained. Need to be given a separator which zones must be maintained naturally without development. Another way but very difficult to do is to carry out a de-marketing process by making tourist exclusions who come to KNP to maintain the value and eco-tourism ecosystem of KNP. Excessive tourists or so-called mass tourism can damage the value of KNP.

The economy emphasizes the commercial side and the welfare of the community or those who have large capital while KNP eco-tourism requires nature whose habitat must be preserved. There must be a balance between eco-tourism and the economy. There needs to be separated provisions and prohibitions that must be obeyed by tourists without exception.

Although it can be said that it is not easy to achieve this, in the end, it will bring benefits and good things for the ecosystem itself. The KNP ecosystem can still be well maintained if all stakeholders in the tourism world as well as the government are not greedy and keep the essence of protecting the habitat and ecosystem of the KNP.

CONCLUSION

The recommendations that are expected to provide benefits that accurately reflect the support of care on all sides while at the same time answering the objectives of this research are as follows: (1) Commodification of KNP eco-tourism is still ongoing. The commodification should be carried out in areas outside the KNP conservation zone, such as on the mainland of Flores; (2) Digital marketing in the tourism sector is still being updated along with the development of information technology. For this reason, it is necessary to upgrade and integrate internally and externally to improve the tourism business. Forms and programs of concern for conservation and eco-tourism can also be part of the KNP eco-tourism marketing campaign; and (3) It is hoped that all parties and stakeholders involved in KNP eco-tourism can think that the main motivation for development is not profit by sacrificing marine ecosystems and destroying existing habitats. However, eco-tourism is designed for conservation, not just a place of recreation.

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Marketing Strategy of Sari Delicatessen Pastry Shop at Sari Pacific Jakarta

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ABSTRACT

Purpose: This research aims to discover a marketing strategy that could improve pastry products at Sari Delicatessen Sari Pacific Jakarta.

Research methods: The data collection method used was purposive sampling. This research is descriptive qualitative using SWOT analysis to evaluate and identify opportunities, maximize strength, decrease weakness and avoid threats.

Results and discussion: The S-O, S-T, W-O, and W-T strategies implemented to improve pastry products at Sari Delicatessen Sari Pacific Jakarta are creating more varied products, expanding market segments, creating new products for home delivery, and also developing facilities to accommodate the customer's needs. The score for internal factors of Sari Delicatessen Sari Pacific Jakarta is 3.65, and the external factor score is 3.55. Thus, it can be concluded that the business position matrix in the IFAS and EFAS is in quadrant 1 or has a solid competitive position and fast market growth.

Implication: The pastry products at Sari Delicatessen at Hotel Sari Pacific Jakarta need to maintain factors that fall into the category of opportunities so that marketing strategies through the optimal promotion are expected to increase sellers of pastry products at Sari Delicatessen.

Keywords: hotel, pastry shop, marketing strategy, SWOT analysis.

INTRODUCTION

In this modern era, hotels in Indonesia are an industry that is undergoing very significant development. The need for accommodation during the tourism seasons is one of the reasons why the hospitality industry in Indonesia can grow. The hospitality industry plays a vital role in providing security and comfortability for tourists when traveling. Due to the development of the hospitality industry in Indonesia today, the competition between hotels is getting more intense. To achieve a goal and to outvie the competitors, it is required for an alternative marketing strategy that is up to date with the latest developments in science and technology. One type of marketing strategy is the marketing mix strategy, which aims to achieve marketing goals by fulfilling the needs of customer's needs in the exchange of goods and services. The marketing strategy was designed to generate positive responses in the target market product, promotion, people, process, and physical evidence.

Many hotels use a marketing mix to achieve their marketing goals. One of them is Sari Delicatessen Sari Pacific Jakarta, which engaged the Pastry Shop. Sari Delicatessen provides long French bread, cake, St Eloi, and candies such as lollipops in medium and enormous sizes. The cakes and bread at Sari Delicatessen have distinctive tastes, thereby being very skilled pastry experts, including Chef Alex Fatrisman.

A business venture has short- and long-term goals in implementing marketing activities. For the short-term, the goal is usually to win the heart of the customers for the newly launched products, while the long-term goal is to maintain existing products. An uncomprehensive or imprecise marketing strategy with the seven elements (product, price, place, promotion, people, process, and physical evidence) could lead to difficulties in increasing the productivity of Sari Delicatessen Pastry Shop should exercise a marketing strategy to scale up its image, especially in its pastry products. Based on the background mentioned above, the researcher can determine the research objective to study the marketing strategy of Sari Delicatessen Pastry Shop Sari Pacific Jakarta's pastry products.

RESEARCH METHODS

The data collection method used was purposive sampling. The method practices in this research were descriptive qualitative and SWOT analysis to evaluate and identify opportunities, maximize strength, decrease weakness and avoid threats. Qualitative research has two main objectives: describing and exploring, and explaining. Qualitative research uses data collection instruments and objective goals based on the objectives. The unit of analysis studied is the individual or employee of Sari Pacific Jakarta, especially the Sales and Marketing and Pastry Department. The method used by the author in sampling is purposive sampling. According to Sugiyono (2013), a sample determination was carried out on some people or groups that have been desired or chosen by researchers. The sample in this research were correspondents and informants, including the Sales and Marketing Department and Pastry Department teams at Sari Pacific Jakarta.

RESULTS AND DISCUSSION

The data obtained by the researchers came from the results of a review in the form of online interviews with one of the Sales and Marketing and Pastry Department teams. They are willing to become informants by providing information about the marketing strategy carried out by Sari Delicatessen Hotel Sari Pacific Jakarta. Judging from the product marketing concept offered by Sari Delicatessen Hotel, Sari Pacific Jakarta follows the demands of consumers by creating innovations, providing additional product accessories, and maintaining product quality. Judging from the price marketing concept, Sari Delicatessen Hotel Sari Pacific Jakarta carries out a price marketing strategy in the form of providing special packages that are suitable and varied content every month, offering discounts through social media or websites, and providing promos through payment tools such as OVO, BCA or even Independent. In terms of location or distribution, Sari Delicatessen Hotel Sari Pacific Jakarta is located close to various popular tourist business centers in the capital city. In terms of promotional activities, Sari Delicatessen Hotel Sari Pacific Jakarta advertises with

the official website and on social media such as Instagram and Facebook, participates in exhibitions held to increase sales of pastry products, such as opening a unique stand at the Opening Ranch Market event at Ciputra World Mall and conducting sales activities outside the hotel environment such as selling food and beverage products during CFD (Car Free Day).

In terms of human resources, the Human Resource Department cooperates with the Head Department to analyze the workforce based on the confidential workload analysis and workforce analysis methods. Judging from the process, Sari Delicatessen Hotel Sari Pacific Jakarta focuses on providing exemplary service to consumers by meeting their needs and requests. In addition, the hotel always maintains high guest loyalty. Judging from its physical facilities, Sari Delicatessen Hotel Sari Pacific Jakarta is one of the best Pastry Shops that emphasizes Indonesian hospitality. With a mix of contemporary comfort and modernity, guests are welcomed with the best service. Pastry Shop architecture is decorated with modern fixtures and contemporary designs.

The researcher also concluded the Sari Delicatessen Hotel Sari Pan Pacific Jakarta SWOT analysis with strengths in quality products, big names of popular brands famous typical Indonesian services. In addition, the weaknesses are the lack of signs indicating hotel facilities, the absence of personal social media accounts, and high product prices. For the opportunities in the form of daily needs of the community, the number of media relations, and participation in exhibition activities. In addition, the threats are in the form of government regulations/laws regarding odd-even vehicles, the emergence of new cheaper competitors, and increasing technological changes.

Furthermore, with the SWOT matrix on the SO (Strengths – Opportunities) strategy, Sari Delicatessen Sari Pacific Jakarta can create more varied products to avoid losing to competitors. In the WO (Weaknesses – Opportunities) strategy, Sari Delicatessen Sari Pacific Jakarta can enlarge the market segment so that the product can be helpful to workers, students, and schoolchildren. In the ST (Strengths – Threats) strategy, Sari Delicatessen Pastry Shop at Sari Pacific Jakarta can add new products for the online segment, namely the home delivery, to make it easier for customers to purchase the products. In the WT (Weaknesses – Threats) strategy, Sari Delicatessen Sari Pacific Jakarta can develop promotional tools to make signs easier for guests to purchase products.

Based on the IFAS matrix, the results of the internal environmental analysis of Sari Delicatessen Sari Pacific Jakarta have a total score of 3.65, which indicates that strengths are more significant than weaknesses. Meanwhile, based on the EFAS matrix, the results of the external environmental analysis of Sari Delicatessen Sari Pacific Hotel have a total score of 3.55, which indicates that the reason is significantly more significant than the threats.

From the results of the IFAS and EFAS matrices by providing important internal and external indicators for hotels to determine the hotel's position, the results of the Cartesian diagram of Sari Delicatessen Sari Pacific Jakarta's position are in quadrant I, which is undergoing an aggressive process of growth and development. Thus, Sari Delicatessen Sari Pacific Jakarta still maintains existing opportunities by carrying out maximum promotions to increase sales of its pastry products.

IFAS EFAS	STRENGTHS (S)	WEAKNESSES (W)
	1. Quality products 2. Big name <i>brand</i> 3. Typical Indonesian service	1. Lack of hints at hotel facilities 2. There is no personal social media account yet 3. High product prices
OPPORTUNITIES (O)	STRATEGY SO	STRATEGY WO
1. Daily needs of society 2. Lots of media relations 3. Participating in exhibition activities	1. Creating products that are more varied when there is a particular moment 2. Work with the media and provide a special rate 3. Highlighting the advantages of <i>pastry</i> products	1. Make a <i>sign</i> or writing as a hint of hotel facilities 2. Increase promotions to promote products 3. Conducting promotions that are by the target market
THREATS (T)	STRATEGY ST	STRATEGY WT
1. Government regulations/legislation 2. The emergence of new competitors 3. Technological change is on the rise	1. Holding <i>home delivery</i> to make it easier for guests to purchase products 2. Hold <i>events</i> to enlarge the <i>brand</i> 3. Highlighting the advantages of <i>Pastry Shop</i> with cultural value	1. Developing facilities so that the public knows all the products offered 2. Organizing promotional activities 3. Create a promo pricing package

Figure 1. Matrix SWOT Analysis
[Source: Data Processed, 2022]

Based on Figure 1, here is an explanation of the marketing strategies that Pastry Shop Hotel Sari Pacific Jakarta can do:

1. SO Strategy (*Strengths – Opportunities*)
Sari Delicatessen Pastry Shop at Sari Pacific Jakarta can create more varied products to avoid losing to other competitors.
2. WO Strategy (*Weaknesses – Opportunities*)
Sari Delicatessen Pastry Shop at Sari Pacific Jakarta can enlarge the market segment so that products can be helpful to workers, students, and schoolchildren.
3. ST Strategy (*Strengths – Threats*)
Sari Delicatessen Pastry Shop at Sari Pacific Jakarta can add new products for the mobile segment, namely *home delivery*, to facilitate guests purchasing products.
4. Strategi WT (*Weakness – Threats*)
The lack of signs of hotel facilities can make it difficult for guests to purchase products. The Sari Delicatessen Pastry Shop is secluded from the *hotel's lobby*. Thus, *Pastry Shop* Hotel Sari Pacific Jakarta can develop facilities to create *signs* to make it easier for guests to purchase products.

Table 1. IFAS Sari Delicatessen Pastry Shop at Sari Pacific Jakarta

Internal Factor	Weight	Rating	Score
Strength			
1. Quality products	0,20	4	0,80
2. Big name <i>brand</i>	0,20	3	0,60
3. Typical Indonesian service	0,20	4	0,80
Total Strength	0,60		2,20
Weakness			
1. Lack of hints of hotel facilities	0,15	3	0,45
2. There is no personal social media account yet	0,15	4	0,6
3. High product prices	0,1	3	0,3
Total Weakness	0,40		1,45
Score Total	1		3,65

[Source: Data Processed, 2022]

IFAS calculation description: Internal Point:
Strengths – Weaknesses: $2,20 - 1,45 = 0,75$

Based on the IFAS matrix table 1, the results of the internal environment analysis have a total score of 3.65, which shows that strength is more significant than weakness.

Table 2. EFAS Sari Delicatessen Pastry Shop at Sari Pacific Jakarta

External Factors	Weight	Rating	Score
Opportunities			
1. Daily needs of society	0,25	4	1
2. Lots of media relations			
3. Participating in exhibition activities	0,25	3	0,75
	0,20	3	0,60
Total Opportunities	0,70		2,35
Threat			
1. Government Regulation / Law	0,10	3	0,30
2. The emergence of new competitors	0,15	4	0,60
3. Technological change is on the rise	0,10	3	0,30
Total Threat	0,35		1,20
Total Score	1,05		3,55

[Source: Data Processed, 2022]

EFAS calculation description:
External Points: Opportunities – Threats: $2.35 - 1.20 = 1.15$

Based on the external environment analysis results seen in the EFAS matrix above, it can be known that the development of a total score of 3.55 indicates that the opportunity is more excellent than the existing threat.

The results of the IFAS and EFAS matrices by providing important internal and external indicators for hotels to find out the position of the hotel, the results of the Cartesius diagram are as follows:

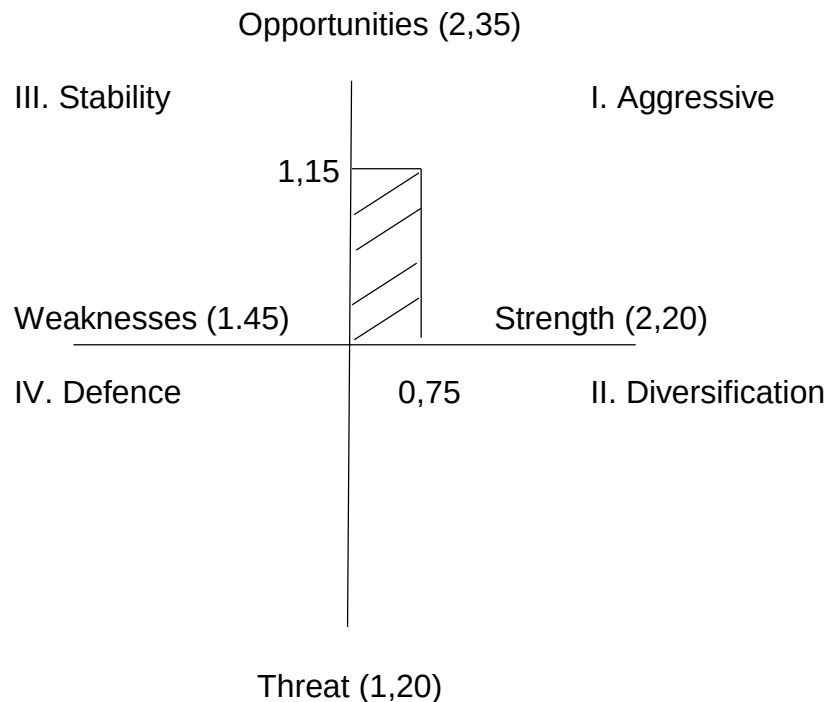


Figure 2. Cartesius Diagram
[Source: Data Processed, 2022]

The position of Sari Delicatessen Pastry Shop at Sari Pacific Jakarta is in quadrant I, which is undergoing an aggressive process of growth and development. Thus, Sari Delicatessen Pastry Shop at Sari Pacific Jakarta still maintains the current opportunities by doing maximum promotions to increase sales of its pastry products.

CONCLUSION

The conclusion recommended from this research analysis is that there are three main points focused on marketing strategy. First, Sari Delicatessen Pastry Shop Sari Pacific Jakarta uses the 7Ps marketing mix concept by focusing on the product offered, price, place, promotion, people, process, and physical evidence. The second conclusion is efforts made by Sari Delicatessen Pastry Shop in the concept of the 7Ps marketing mix, namely creating quality products that are delicious and hygienic. Original, determining competitive prices, maintaining a beautiful place, promoting online media, improving service quality and employee welfare, supporting the hotel's image, and maintaining a brand that is well known by the wider community. The researcher conducts the last, the position of Sari Delicatessen Hotel Sari Pacific Jakarta is in quadrant I with an internal point of 0.75 and an external point of 1.15 which means that it is undergoing an aggressive process in hotel growth and development.

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Integrated Marketing Communication Model in Building the Image of Tourist Attractions in Kota Tua Jakarta

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ABSTRACT

Purpose: This research aims to harmonize marketing communication strategies and programs to create interesting messages and information.

Research Methods: The research uses a qualitative approach, namely the assessment of how Integrated Marketing Communication strategies and models in integrating the marketing communication mix. Kota Tua Jakarta (the Old City Jakarta) became a locus in this study. Observation, interview, documentation, and focus group discussion are research data collection techniques.

Results and discussion: The delivery of promotions and publications is directed at electronic media and social media by the reputation and target audience. Kota Tua Jakarta's website is designed to follow the dominant identity of building colors and tourist attractions from communities that are members of one community. Regional structuring and improving facilities and infrastructure and strengthening the cooperation network with stakeholders are the priorities of the manager.

Implication: The concept of the Integrated Marketing Communication model with planning is presented through organizational communication among stakeholders.

Keywords: IMC model, marketing communication mix, tourism product.

INTRODUCTION

Tourist products are the whole or form of potential that will be enjoyed by tourists who will visit a tourist attraction. Tourist products and the uniqueness owned by tourist attractions are the images of the destination. Kota Tua Jakarta has a tourist product as a unique historical heritage tourist attraction and has interesting potential to be visited by tourists. The strength and uniqueness that exists in the Kota Tua include having a collection of photographs and the history of the struggle for the establishment of Jakarta, having several collections of objects in the museum, and unique attractions of the community.

Kota Tua Jakarta has museums, including Fatahillah Museum, Sunda Kelapa Port, Bank Indonesia Museum, Museum of Fine Arts and Ceramics, Wayang Museum, and Historical Museum. Kota Tua Jakarta stores about 23,500 collections of historical items in the form of original objects or only replicas, such as replicas of the royal relics of Tarumanegara and Pajajaran, the results of

archaeological excavations such as antique furniture, ceramic collections, pottery, inscriptions, and other historical objects.

Integrated marketing communication activities through Instagram and website are promotional activities, publications, and event organizer or sponsorship activities, to strengthen, and change the behavior and attitude of prospective tourists towards Kota Tua Jakarta. Marketing communication strategies by integrating concepts, such as (a) Advertising concerning the development of advertising boards both manually and on social media. (b) Public Relations, namely the publication of the latest activities in the Kota Tua and the attractions of the community of Kota Tua Jakarta. (c) Event and Experience Activities (Sponsor), which is an activity carried out by the community of Kota Tua Jakarta and sponsored by stakeholders. (d) Personal Selling, which is a Tour Guide activity, is tasked to assist local tourists and foreign tourists, especially group tourists who need assistance and an explanation of the history of Kota Tua Jakarta cultural heritage.

Integrated marketing communication strategy, which is an advertising strategy by displaying attractive tourist products both in terms of display, message content, and color, while on content design is the identity of the Kota Tua building with European architectural ornaments. Publicity strategy carried out by public relations through electronic media and social media, the delivery of information about the improvement or revitalization of Kota Tua Jakarta area, policies, news of developments, and the latest activities in Kota Tua Jakarta.

IMC strategy about existing conditions in tourist attractions by highlighting the uniqueness and historical tourist attractions that have local wisdom values from Betawi cultural mores, that Kota Tua Jakarta is suitable as a tourist spot for young people who want to learn history. Visiting historical places in Jakarta will be remembered about the sacrifice of the fighters in seizing Batavia which is now called Jakarta. History and struggle in seizing Batavia are depicted in Kota Tua tourist attractions. Publication and promotion through the concept of the IMC model by using various ways to convince and explain in detail the history, unique tourist products, tourist attractions, and Betawi culture through community attractions that provide services to tourists.

The integrated marketing communication strategy is for the alignment of strategies and communication programs delivered to prospective domestic and foreign tourists important to produce interesting messages and information, messages of various material, publications, promotions, and effective communication, with the selected media is a communication media according to reputation and attractive target audience by the color identity of Kota Tua.

RESEARCH METHODS

This research uses a qualitative approach, where promotional messages and publications lead to electronic media and social media that have high credibility, reputation, and public trust. The study used primary data and secondary data. where primary data is data obtained directly from research objects such as the results of interviews with stakeholders, questionnaires, and direct observations in the field, while secondary data is data obtained from the results of previous research.

RESULTS AND DISCUSSION

Kota Tua Jakarta is located in Pinangsia Village, Tamansari Subdistrict, West Jakarta. Kota Tua area is located in two regions, namely North Jakarta and West Jakarta. Kota Tua as the forerunner of Jakarta, of course, holds many stories behind magnificent old buildings and heritage of the past from the Dutch colonial era. Kota Tua is located on the north side with The Fish Market, Sunda Kalapa Port, and the Java Sea, the South borders the Batu Bridge road and Asemka road, the West borders Kali Krukut, and the east borders Kali Ciliwung.

Kota Tua in the past was a city of capture that became a symbol of glory for anyone who was able to master it. No wonder if starting from the Kingdom of Tarumanegara, Sunda Kingdom of Pajajaran, Sultanate of Banten Jayakarta, Verenigde Oost-indische Compagnie (VOC), the Government of Japan, until now the Republic of Indonesia through the Government of DKI Jakarta, continues to strive to maintain it as the number one city in the country. In 1526, Fatahillah was sent by the Sultanate of Demak, attacking the port of Sunda Kelapa in the Hindu kingdom of Pajajaran, later named Jayakarta. The city is only 15 hectares and has a traditional Javanese port city. In 1619, the VOC destroyed Jayakarta under the command of Jan Pieterszoon Coen. One year later, the VOC built a new city called Batavia in honor of Batavieren, the ancestor of the Dutch. The city is centered around the eastern bank of the Ciliwung River, currently Fatahillah Square.

The inhabitants of Batavia called "Batavianen", later known as the Betawi tribe, consisted of creole ethnicities who were descendants of various ethnicities that inhabited Batavia. In 1635, the city expanded to the west bank of the Ciliwung River, in the ruins of the former Jayakarta. The city was designed in the European Dutch-style complete with fortifications (Kasteel Batavia), city walls, and canals. The city is arranged into several blocks separated by canals. Batavia was completed in 1650. Batavia later became the headquarters of the VOC in the East Indies. Canals are filled due to the appearance of tropical plagues within the city walls due to poor sanitation. The city began to expand south after the epidemics of 1835 and 1870 pushed many people out of the narrow city towards the Weltevreden region (now the area around Merdeka Square).

Tourist Products of Kota Tua Jakarta

Jakarta Kota Tua has a unique tourist product that is a historical relic that is maintained and preserved both in terms of buildings, ornaments, and building colors, the following tourist products in Kota Tua Jakarta are as follows:

1) Museum Fatahillah

This museum is an interesting tourist arena that can be visited while in Kota Tua area of Jakarta is Fatahillah Museum. This tourist attraction can no longer be separated from Kota Tua Jakarta. This museum became a silent witness to the struggle of Indonesian society in achieving independence.

2) Museum Bank Indonesia

The building with a typical Dutch colonial style is a tourist attraction to visit Kota Tua Jakarta. Bank Indonesia Museum is a relic of De Javasche Bank and has been established in 1828. There can see a variety of information related to travel from the world of banking in Indonesia before the Dutch and Japanese began to arrive.

3) City Railway Station

To visit Kota Tua Jakarta, you can choose to use public transportation, the train, if you choose to use the train then you can get off at Jakarta Kota Station. At the station, you can feel a different atmosphere than the stations in general. This is because the building is antique and stylish old fashion, so it gives a different atmosphere. This railway station was precisely built in 1929 and inaugurated directly by the General of the Dutch nation. To visit Kota Tua Jakarta, you can choose to use public transportation, the train, if you choose to use the train then you can get off at Jakarta Kota Station. At the station, you can feel a different atmosphere than the stations in general. This is because the building is antique and stylish old fashion, so it gives a different atmosphere. This railway station was precisely built in 1929 and inaugurated directly by the General of the Dutch nation.

4) Sunda Kelapa Port

This unique attraction can be visited while in Jakarta's Kota Tua attraction is Sunda Kelapa port. This port becomes one of the important ports in Indonesia because it is a place to connect with other countries. Previously, this port became a stopover for foreign ships, but in the 5th century, this port was used as a port for trading activities.

5) Puppet Museum

Originally named Hollandsche it was built in 1640. This puppet museum has various types and forms of puppets in which puppets are native to Indonesia. However, not only from Indonesia but also tourists can find puppets from other countries such as Thailand, Cambodia, China, to Suriname.

6) Maritime Museum

For those who like ships or anything related to the sea, then this one tourist attraction is highly recommended to visit. This museum is located across from the port of Sunda Kelapa. Initially, this place functioned as a place to store products that became the main commodity of the VOC. In the Museum can see a variety of traditional boats used in the VOC era.

7) Museum of Fine Arts and Ceramics

Other museums that can be visited when located at the object of Jakarta's Old Town are the Museum of Fine Arts and Ceramics. Here you can see 350 paintings and 1,350 types of ceramics that come from various regions, ranging from Europe, Asia, and other regions in Indonesia.



Figure 1. Some of tourist products at Kota Tua Jakarta: Museum Fatahillah, Museum Wayang, Museum Bank Indonesia, Museum Bahari, Museum Sunda Kelapa, Museum Keramik
[Source: Kota Tua Jakarta, 2022]

Management Strategy of Kota Tua Jakarta

Kota Tua Jakarta Area Manager conducted structuring and improvement by referring to the Regulation of the Governor of the Special Region of the Capital City of Jakarta, Number 36 of 2016, on the Master Plan of Kota Tua Area and SWOT Analysis, strategies in the management and publication activities. A strategy is an approach related to the implementation of ideas, planning, and implementation in activities or activities to achieve a goal. The approach is to refer to the analysis of the strengths and weaknesses possessed by Kota Tua of the Jakarta Area.

Strategy becomes a decision in integrated marketing communication by compiling the process of disseminating information, messages, promotions, and

publications that will be informed to prospective tourists, including the results of the analysis carried out as follows:

Table 1. SWOT Analysis

Strenght 1. Cultural Heritage Regulations and Tua City Master Plan already exist; 2. Strategic location of Kota Tua; 3. There are areas with regional characteristics such as coastal, Pekojan, and Chinatown; 4. There are regions with a variety of cultural, tribal, religious, and language assimilation; 5. As a cultural heritage area with strong historical value; 6. Have administrative human resources, security officers, and janitors; 7. Have a field of expertise (administration).	Weakness a. Overlapping authority between agencies (in Tua City there are 2 municipalities, 4 catamarans, 9 Neighborhoods); b. Ownership of buildings in Kota Tua (DKI Provincial Government only has 6 buildings out of a total of 141 buildings); c. Does not have a fixed office and adequate facilities (currently the office is divided into 4); d. Responsibility for the management of large areas (± 334 ha); e. Cooperation between sectors of the government, private, and the community that needs to be improved and synergy
Opportunity a. Kota Tua as a cultural heritage area and national and international destination; b. Investments that are by the character of the region; c. Management is expected to be more integrated and sustainable; d. In addition to being a tourist destination, Kota Tua Jakarta is one of the foreign exchange producing areas.	Threat a. Quick and precise decision-making; b. Understanding of less cultural heritage areas and buildings; c. Old Town Area Management Unit to have an office so that tasks can be maximized; d. Promote good cooperation between sectors (Government, Private, and Community)

[Source: Data Processed, 2021]

The strategy of delivering promotional and publication messages is planning that becomes the task of Kota Tua Jakarta Information Service Unit, including through the program presented in the Jakarta Kota Tua Master Plan. The following strategy programs are: (1) provide new dynamics for Kota Tua area by making preservation efforts through revitalization and adaptation and protection efforts through maintenance and restoration carried out in a sustainable, comprehensive and long-term manner; (2) provide incentives for maintenance, restoration, and development activities that encourage the creation of a good climate for business actors; (3) maintain the existing conditions of the remaining structure and morphology of Kota Tua and restore the footprint of Kota Tua Jakarta as it is possible to increase the economic and historical potential of the region; (4) ensure the preservation of cultural heritage elements both at ground level and underground in various development activities; (5) prevent and stop the destruction of cultural heritage areas and objects due to development activities and acts of neglect of cultural heritage objects, buildings, structures and sites by applying strict incentives and disincentives; (6) maintain the sustainability of existing historic buildings, by imposing existing GSBs on buildings that are Cultural Heritage Buildings and restoration buildings of group A, group B, and group C; (7) to improve and improve facilities and infrastructure, infrastructure gradually so as to support accessibility improvement activities and the public transportation through integrated traffic management; (8) encourage and strengthen the services, trade, and cultural tourism activities that have grown in

Kota Tua Jakarta area; (9) arrangement and increase in the quantity and quality of existing dwellings accompanied by the provision of medium to high density housing; (10) preserve the culture of the people in Kota Tua to strengthen the socio-cultural character of its people in development; (11) revive the region's economy by creating the ease of bureaucratic and administrative systems in an effort to improve a good investment climate; and (12) realize concern and involve the role of the community towards the development of Kota Tua historic area through socialization, social and cultural activities, cooperation between various elements of society and government through urban management systems and professional and transparent institutional systems.

One of the efforts to preserve and maintain Kota Tua as a cultural heritage and an image of a tourist destination carried out a regional structuring program and increase attraction activities such as cultural parades, martial arts attractions, and community attractions in Kota Tua Area, as well as involving local communities and stakeholders in developing cultural heritage areas. To support the strategies that have been planned and applied, this research study made the concept of an integrated marketing communication model to combine these activities, including this conceptual image of the IMC model based on the analysis of these researchers as follows:

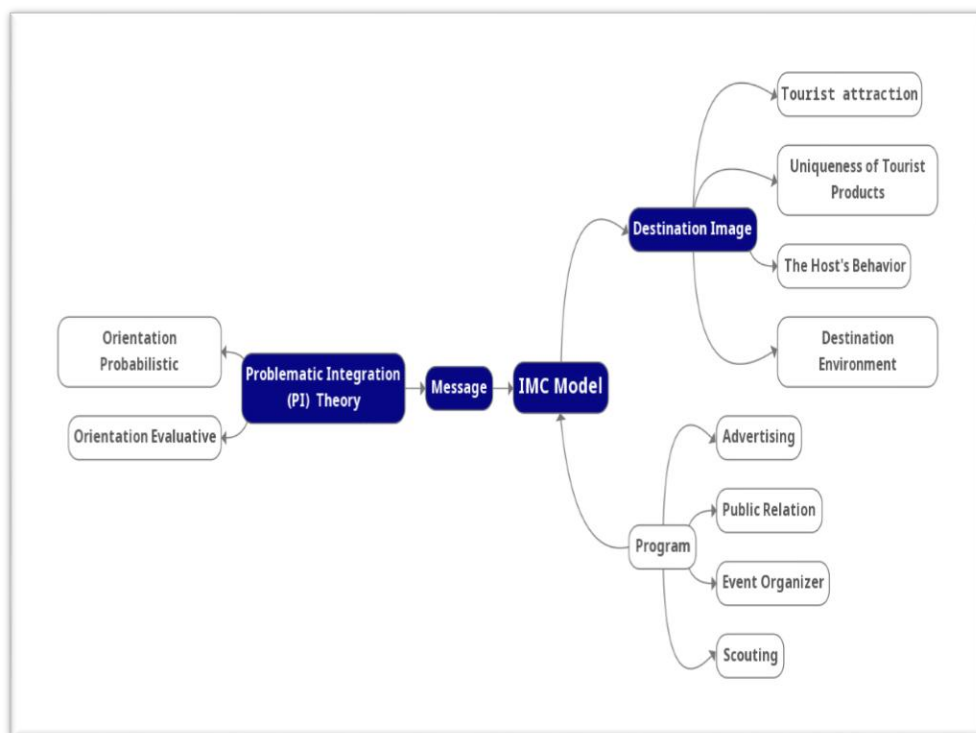


Figure 2. IMC Model Concept
[Source: Data Processed, 2021]

Referring to the conceptual model of IMC above, promotional activities and publications are closely related to efforts to build the image of destinations in Kota Tua Jakarta. Good marketing communication in its implementation will have an impact on the positive perception (confidence) of tourists in the image of the destination, the image is shaped by tourist attractions, the uniqueness of tourist

products, the behavior of the host, and the destination environment. So conversely trust in the image of the destination will facilitate the message of integrated marketing communication. While the marketing communication mix on the IMC model, namely: advertising, public relations, event and peace, and personal selling.

Based on the concept of the IMC Model discussed in this research, namely: Advertising, Public Relations, Events and Experiences (sponsorship), and Personal Selling (guidance). The study in Problematic Integration Theory (PIT) which is a development of message processing theory that has a strong connection to the discipline of communication, this theory describes the processes through which social influence occurs in various contexts, in this case including the context of marketing communication. Problematic Integration Theory focuses on the discussion of two types of orientations, namely the formation of probabilistic and evaluative orientations. In achieved a success to build the image of the destination, namely by implementing the IMC strategy through a study to build a model with the aim of prospective tourists deciding to visit.

IMC Strategy and Model Implementation Process

Tourism product promotion and publication activities through IMC strategy program by integrating the function and tasks of advertising activities, public relations, events, and experiences through cooperation with Event Organizer and Personal Selling Activities through The Guide program, IMC strategy is carried out with the use of social media such as Facebook, Instagram and Kota Tua Jakarta website.

Hermawan (2012: 52), wrote that "IMC is a simple concept that unites all forms of communication into a single solution. The steps or stages in the IMC planning process and essentially IMC integrate all promotional tools so that they can work together in harmony." The study in this study is based on the results of the analysis, that the stages of marketing communication planning are integrated through promotional and publication activities, with the following stages process:

1. Identifying or recognizing the target of the ender
Identify potential target visitors who will visit Kota Tua Jakarta. That this tourist attraction has uniqueness and historical value as a cultural heritage area that still exists and remains preserved in the capital city of Jakarta, the uniqueness of objects of historical value such as those in the Museum there are items and images of the struggle of the establishment of Batavia from the VOC which is now called Jakarta which is the capital of Indonesia.
2. Analyzing the Purpose of Marketing Communication
The next activity in promotional and publication activities through integrated marketing communication is to analyze the purpose of marketing communication. At this stage, it increases cooperation with stakeholders, with the aim that activities can run smoothly according to planning.
3. Preparing the IMC Strategy
In developing an integrated marketing communication strategy, namely preparing effective promotional programs, publications, and communication of tourist products, with increased cooperation with organizer events in

organizing activities and conducting promotional activities through social media.

4. Evaluation

Evaluation of the purpose and results of promotional and publication activities. Communication messages conveyed through promotions, publications, and activities by event organizers have an impact on increasing the trust of tourists well by expectations. The delivery of messages and forms of service to tourists can provide satisfaction and increase tourist attraction to visit Kota Tua Jakarta. The evaluation of the content of the message conveyed through advertising or promotion delivered is quite strong. As in integration problematic theory, that evaluative orientation is an assessment of pleasure or satisfaction. The visitors after visiting the Kota Tua attraction certainly want to enjoy the tourist products and get good service.

Refers to Babrow's opinion (Miller (2005: 137), Problematic Integration Theory, "as a way to integrate ideas from communication and related disciplines about how individuals receive, process, and understand certain messages and situations in communicating life". The IMC planning process is the integration of all promotional tools so that they can work together in harmony.

Integrated Marketing Communication Model

Integrated marketing communication strategy, which is a concept designed to support the Information Service Unit in carrying out information technology management and publication has the goal to integrate marketing communication activities to run well and can be implemented effectively. To support integrated marketing communication activities, the design of a model of implementing an integrated marketing communication strategy from the results of this research analysis is a model that describes the way and stages of implementation of the concept of marketing communication, how the recipient of the message, in this case, stakeholders, community, and prospective tourist describes in a process of communication flow in increasing trust in the community. tourists in building the image of the destination. The emphasis of the integrated marketing communication strategy model is the interactive communication model. Marketing communication no longer differs in the purpose and function of each part that carries out different marketing, but rather is a unity of effort that is integrated into conducting promotional and publication activities.

Based on the concept of the interrelationship of Integration Problematic Theory to the IMC model as illustrated in Figure 1 that Integration Problematic Theory has two types of orientation to events and problems in organizations: probabilistic orientation and evaluative orientation, and involves an assessment of how likely something will be. The Managing Unit has a strong goal of harmonization through the integration of promotional and publication activities with the implementation of integrated marketing communication models, planning and the purpose of program activities in promoting and publication will run and reduce the occurrence of problems in carrying out functions and tasks.

The integrated marketing communication model is the implementation of various fundamental ideas in the marketing concept, combining the wants and needs of stakeholders, communities, and tourists, the support of all stakeholders

of Kota Tua area of Jakarta, and the agreed objectives in the work unit of the Information Service Unit (evaluative orientation). The orientation of the Management Unit is to combine the marketing communication mix program to promote the uniqueness of tourist products, community activities, and activities organized by the Management Unit as the attraction of city attractions with the attractions and creativity of Kota Tua community of Jakarta (probability orientation).

In this study, researchers created an IMC model based on the analysis, that IMC is made based on a process of stages including identifying targets, analyzing goals, strategizing, and conducting evaluations as a process in support of marketing communication activity programs. This model suppressed the integrated marketing communication model, namely that integrated marketing communication is the concept of planning the delivery of communication persuasion through messages - messages of marketing communication mix conducted in an integrated manner.

CONCLUSION

IMC model in strategy to build the image of Kota Tua tourist destinations carried out by the Manager is to make arrangements and improvements to Kota Tua. Area of Jakarta to overcome problems that support effective marketing communication activities through electronic media and social media. The implementation of marketing communication strategies is integrated with planning that describes the way and stages of implementation of the concept of marketing communication, and how the recipient of the message in this case stakeholders, community, and prospective tourists in a communication flow process. The emphasis of the IMC model is to strive for no difference in each activity that has a variety of different functions, but rather is a unity of effort that is integrated into conducting marketing communication activities.

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Implementation of Marketing Mix to Increase Meeting Events

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ABSTRACT

Purpose: This study aims to analyze the application of marketing mix in this case 7Ps (product, price, place, promotion, people, process, and physical evidence) in increasing the number of meetings at a 5-star hotel located in Kuta area, Bali, Indonesia.

Research methods: Data collection was carried out by observation, interviews, documentation, and questionnaires with a total of 150 respondents from professional conference organizers who had held a meeting at the hotel. The analysis technique used in this study is qualitative and quantitative analysis.

Results and discussion: The implementation of the marketing mix applied by the hotel is such as providing a meeting place including facilities and meeting equipment, providing prices following client budgets, promoting using brochures, websites, through sales calls and telemarketing, routinely checking the conditions of the meeting place. The most effective variable influencing the increase in the number of meeting events is by looking at the results of the beta standard coefficient of the largest value, namely the physical evidence variable with the largest value of 0.266 with sig 0.00 which means that the physical evidence variable most effectively influences the number of meetings

Implication: The factors causing the ineffectiveness of the variable of the marketing mix based on the results of the interview are less than optimal employee performance and promotions that are carried out less and are less effective in selling meeting packages.

Keywords: marketing mix, meeting events, multiple linear analysis regression.

INTRODUCTION

Bali is part of the province in Indonesia which is now a favorite tourist spot of foreign countries which every year can bring more than 4.000 million tourists. Viewed to the Bali Provincial Government Tourism Office statistics in three years, the number of tourists visiting in 2016 was 4.927.937 persons, in 2017 was 5.697.739 persons and in 2018 was 6.070.473 persons. Looking at the data above the increasing number of tourist arrivals certainly can help the economy of

Bali. Bali is not only the best tourist destination but also the best place for MICE, especially for meetings. The activity of MICE is a combination of vacation and business, usually involving a group of people together, a series of activities in the form of meetings, incentive trips, conventions, congresses, conferences, and exhibitions (Kesrul, 2004).

The number of international meetings held in Bali according to the International Congress and Convention Association (ICCA) in 2018 was as many as 40 international meetings. A meeting is a meeting of two or more people which involves a group of people who need a place and time. Where there is a topic or subject and involves implementing services to compile and execute the program (Sutama dan Jaman, 2017). Seeing this, the hotel business, especially in Kuta, is on the rise, many competing hotels are competing to offer MICE places, especially meeting rooms for business travelers. The hotel business, especially in Kuta, is on the rise, many competing hotels are competing to offer MICE places, especially meeting rooms for business travelers.

There are many 5-star hotels in Kuta and one of them is a hotel in Jalan Kartika, South Kuta, Badung which offers 316 rooms, suites, and villas for tourists and has 9 venues (meeting rooms) opened and offered to tourists, especially tourists who want to hold a vacation as well as a meeting. If seen in the last 5 years the number of meetings held at this hotel still could not reach the targets set by management. The marketing mix strategy has also been applied by marketing and sales management in selling venues (meeting rooms).

The implementation of a marketing mix at the hotel to increase the number of meeting events must use tools that can be used to develop long-term strategies and also for short-term planning programs. The right mix of marketing mix with a combination of experience, competence, knowledge, and creativity plays an important role in supporting the success of increasing the number of meeting events (Tjiptono, 2014). A tool that can be used in increasing sales of meeting rooms is the 7Ps' marketing mix strategy consisting of product, price, place, promotion, people, process, and physical evidence that can influence visitors' decisions in choosing a company as their goal to hold a meeting (Assauri, 2013).

RESEARCH METHODS

Data collection was carried out by observation, interview, documentation study, and distributing questionnaires with a total number of 150 professional conference organizer (PCO) respondents who had held meeting events at the hotel.

The analysis technique used in this study is qualitative and quantitative analysis, qualitative analysis is here to answer the application of the marketing mix applied at the hotel, and uses quantitative analysis that is using multiple linear regression analysis tests to find out which variables are effectively influential in increasing the number of meeting events and the last is conducting analysis techniques through interviews to find out the factors causing ineffective variables in increasing the number of meeting events.

RESULTS AND DISCUSSION

In increasing the number of meetings at the hotel management has established several marketing strategies. One of them is the marketing mix. This

marketing mix consists of product, price, place, promotion, people, process, and physical evidence. Based on the results of unstructured interviews and observations made by researchers regarding the application of the 7Ps marketing mix applied at the hotel as follows. The hotel has nine venues or meeting rooms where those rooms are not only sold for meetings but also for other events. All meeting rooms are equipped with facilities such as amenities meeting (writing pad, pencil), and meeting equipment (screen projector, sound, and system, delegate microphone), and sometimes if the client gives enough revenue to the hotel, the hotel will give 1 to 2 breakout rooms (Shadewa and Yudhistira rooms) free of charge to the client.

Food and beverage are supporting products included in the product meeting. Food and beverage in the hotel are provided for coffee breaks, or lunch and dinner for meeting events, of course, with five-star hotel food standards, where staff will suggest in advance the menu that will be obtained when the meeting takes place and later the menu is sent to clients, so clients will know what foods and drinks will be obtained and if clients do not like, the menu can be replaced.

Implementation of the price of meeting rooms and meeting packages at the hotel is determined by looking at the prices applied by competitors and also the revenue prepared by the client.

The location of the hotel is very strategic in the Kuta area because the location is near International Airport Ngurah Rai and closed to the biggest shopping center. In addition to the strategic location, the hotel also provides a large parking area for clients. As for consumers, accessibility to obtain information about hotel location and hotel products, the hotel offers various ways so that consumers can easily obtain information and make connections with hotels. Some of the services provided are hotline facilities, websites, and online bookings.

Promotion is something that is used to notify and persuade the market about new products or services to companies through advertising, personal sales, sales promotions, and publications. In carrying out promotional activities, the hotel uses a variety of strategies in selling meeting rooms such as making a brochure, flyers, and advertisements on the hotel website, and also selling directly by sales staff, such as attending sales trade shows, and sales calls and also telemarketing, the hotel also has a sales team located in Jakarta which also helps to sell meetings room.

People are all actors who play an important role in the presentation of services so that they can influence the buyer's perception. Elements of people are company employees, consumers, and other consumers. All employee attitudes and actions, employee attire, and appearance influence the success of service delivery.

The hotel has a strategy of implementing employees in marketing and managing meeting events that will take place at the hotel, the employee consists of 6 marketing teams specifically marketing Events and for the event coordinator there is only 1 person, and the banquet employees are 4 people and assisted by the human resource department (HRD) of 2 people. The application of employees also depends on the number of meeting events held if large meeting events require additional employees HRD will look for daily workers to assist the banquet staff in organizing and handling meeting events until the end of the event.

The process is all the actual procedures, mechanisms, and activity flow used to deliver services. This processing element has something meaning to delivering services. The process of services is a major factor in the service marketing mix as service customers will be happy to feel the service delivery system as part of the service itself. The implementation of the meeting process, from the beginning, to get clients until the meeting is finished, such as promotions, conduct inspection by inviting clients or clients who come directly to the hotel to see the meeting room, complete the administration until fixed payment, and conduct an internal meeting between the hotel sales, event coordinator, operational banquet, F&B Director or representative manager and also the Head Chef with a PCO to discuss what needs will be needed, the schedule of meetings and food and beverage events will be provided, all explained during the internal meeting.

Physical evidence determines customer interest to hold a meeting event at the hotel, this is because the clients will see and feel firsthand how the atmosphere and design of the meeting room when conducting inspections and when the event has been held. In terms of physical evidence, the staff of the hotel has already done a routine check to make sure the physical condition of the hotel product is well clean and maintained especially for the meeting room. In this case, is to maintain lighting, sound system, and LCD Projector.

Based on the results of the distribution of questionnaires at the hotel with a sample of 150 respondents of Professional Conference Organizer (PCO) who are holding Meeting events and who have held meeting events at the hotel, the respondents are as follows:

Table 1. General Description of the Respondent

No	Gender	Age of Respondent	Type of Company
1	Male (57%)	20 – 30 Years old (31%)	Corporate (50%)
2	Female (43%)	30 – 40 Years old (69%)	Government (40%) Association (10%)

[Source: Data Processed, 2020]

1. T-Test Result

Table 2. T-Test Result

		Coefficients			
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	-5.300	.712		-7.441
	Product	.158	.057	.143	2.799
	Price	.279	.058	.250	4.847
	Place	.174	.051	.143	3.431
	Promotion	.163	.058	.124	2.819
	People	.164	.076	.115	2.145
	Process	.098	.049	.072	2.007
	Physical Evidence	.362	.066	.266	5.471

a. Dependent Variable: The Number of Meeting Events

[Source: Data Processed, 2020]

Based on the results of the t-test stated that the variable product, price, place, promotion, people, process, and physical evidence each have a positive effect on increasing the number of meetings or events. This is evidenced by looking at the value of $t_{count} > t_{table}$ (1.97861).

2. F-Test Result

Table 3. F-Test Result

Model	Sum of Squares	ANOVA		F	Sig.
		df	Mean Square		
1 Regression	309.025	7	44.146	149.942	.000 ^a
Residual	41.808	142	.294		
Total	350.833	149			

a. Predictors: (Constant), Physical Evidence, Process, Place, Promotion, Product, Price, People

Dependent Variable: The Number of Meeting Events

[Source: Data Processed, 2020]

Based on the results of the f-test stated that the variable product, price, place, promotion, people, process, and physical evidence, as a whole have a positive effect on increasing the number of meetings or events. This is proven by looking at the value of $f_{count} > f_{table}$ (2.07).

3. Multiple Linear Analysis Test Result

Table 4 Multiple Linear Analysis Test Result

Model	Coefficients		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error	Beta		
1 (Constant)	-5.300	.712		-	.000
				7.441	
Product	.158	.057	.143	2.799	.006
Price	.279	.058	.250	4.847	.000
Place	.174	.051	.143	3.431	.001
Promotion	.163	.058	.124	2.819	.006
People	.164	.076	.115	2.145	.034
Process	.098	.049	.072	2.007	.047
Physical Evidence	.362	.066	.266	5.471	.000

b. Dependent Variable: The Number of Meeting Events

[Source: Data Processed, 2020]

Based on these results written in the form of Unstandardized Coefficients, so the regression equation is as follows (Sugiyono, 2017):

$$Y = -5.300 + 0.158 X_1 + 0.279 X_2 + 0.174 X_3 + 0.163 X_4 + 0.164 X_5 + 0.098 X_6 + 0.362 X_7 + \varepsilon$$

The regression equation above can be explained as follows:

- a. A constant of -5,300 means that if all independent variables are assumed to be constant at the value of 0 (zero), then the magnitude of the number of

meeting events (Y) is -5.300. However, because the number of meeting events cannot be negative, the value of a constant has no meaning.

b. Product coefficient $X_1 = 0.158$. This means that the number of meeting events will increase by 0.158 if the product variable increases by 1 unit.

c. Price Coefficient X_2

Regression coefficient $X_2 = 0.279$. This means that the number of meeting events will increase by 0.279 if variable prices rise by 1 unit.

d. Place Coefficient X_3

Regression coefficient $X_3 = 0.174$. This means that the number of meeting events will increase by 0.174 if the place variable increases by 1 unit.

e. Promotion Coefficient X_4

Regression coefficient $X_4 = 0.163$. This means that the number of meeting events will increase by 0.163 if the promotion variable increases by 1 unit.

f. People Coefficient X_5

Regression coefficient $X_5 = 0.164$. This means that the number of meeting events will increase by 0.164 if the variable people increase by 1 unit.

g. Process Coefficient X_6

Regression coefficient $X_6 = 0.098$. This means that the number of meeting events will increase by 0.098 if the process variable increases by 1 unit.

h. Physical Efficient Coefficient X_7

Regression coefficient $X_7 = 0.362$. This means that the number of meeting events will increase by 0.362 if the physical evidence variable rises by 1 unit.

Based on the Multiple Linear Analysis Regression Test Result it can be seen that the value of Standardized Coefficients Beta produced by the Product variable (X_1) is 0.143 with a probability value of 0.006 variable Price (X_2) is 0.250 with a probability value of 0.000 Place variable (X_3) is 0.143 with a probability value of 0.001 variable Promotion (X_4) is 0.124 with a probability value of 0.001 People variable (X_5) is 0.115 with a probability value of 0.034 Process variable (X_6) is 0.072 with a probability value of 0.047 and the value of Beta Standardized Coefficients produced by the Physical Evidence variable (X_7) amounts to 0.266 with a probability value of 0.000. The smaller the probability value below the significance level used is 0.05, the greater the effect given by the independent variable on the dependent variable. This means, after making comparisons of each of the Standardized Coefficients Beta values and their significance values, it can be concluded that the Physical Evidence (X_7) is the variable with the most dominant influence on The Number of Meeting Events (Y) at the hotel.

The final stage of this research is to determine the assessment that has been formulated previously using multiple regression linear analysis. This assessment aims to determine the factors that cause the marketing mix variable which is less effective in increasing the number of meetings at the hotel. In this study, the researchers conducted interviews with sales and marketing department staff, especially the event coordinator staff at the hotel who knew the situation at the meeting and the hotel knowledge.

1. Process

The factors causing the ineffectiveness of process variables are the lack of staff performance at work, this will have an impact on customer satisfaction. Customer satisfaction is the first thing that must be considered. Therefore it is

necessary to consider the causes why staff performance is declining so customers or meeting participants have to wait a long time when checking in, and always pay attention to things that look small but have a big impact on the customer such as sound system checking, this has a big impact if during the event there is an obstacle that causes the customer will think of the facilities poorly provided.

2. People

The factors that cause ineffectiveness variables of people are the lack of banquet staff who handle meeting events and the lack of selection in the search for additional workers (Daily workers) to help banquet staff in managing meeting events.

3. Promotion

The factors that cause ineffective promotion variables are less multiplying cooperation with meeting planners, sales, and promotion of meeting rooms and meeting packages through social media is still lacking.

CONCLUSION

Implementation of the marketing mix that has been applied by the hotel such as: providing meeting rooms with meeting facilities (notebooks, pencils, flipcharts) and meeting equipment (LCD projectors, sound systems, delegate microphones) in each meeting room, giving prices to guests by asking about their budget and conducting promotions by making brochures and flyers, making sales calls and always checking meeting room conditions.

Based on the test results of multiple linear regression analysis using SPSS can be concluded from the marketing mix of 7Ps (product, price, place, promotion, people, process, and physical evidence) has a positive relationship with the number of meeting events, and the test results that have the greatest value are the physical evidence variable of 0.266 with a sig value of 0.000 which is the most effective variable applied at the hotel to increase the number of meeting events.

Factors causing the ineffectiveness of the marketing mix variable in increasing the number of meetings based on the results of the interview are the lack of manpower, especially the banquet provided to handle an event at the hotel, employee performance that is less fast in handling problems, lack of attention work from employees and also not enough to do more promotions in selling meeting package.

ACKNOWLEDGEMENT

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Author Guidelines

Article Title (Capital letters at the beginning of words, 16pt, centered)

(One blank 1,0 space line, 14 point font)

First Author¹, Second Author², Third Author, ... (10pt)

¹Department, Faculty, University, City, Country (10pt)

²Research group, Institution, City, Country (10pt)

Email: ¹author@address.com, ²author@address.com, ... (10pt)

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Received on Date Month Year	Revised on 7 October 2021	Accepted on 22 November 2021
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ABSTRACT (10pt, Abstract, maximum of 300 words, must contain:)

Purpose (10pt, bold): with simple words states the purpose of the research. There was no discussion, no story, only the purpose of the research.

Research methods (10pt, bold): give names, brands, types of tools, methods, software, reviews, and surveys that have been used to conduct the research. There is no discussion or explanation with 60 words maximum.

Results and discussion (10pt, bold): Write only the main results and discussion in a few words. There is no discussion or explanation.

Implication (10pt, bold): Write down in a few words the implications of the results of the research. The contents of the abstract are written using Arial fonts, 10pt, 1,0 spacing and in one column format.

(One blank 1,0 space line, 12 point font)

Keywords (10pt, bold): letters, journals, format [words written in lowercase except for abbreviations, in 3-6 words, separated by commas, Arial, 10pt. Use words or phrases that specifically describe the contents of the article, consider the ease of keywords when searching in search engines (for example, searches using Google), don't use unusual abbreviations.

(Two blank 1,0 space line, 12 point font)

INTRODUCTION [CHAPTER TITLE WRITTEN WITH CAPITAL, ARIAL, 12]

The following are instructions or writing procedures in International Journal of Aesthetics, Creativity, and Art Management. The author/s is/are fully responsible for the contents of the manuscript written. The content of the manuscript is the original work of the author/s who has never been published in print or other online media. [Arial, 12, normal 1.0 (single) space]. Articles presented in English.

The format of the contents of the manuscript is divided into four parts, namely:

- 1) INTRODUCTION; contains background and objectives of the research based on problems and phenomena as well as their relationship with existing theories. Show the novelty of existing research.
- 2) RESEARCH METHODS; contains an explanation of the research approach undertaken, the focus of the research, respondents, the size and determination of the sample, how to collect data and how to analyze data.

- 3) **RESULTS AND DISCUSSION**; contains the results of the research and the discussion of the data found and the meaning and or implications of the research results (scientific impact).
- 4) **CONCLUSION**; contains research conclusions, implications of the research results, and suggestions for further research.

MANUSCRIPT FORMAT

Script Length [Title section: Arial, 12pt, Bold, Capital Letters at the Beginning of Words]

Manuscripts are written in A4 paper size with a number of pages is 10-15 pages, including tables and figures, and with reference to the writing procedures as they have been compiled in this writing or style guide.

Manuscript Organization

Every paragraph change without blank line spacing and start the paragraph with indented writing on the 7th space beat to start the first letter. The line spacing for scripts is single. Numbering headings with Arabic system with sub-headings up to a maximum of 3 levels.

Table

Tables must be numbered in the order of presentation (Table 1, Table 2, etc.). To show where the table is, use the number from the table. Don't use the words below, above, the following, etc. The title of the table is written on the table with centered position. Writing the table number is followed by a colon (:). Arial font size used is 10pt and the position of the writing in the middle (centered). Each table description is accompanied by a source or its reference marked with square brackets [...] at the opening and closing source.

(One blank 1,0 space line, 12 point font)

Table 1: Table Title (Arial, 10, spacing 1pt normal)

[Source: source writing starts and ends with square brackets]

(One blank single space line, 10 point font)

No.	Name of Respondent	Answers Questionnaire				
		a	b	c	d	abstein
1	Tourist A	Agree	Better	Less	...	... etc
2	Tourist B	Agree	Better	Less	...	... etc
3	Tourist C	Agree	Better	Less	...	... etc
...etc	...etc	...etc	... etc	... etc	... etc	... etc

(horizontal borders are only used at the start and end without vertical lines, each horizontal column uses gray and white alternately)

(One blank 1,0 space line, 12 point font)

Figure

Figure must be numbered in the order of presentation (Figure 1, Figure 2, etc.). The figure title is placed below the figure with the center position (centered). Writing the figure number is followed by a period (.) then the title of the figure. Arial font size used is 10pt, the position in the middle. Each description of the figure to be completed with the source or reference is marked with square brackets [...] on the opening and closing the source. Each table description comes with the source or reference, to indicate the location of the figure, use the number of the figure. Don't use the words below, above, the following, etc.



(One blank single space line, 10 point font)

Figure 1. Figure Title (Arial, 10, normal 1 space)

[Source: source writing starts and ends with square brackets]

(One blank 1,0 space line, 12 point font)

References

References are written in sequence and all that is listed in the bibliography must be referred to in writing or paper. Source citations in the manuscript are written in brackets, for example: (Sihombing, 2007: 27).

LAYOUT AND SPECIFICATIONS

Specification

The writing of the manuscript uses Arial typeface for the entire manuscript, with the letter size as exemplified in this writing guide. Spacing is single and the contents of the text or text using the left-right alignment (justified).

Page Size

The page size is A4 (210 mm x 297 mm). Page margins are 2.5 cm top and bottom. Specially for odd pages (or right side sheets in books) use a 3 cm margin and even pages (or left side sheets in a book) use a 3 cm margin, the rest follows the top-down margins.

Script Layout

An easy way to make layouts is to use this guide directly.

Headings

Leave a blank line between different chapters and between sub-chapters in the text.

CONCLUSION

This guide has explained how the manuscripts/articles must be written and prepared for publication in International Journal of Travel, Hospitality and Events. All incoming texts will go through a review process by International Journal of Travel, Hospitality and Events Reviewers. Articles that have been accepted will be published by the journal at <https://journal.polteksahid.ac.id/ijothe>, which is published three times a year.

ACKNOWLEDGEMENT

Acknowledgement indicates sources of funding or help received in carrying out the research and/or preparing the manuscript if any.

REFERENCES [no numbers and capital letters, Arial, 12pt, 1.0 space]

Write a bibliography using the following conditions;

- 1) Use at least 15 references and at least 50% of them are online journal articles.
- 2) Use references in the last decade at least at 30% of the total reference.
- 2) Use **Mendeley** citation software in citing the referenced source.
- 3) Use the standard writing of a bibliography based on APA Style (7th edition) method described as follows:

(Reference from the book)

Author, Initial/Title/First name. (Year). *Book title*. Edition. Place of publication: Publisher.

Redman, P. (2006). *Good essay writing: a social sciences guide*. 3rd ed. London: Open University in assoc. with Sage.

(Reference from journal articles)

Author, Initial. (Year). Article title. *Full journal title*, Volume number (Issue/Part number), page.

Boughton, J. M. (2002). The Bretton Woods proposal: an in-depth look. *Political Science Quarterly*, 42 (6), pp.564-78.

(References from newspaper articles)

Author, Initial. (Year). Article title. Full title of newspaper, date and month before page number and column row.

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Author, editor or organization. (Year). Full title of the conference. Location, Date, Publisher: place of issue.

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Source. (Year). Title of web page. (update date) URL: address/URL and details such as the date of access.

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