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Implementation of Sustainable Tourism at Ketapang Beach Lampung

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ABSTRACT

Purpose: This study aims to analyze the implementation of sustainable tourism in the operation of Ketapang Beach (Pantai Ketapang) in Lampung, Sumatra.
Research methods: It is a descriptive, qualitative research. The data was collected by direct observation, document study, and literature studies from related journals.
Results and discussion: Ketapang Beach requires development that involves all tourism stakeholders because it has much potential to be developed but has not been planned and realized correctly.
Implication: This study explains the potential possessed by Ketapang Beach through a SWOT analysis and provides a sustainable tourism model design for the tourist attraction of Ketapang Beach.

Keywords: beach, sustainable tourism, model.

INTRODUCTION

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

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

Tourism has four essential elements: attractions, amenities, accessibility, and human resources. Attractions are the main component of tourism that will motivate tourists in choosing a tourist location, for example what attraction a tourist location has, whether it is the beauty of the beach or playgrounds; amenity is a service of facilities supporting tourism activities at tourist sites, such as toilets, places of worship, and other public facilities; accessibility is the

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carrying capacity of the transportation system to reach tourist sites, for example, ease of access to tourist sites whether it can only be done on foot or can be by using a vehicle; human resources are assets owned by tourist sites to shape the tourist experience during tourist visits, this includes tourist site managers (Listiowati et al., 2020). These four elements, if they can synergize well, will also create good tourism activities. The impact of tourism development can be felt directly by the community, for example, by increasing income, especially for local communities in each tourist destination. Socio-politically, the development of marine tourism for domestic tourism can grow and strengthen a sense of love for the homeland and national unity and integrity (Abdillah, 2016). Good management and development of tourist destinations can be done by developing supporting facilities and facilities by considering the impact that the surroundings will feel.

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

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

According to Hadiwijoyo (2012), sustainable tourism is tourism development that is by the needs of tourists while still paying attention to sustainability, providing opportunities for the younger generation to utilize and develop it based on the existing social order. In other words, current needs will not hinder the fulfillment of future needs. Developing a tourist destination involves seven phases: exploration, engagement, development, consolidation, stagnation, decline, and improvement (Ira & Muhammad, 2020). Tourism development should involve local wisdom so that unique tours can be carried out, resource management where these resources are protected and maintained, and the development of attractions that involve humans and culture. Sustainable tourism is no longer profit-oriented but rather on a balance

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of ecological, economic, and socio-cultural sustainability. This is in line with the concept of sustainable tourism proposed by Dodds & Joppe (2001), which states that the primary keys to tourism sustainability are environmental sustainability, local economy vitality, cultural diversity, and experiential richness. The combination of each of these elements will prevent environmental damage and negative impacts that may arise from the presence of tourism itself.

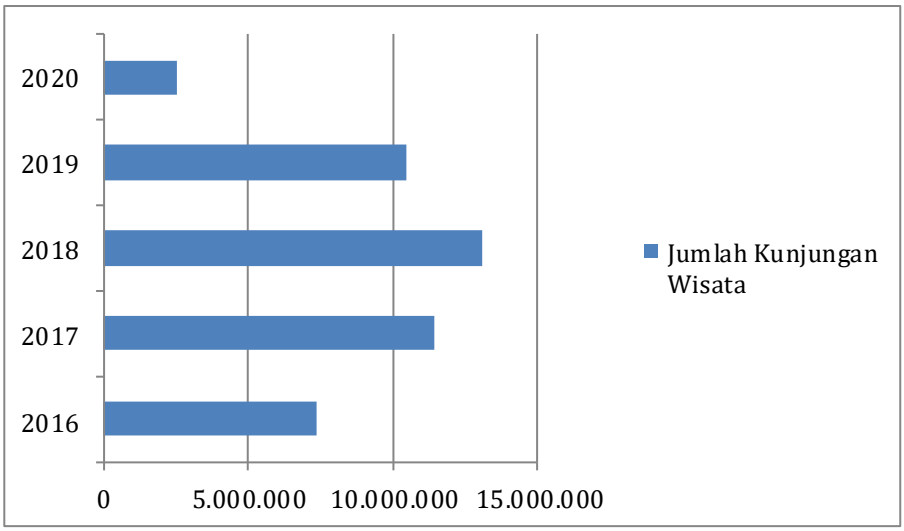


Figure 1. Tourist visits to Lampung 2016-2020.
[Source: Central Bureau of Statistics of Lampung Province, 2021]

Lampung is one of the provinces in Indonesia and is located in the southernmost part of Sumatra Island. Lampung, one of the provinces in Indonesia, also has natural and cultural potential that can be developed as a tourist attraction (Rostiyati, 2013). Lampung has a promising marine tourism potential to be developed. The number of islands owned is the main attraction for Lampung; the potential for marine tourism like this can bring many tourists to Lampung. With the ease of government access to Lampung, tourists come not only from the people of Lampung but also from Palembang, Jakarta, and other cities. Currently, Lampung Province is developing many tourist destinations that are interesting to visit. The local government supports the development as a form of government effort to increase the number of tourist visits to Lampung. Based on the graph presented above, it can be concluded that the number of tourist visits in Lampung Province has decreased since 2019. This can certainly be an impetus to make changes and developments in existing tourist destinations. Lampung has natural and cultural wealth equivalent to other provinces in Indonesia.

One tourist destination with the potential to be a sustainable tourism destination is Ketapang Beach (Pantai Ketapang). Ketapang Beach is located in Pesawaran Regency, Lampung Province. Pesawaran Regency is a buffer destination for Bandar Lampung City; almost all tourist attractions tourists visit in Bandar Lampung make tourism objects in Pesawaran Regency a tourist destination (Kagungan, 2019). Pesawaran Regency is one of the areas in Lampung Province currently focusing on developing its tourism potential.

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Therefore, the Tourism and Creative Economy Office of Pesawaran Regency is seriously managing the potential of Pesawaran's marine nature by promoting tourists through festivals. Pesawaran is one of the ideal tourist destinations with the characteristics of white, clean sand beaches and the cultural wisdom of the people. The development of the Ketapang Beach tourist attraction is considered to have quite a positive impact. In addition to being able to increase regional income, the development of marine tourism areas on Ketapang Beach object is a form of tourism area management that seeks to provide benefits, especially for efforts to protect, preserve, and utilize the potential and environmental services of marine resources (Rahman et al., 2021).

RESEARCH METHODS

This research is descriptive, qualitative research. According to Sugiyono (2013), qualitative data is in the form of words, sentences, schemes, and pictures.

The data used are primary data and secondary data. Primary data is taken or obtained directly from the source (Sugiyono, 2013), in this case, in the form of photos and other information obtained through direct observation and interviews. Secondary data is obtained indirectly (Sugiyono, 2013), which in this case is a literature review obtained from journals or previous research.

RESULTS AND DISCUSSION

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

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

According to Hetifah in Amalyah et al. (2016), stakeholders are defined as an individual, group, or organization that is interested in, is involved in, or is

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influenced (positively or negatively) by a development activity or program. Tourism development involves three interrelated stakeholders: the government, the private sector, and the community. The government's role in tourism development is to make systematic policies and planning. For example, the government provides and builds infrastructure to support tourism activities, improves the quality of human resources who work as workers in the tourism sector, and others. As a business actor, the private sector provides supporting facilities (Amalyah et al., 2016).

Based on observations done, Ketapang Beach requires development that involves every tourism stakeholder because currently, in the development of comprehensive and sustainable tourism, cross-sectoral coordination is needed, strategic area arrangements, empowerment of micro, small, and medium enterprises in and around tourism destinations (Yanuarita, 2019). Ketapang Beach has not been appropriately managed. The supporting facilities at Ketapang Beach look not optimal, ranging from narrow road access to selling places that are no longer operating. In addition, from the results of field observations, it was found that implementing health protocols at Ketapang Beach was not optimal with the entrance ticket price, which is quite expensive, namely Rp. 50,000, - visitors are not served with maximum service. Visitors can only swim on the beach and relax in the lodge with an additional fee of Rp. 50,000/cottage. Even though visitors have to pay quite a lot of money, the service they receive is only modest; for example, the mats to sit in the lodge must be brought by themselves. Besides, the surrounding community is not empowered by developing a creative economy, such as selling various foods and souvenirs typical of Lampung. Sustainable tourism should provide positive economic and socio-cultural benefits; this can be achieved with the active role of the surrounding community.

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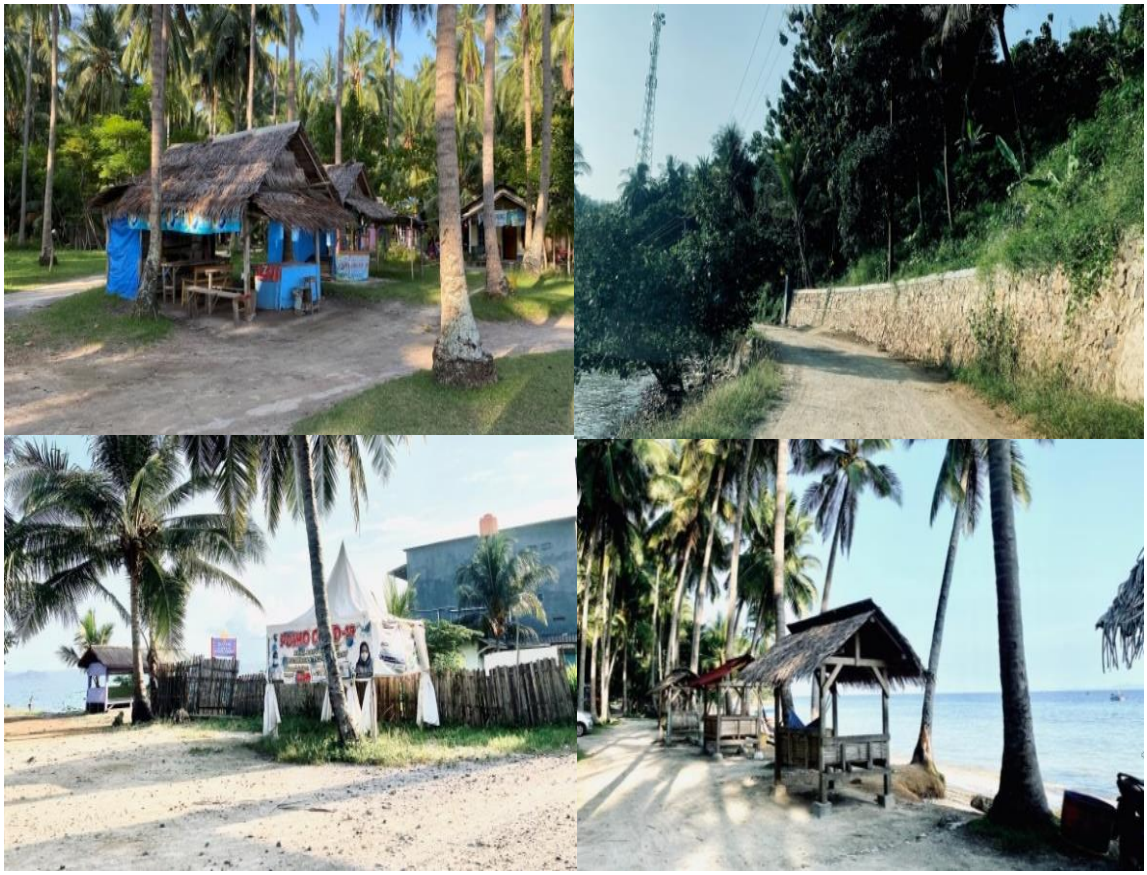


Figure 2. Ketapang Beach
[Source: Kartika, 2021]

Ketapang Beach has much potential to be developed but has not been planned and appropriately realized; this situation causes fewer visitors to Ketapang Beach than other marine tourism destinations in Lampung Province. This condition is exacerbated by the COVID-19 pandemic, which has reduced the number of regional tourist visits globally. Even so, Ketapang Beach is a sustainable tourist attraction because, in its implementation, most of Ketapang Beach's operational activities utilize nature without destroying it. A SWOT analysis matrix is presented as follows to support implementing the sustainable tourism model in Ketapang Beach (Table 1).

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Table 1. SWOT Analysis Matrix

IFAS / EFAS	Strength:	Weakness:
	1. The development of tourism objects in Pesawaran Regency has full support from the local government 2. Waste management is quite good 3. Comfortable, relaxed and clean environment	1. Activities that are done a little 2. The entrance ticket price is quite expensive 3. Lack of community participation 4. Narrow road access 5. Improper application of health protocols
Opportunity: 1. Ketapang Beach has a beautiful natural panorama and has the potential to be developed 2. Better tourism management	SO Strategy: 1. Creating supporting facilities such as toilets and places of worship 2. Creating tour packages	WO Strategy: 1. Tourism activities on the Ketapang beach are developed. Ex: Designed for water sports activities 2. Better pricing policy 3. Empowerment of local communities (creative economy)
Threat: 1. Tourist destinations that have similar characteristics but are well-managed 2. Natural disasters	ST Strategy: 1. Utilization of information technology related to promotion 2. Designing disaster mitigation and evacuation in case of natural disaster	WT Strategy: 1. Establishment of supporting facilities for the implementation of health protocols (e.g., hand washing facilities) and affirmation of the application of health protocols 2. Opening wider access roads for easy evacuation in the event of a natural disaster

A sustainable tourism model requires good synergy between the government, managers or investors, and local communities (tourism stakeholders). Based on the SWOT analysis matrix above (Table 1), the implementation of the sustainable tourism model in the tourist attraction of Ketapang Beach is as follows (Figure 3).

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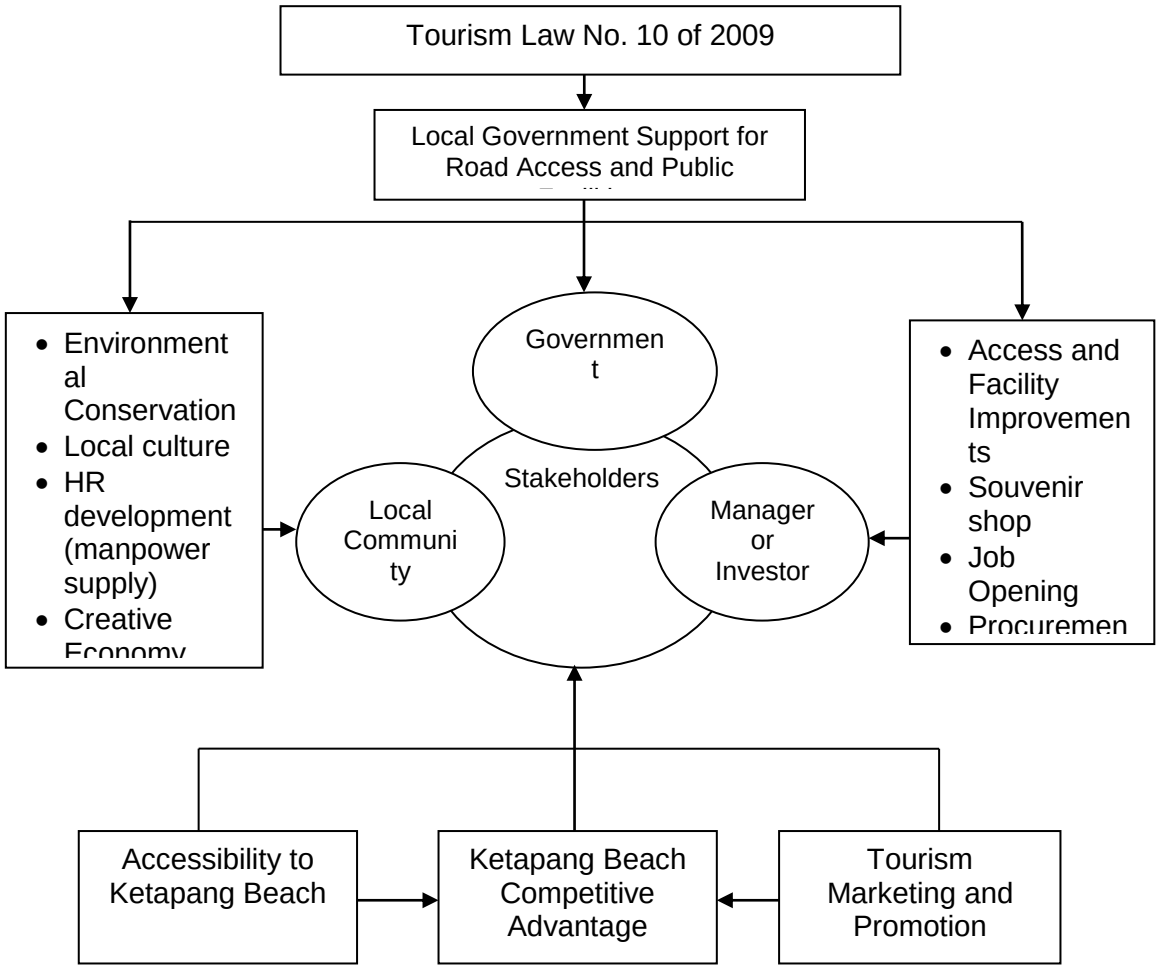


Figure 3. The Sustainable Tourism Model on Ketapang Beach

The above model is formed based on the SWOT matrix and analyzed based on the actual conditions in the field. The model was created to develop Ketapang Beach as a potential tourist attraction as well as possible so that a sustainable tourism activity can be created to provide benefits for all parties involved. Based on this model, the roles of stakeholders will be described as follows.

The government's role refers to accessibility and licensing as the basis for operating tourism objects. For Ketapang Beach tourism objects, the government can improve road access and add operational support facilities such as street lamp lighting, road markings, and traffic signs that show the terrain to be taken by tourists. The role of the tourism manager or investor refers to the facilities and operational activities of a tourist attraction. The proposed development is to innovate by adding activities for visitors at Ketapang Beach, which initially only swims on the beach to have water sports activities such as fishing, Local Community Government Managers or stakeholder canoeing, snorkeling, parasailing, and banana boats. These activities are considered interesting enough to be carried out by visitors. In addition, building other facilities such as toilets, restaurants, and places of worship is necessary. The role of the local community at the Ketapang Beach tourist attraction is as a tourism business. Therefore, it is necessary to provide

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training to become qualified human resources or workforce. In addition, developing a creative economy for the surrounding community also needs to be carried out to improve their economic quality. As a tourist area, people around Ketapang Beach should be directed to sell typical Lampung souvenirs, such as products made from Tapis cloth, and Lampung specialties, such as banana chips, otak-otak, and tempoyak.

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

CONCLUSION

Ketapang Beach has a beautiful natural panorama and can compete with similar tourist objects. Tourism activities on Ketapang Beach take advantage of natural conditions that need to be preserved to become a sustainable tourism activity. Tourists who come should continually be educated and reminded of the importance of preserving nature so that tourists can enjoy its beauty and take part in its preservation.

The model generated in this research is based on the development strategy created and analyzed based on the conditions in the field. The model is expected to be applied to tourism activities on Ketapang Beach, which requires development to become a tourist attraction that many tourists visit. The model was created to develop Ketapang Beach as a potential tourist attraction as well as possible so that a sustainable tourism activity can be created to provide benefits for all parties involved.

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The Effectiveness of Travel Agent Contracts in Increasing The Number of Booking at The Café - International Buffet Restaurant

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ABSTRACT

Purpose: Travel and leisure demand reach a considerable number through tourism development. In accommodating travel and leisure needs, the solution was found by using a third party to arrange the itinerary. This is how travel agent existence could be used as a marketing strategy. This trick also done by The Café - International Buffet Restaurant. This research was conducted to analyze the implementation of travel agent contracts in increasing the number of bookings and identify the most effective travel agent contracts in advancing the number of bookings.

Research methods: Regarding finding the result, this research used the quantitative technique by applying the effectiveness formula and categorizing the result with the effectiveness level. The result is performed using tables, numbers, percentages, and charts processed by Microsoft Excel. In describing the explanatory, it uses descriptive analysis, which uses quantitative techniques to interpret the meaning of the result. The results will be solved as information on the problem formulation, conclusion, and suggestion.

Results and discussion: The implementation of travel agent contract Chinese market and travel agent contracts in the non-Chinese market are the objects of this research.

Implication: Based on the analysis, the travel agent contract in the non-Chinese market is more effective in increasing the number of restaurant bookings regarding its contribution exceeding the target that must be achieved.

Keywords: Effectiveness, Travel Agent Contract, Restaurant Booking

INTRODUCTION

The development of science and technology has increased to the relevant globalization era. One of the industries involved is the Tourism Industry. In the massive travel and leisure demand, the departure process and itinerary during leisure are done mainly by third parties (Sulistiawati, 2013). The travel agent's role in the tourism industry brings massive benefits. A travel agent has become part of B2B (business to business) commerce as a strategy in travel and leisure activity (Lahilote, 2015). According to the Indonesian E-Commerce Association (IdEA) and Market Research Indonesia (MARS), in 2016, their study discussed

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e-commerce, especially online travel agents, and found that 71,4% of Indonesians use online travel agents to arrange their travel trips (Rosyidi, 2019). The company can be said to be a travel agent should the company's main activities be planning and organizing travel trips or tour packages on their initiative and responsibility to take advantage of organizing the trip (Setyawan, 2019). Of this performance, travel agent cooperation is used as a marketing strategy in many hospitality industries, including The Café - International Buffet Restaurant. This Restaurant cooperated and created a contract with 108 travel agents in Bali consisting of Chinese and Non-Chinese markets. This market was chosen following, including cooperation in The Café - International Buffet Restaurant's market. Market points delivered that this segmentation aims to evaluate each market to determine which market has the most potential to be targeted (Xia, 2011). Along with the implementation of travel agent contracts, the Chinese Market is dominated and become the capital market of The Café - International Buffet Restaurant. The chosen capital market is considered for many reasons regarding the citizen that has traveled to Bali. According to the Bali Government Tourism Office (2019) 2019, over 18% of tourists come to Bali. This number affects the management to create market targets as Chinese and Non-Chinese. Chinese target tourists mainly arrange their travel by using a travel agent to make all processes more accessible. Otherwise, the non-Chinese market, including domestic, is dominated by Korean, Russian, and Japanese tourists who have travel trips. Table 1 shows the distribution channel for restaurant booking from 2017-2020.

Table 1. Restaurant Booking Contribution by 2017 – 2020

			Distribution Channel	
Year	Target	Achievement	Travel Agent	Others
2017	70.721	90.902	23.819	67.083
2018	75.525	104.703	43.771	60.932
2019	80.639	105.213	41.998	63.215
2020	83.121	33.362	8.013	25.349

[Source: Food and Beverage Department, 2021]

A contract or agreement is a legal act that creates, changes, removes rights, or creates a legal relationship (Ullah, 2020). A contract can also be defined as an agreement, a legal act that creates, changes, removes rights, or creates a legal relationship; in this way, the contract or agreement gives rise to legal consequences, which are the parties' objectives (Jureta, 2021). By using this definition, a travel agent must make a number. Table 1 shows that 201 of the seven travel agents contributed 23.819 guests, increased to 43.771 in 2018, but decreased in 2019 to 41.998. Unpredictably, in 2020, the number of restaurant bookings decreased the most because of the Covid-19 pandemic. Because of this phenomenon, the capability of the markets to occupy guests is collapsing. Thus, the implementation of travel agents is questionable in the Chinese or non-Chinese market. Furthermore, this pandemic should affect the contribution of Travel Agent Chinese Market due to coronavirus derivation. Overall, travel agent contribution fluctuated differently every year but can also affect the major in increasing restaurant booking even though not all contributed effectively. As shown in Table 1, travel agents potentially increase the number of restaurant

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bookings before the pandemic and survive the pandemic issue. According to this problem, King's study titled "The Effectiveness of Travel Agent Contract in Increasing the Number of gainsBookings at The Café - International Buffet Restaurant."

A restaurant, in general, can be defined as any public place general restaurant that sells food can be called a restaurant (Jayaraman, 2019). A similar perspective is that the restaurant is a food and beverage service that profits from selling food and beverages to the community (Thakur, 2021). Effectiveness can be interpreted as the relationship between the output or result based on the target given and the objectives; it can be said that the objective is to measure the length level of output, policies, and procedures from the management (Pekei, 2018). The more significant the contribution of the resulting output to the achievement of specified goals or objectives, the more influential the work process of the organizational unit will be (Spohn, 2018).

There was previous research that was similar to this study. The first research study about the coordination contract for hotels and Online Travel agents (OTAs) was conducted to determine the effective and efficient travel agent contract in increasing hotel revenue regarding a win-win solution (Guo, 2020). The second research is the study conducted to observe the social media marketing effort influence the travel agent on the travel agent intention to purchase travel buying (Gokdemir et al., 2020). Third, the research studied the critical power of OTAs and found that it has attracted massive attention to its contribution to the travel agency industry in Turkey (Caliskan, 2013). The fourth research discussed the travel agent channel distribution affecting revenue at The Anvaya Beach Resort Bali (Pitanatri, 2020). The fifth research, which conducted a study regarding the effectiveness of e-commerce in increasing room occupancy at InterContinental Bali Resort (Widyastuti, 2020), found that travel agents are part of B2B marketing that could exceed the target and are categorized effectively in increasing the room occupancy. Similarly, by comparing this research with the research mentioned above, the object approached is Travel Agen, which is part of B2B (business to business), and the analysis technique used is descriptive. Meanwhile, the difference between both research is the location, period of research, and the scope of the research. Previous research analyzes the room occupancy; meanwhile, this study analyzes the restaurant booking. Restaurant booking is interpreted as the number of seats sold compared to the total number of seats capable of being sold (Dewi, 2018). A similar point regarding seat occupancy can be formulated by following formula (Adji, 2013):

$$Seat\ Occupancy\ = \frac{Number\ of\ Seating\ Sold}{Number\ of\ Seating\ Capacity}\ x\ 100\%$$

RESEARCH METHODS

This study was conducted at The Café - International Buffet Restaurant The Mulia, Mulia Resort and Mulia Villas, located at Jalan Raya Nusa Dua Selatan Kawasan Sawangan Nusa Dua, 80363, Bali, Indonesia. This company is under Mulia Group, is known as PT, and is facilitated by 525 rooms, ten restaurants and lounges, 3 bars, and other facilities. Research object defined as the object of research is a scientific objective to obtain data with specific purposes and uses about an objective, valid, and reliable thing about something (Satibi,

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2012). This study aims to the 3 (three) variables: the Travel Agent Chinese Market, the Travel Agent Non-Chinese Market, and the number of restaurant bookings. Qualitative data or non-numeric data in this study is the interviewed result; qualitative data or numeric data is the calculation of total guests, the target of travel agents, and the number of restaurant bookings. Primary data, known as bookings original data, is the total contribution of travel agents due to their contract. Meanwhile, this study's processed or secondary data is processed data of the interview result. Data needs are collected through documentation, informal interviews, and direct observation to obtain data at the research location.

Following the intention of this study, there are 2 (two) data analysis techniques used. Those are qualitative techniques and descriptive analysis techniques the quantitative. The quantitative analysis technique can be interpreted as data analysis by describing or identifying data collected originally without the intention to make general conclusions (Sugiyono, 2018). The quantitative technique used in this research is to answer problem identification point 1 (one) regarding the calculation of the percentage of the affectivity of each variable by using the effectiveness formula (Mahmudi, 2016).

$$Effectiveness = \frac{Total\ of actual\ output}{Target\ given} \times\ 100\%$$

The formula shows that effectiveness can be found by comparing the actual output contribution of the travel agent with the target given. In this case, the level of effectiveness of The Café - International Buffet Restaurant in cooperation with travel agencies can be assessed by using assessment criteria based on Kepmendagri No. 13 year 2006, concerning guidelines to evaluate the performance and effectiveness of a company performed by Table 2 as follows:

Table 2. Assessment Criteria Performance and Effectiveness

Percentage of Effectiveness	Criteria
E ≥ 100%	Very Effective
90% ≤ E < 100%	Effective
80% ≤ E < 90%	Quite Effective
60% ≤ E < 80%	Less Effective
E < 60%	Ineffective

[Source: Kepmendagri No. 13 year 2006]

Should the calculation be found, the tabulation was interpreted using descriptive analysis. The descriptive technique used in this research is using a quantitative approach. The quantitative approach represented research based on the positivist philosophy to study the population or specific sample using instruments and data analysis in statistical (Sugiyono, 2018). The interpretation is done in 3 (three) steps: data reduction, data display, and conclusion drawing verification.

RESULTS AND DISCUSSIONS

In every business field, marketing is a must. Both online and offline, every company has its style and preferred method of floating up its brand to spread information about its products, goods, and services, tempting customers with the extraordinary packages offered to increase the company’s profit. Throughout the

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contract of the travel agencies incorporated, the dealings should apply terms and conditions. This cooperation must achieve the target given. These contracts' effectiveness is identified by calculating their contribution to the company. The following calculation shows the analysis of the travel agent contract and identification of the most effective travel agent contract at The Café - International Buffet Restaurant in 2018-2020.

The Effectiveness of Travel Agent Contract Contribution at The Café - International Buffet Restaurant

This research analyzed the Travel Agent Contract's effectiveness in increasing the number of restaurant bookings. The following tables performed the calculation and tabulation, categorizing its effectiveness in 2018-2020.

Table 3. Travel Agent Contribution in year 2018-2020

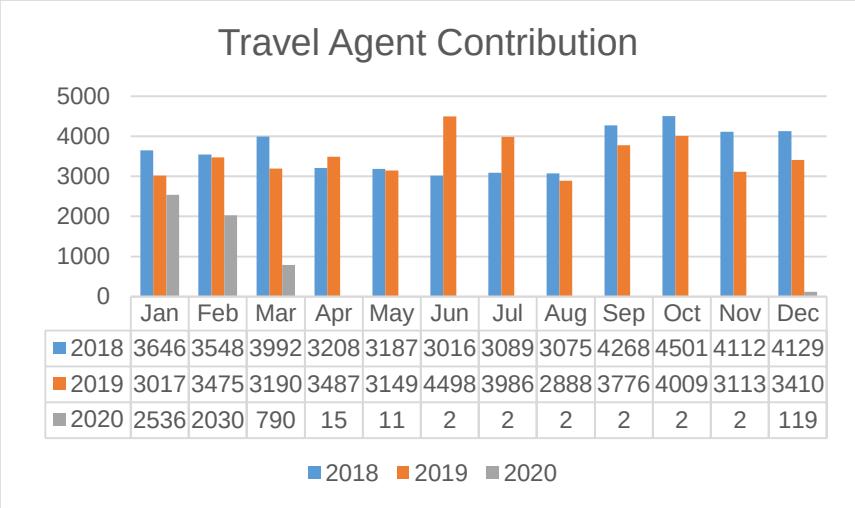
Month	2018				2019				2020			
	R/S	Target	%	Grade	R/S	Target	%	Grade	R/S	Target	%	Grade
Jan	3,646	3,678	99.13	E	3,017	3,010	100.23	VE	2,536	2,550	99.45	E
Feb	3,548	3,528	100.57	VE	3,475	3,390	102.51	VE	2,030	2,075	97.83	E
Mar	3,992	4,002	99.75	E	3,190	3,205	99.53	E	790	800	98.75	E
Apr	3,208	3,185	100.72	VE	3,487	3,378	103.23	VE	15	250	6.00	IE
May	3,187	3,178	100.28	VE	3,149	3,250	96.89	E	11	200	5.50	IE
Jun	3,016	3,011	100.17	VE	4,498	4,300	104.60	VE	2	200	1.00	IE
Jul	3,089	3,007	102.73	VE	3,986	4,050	98.42	E	2	100	2.00	IE
Aug	3,075	3,050	100.82	VE	2,888	3,290	87.78	QE	2	100	2.00	IE
Sep	4,268	4,175	102.23	VE	3,776	3,375	111.88	VE	2	100	2.00	IE
Oct	4,501	4,425	101.72	VE	4,009	3,790	105.78	VE	2	100	2.00	IE
Nov	4,112	4,121	99.78	E	3,113	3,285	94.76	E	2	100	2.00	IE
Dec	4,129	3,950	104.53	VE	3,410	3,645	93.55	E	119	100	119.00	VE
Total	43,771	43,310			41,998	41,968			5,513	6,675		
Aver.	3,647.58	3,609.17	101.04	VE	3,499.83	3,497.33	99.93	E	459.42	531.25	36.46	IE

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021]

Table 3 shows the contribution of travel agents in the year 2018-2020 period. The number of contributions seems to fluctuate every month. The target settled up according to the contract of the travel agent. In 2018, travel agents contributed 43,771 guests, exceeding the target of around 1.04 percent. In 2018, the travel agent brought guests effectively and categorized “Very Effective” at the end of the year with an effectiveness percentage of 101.04 percent. Travel agent contribution in 2019 decreased to 41,998 compared to the previous year. Based on Table 3, the highest effectiveness happened in September 2019, which scored 111.88 percent. In conclusion, in 2019, the travel agent brought guests effectively and categorized “Effective” at the end of the year with an effectiveness percentage of 99.93 percent. At the beginning of 2020, travel agents still had a chance to contribute 2,536 guests. In 2020, travel agents only brought 5,513 guests and did not achieve the target. Many travel agents were canceling the forecast for the year 2020. No travel agent brings minimum guest contribution, most of whom are close to the contract. Travel agent contributions in the last two years can be categorized as effective, but unfortunately, in 2020, travel agent

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contributions were categorized as “Ineffective” and scored 36.46 percent effectiveness.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2018	3646	3548	3992	3208	3187	3016	3089	3075	4268	4501	4112	4129
2019	3017	3475	3190	3487	3149	4498	3986	2888	3776	4009	3113	3410
2020	2536	2030	790	15	11	2	2	2	2	2	2	119

Figure 1. Travel Agent Contribution
[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

By the research period, during 2018-2020, travel agent contribution to The Café - International Buffet Restaurant fluctuated monthly or yearly. This fluctuation affects the contract signed by both parties. Four thousand five hundred-one guests achieved the highest contribution in October 2018. The worst decrement happened in 2020 when none of the markets could achieve at least 50 percent of the desired target. This shows that the effectiveness of each contract can be categorized ineffectively in the last 12 months. The compilation of travel agent contributions from 2018 until 2020 has created the most extensive comparison—travel agent contribution in 2020 under the average of its contribution in the previous years. The statistic shows that the fluctuation is drastically between 2018 and 2020.

This analysis makes travel agent contracts in Chinese and non-Chinese markets questionable. In the following period, their capability must improve and develop the number. The critical power of travel agents increases depending on the travel and leisure demand. Years before this pandemic spread drastically, travel agents could contribute even exceeding the desired target. This contract is made exclusively based on the travel agent's capability to contribute to guests. In maintaining the amount of restaurant booking contribution, hotels must look for another strategy to stabilize the differences shown in Figure 1, which are very significant fluctuations. Should the strategy not rehabilitate the restaurant booking contributions, there will be another threat in the next period; for the next period, the travel agent contract must be created more effectively and attractively following the growth of travel and leisure.

1. Travel Agent Chinese Market Contribution in year 2018-2020

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Table 4. Travel Agent Chinese Market Contribution in the year 2018-2020

Month	2018				2019				2020			
	R/S	Target	%	Grade	R/S	Target	%	Grade	R/S	Target	%	Grade
Jan	1,879	1,915	98.12	E	1,574	1,580	99.62	E	1,513	1,550	97.61	E
Feb	2,489	2,479	100.40	VE	2,007	1,890	106.19	VE	1,011	1,310	77.18	LE
Mar	2,186	2,221	98.42	E	1,522	1,375	110.69	VE	0	0	0	IE
Apr	2,344	2,298	102.00	VE	1,723	1,790	96.26	E	0	0	0	IE
May	1,797	1,880	95.59	E	1,801	1,855	97.09	E	0	0	0	IE
Jun	2,213	2,105	105.13	VE	1,911	2,010	95.07	E	0	0	0	IE
Jul	2,273	2,115	107.47	VE	2,109	2,195	96.08	E	0	0	0	IE
Aug	2,501	2,460	101.67	VE	1,465	1,675	87.46	QE	0	0	0	IE
Sep	1,588	1,685	94.24	E	1,897	1,630	116.38	VE	0	0	0	IE
Oct	1,319	1,470	89.73	QE	2,041	1,895	107.70	VE	0	0	0	IE
Nov	1,211	1,375	88.07	QE	1,423	1,630	87.30	QE	0	0	0	IE
Dec	1,129	1,215	92.92	E	1,759	1,840	95.60	E	0	0	0	IE
Total	22,929	23,218			21,232	21,365			2,524	2,860		
Aver.	1,910.75	1,934.83	97.81	E	1,769.33	1,780.42	99.62	E	210.33	238.33	14.57	IE

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 4, in 2018, travel agents with Chinese market contributions fluctuated every month for a year. The performance of the travel agent in the Chinese market is effective since it brought 22,929 guests even though it cannot afford the target given that there are 23,218 guests. Even though the performance in 2018 mostly approached the target given. Unfortunately, the travel agent's Chinese market performance scored 97.81 percent and was categorized as "Effective." Travel agents in the Chinese market 2019 targeted 21,365 guests and achieved 21,232 guests. It means the 2019 travel agent Chinese market cannot achieve the target of -0.62 percent. Whereas the achievement of travel agents scored 99.62 percent and categorized "Effective," the travel agent Chinese market needs to improve its contribution. Compared with the previous year, the contribution of travel agents in the Chinese market decreased by around 1,697 guests, or 7.40 percent.

Throughout 2020, business declined because of this century's biggest pandemic. From the target of 2,860, the travel agent Chinese market could achieve 2,524 guests, which could not exceed the target of -11.75 percent. This decrement was the worst. Compared with the previous year, travel agent contribution decreased by 82.94 percent. Depending on this COVID-19 pandemic, according to the Food and Beverage Sales Manager, Chinese guests starting in the middle of February are declined from The Mulia, Mulia Resort, and Mulia Villas Nusa Dua. Compared with the previous year, travel agent contribution decreased by 82.94 percent. The reservation and forecast are changed regarding this decision. In Table 4 above, no Chinese guests are allowed to this company from February forward. Regarding this regulation, the travel agent contract for the Chinese guest was categorized as "Ineffective" in 2020 and scored 14.57 percent.

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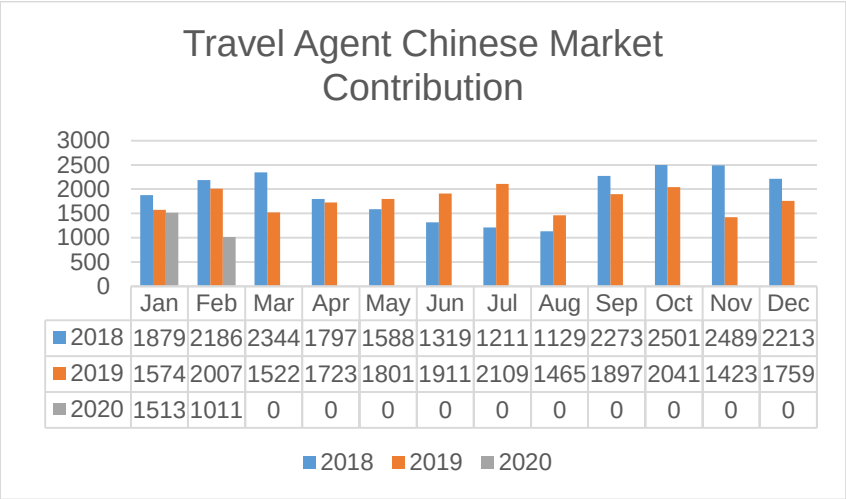


Figure 2. Travel Agent Chinese Market Contribution
[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

. Based on Figure 2, the travel agent in the Chinese market contributes to guests fluctuating monthly and yearly. In the first 24 months, travel agents contribute effectively to achieving the target settled. The highest contribution happened in October 2018, contributing 2,501 guests in a month. This number means the effectiveness of travel agents, especially in the Chinese market, exceeded the average in that year, which was 1,934 (Table 4). This achievement determines the revenue and future booking requirement

2. Travel Agent Non-Chinese Market Contribution in the year 2018-2020

Table 5. Travel Agent Chinese Market Contribution in the Year 2018-2020

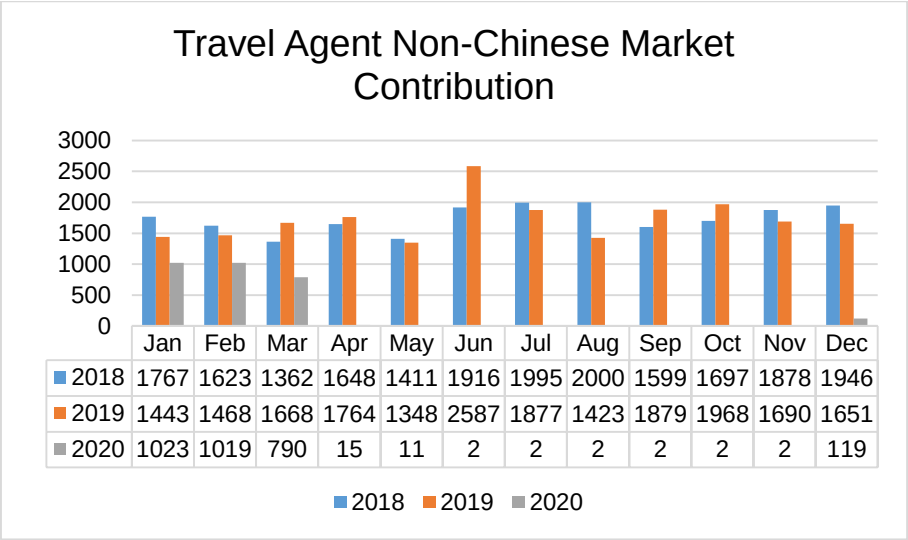
Month	2018				2019				2020			
	R/S	Target	%	Grade	R/S	Target	%	Grade	R/S	Target	%	Grade
Jan	1,767	1,763	100.23	VE	1,443	1,430	100.91	VE	1,023	1,000	102.30	VE
Feb	1,623	1,642	98.84	E	1,468	1,500	97.87	E	919	900	102.11	VE
Mar	1,362	1,307	104.21	VE	1,668	1,830	91.15	E	790	800	98.75	E
Apr	1,648	1,704	96.71	E	1,764	1,588	111.08	VE	15	250	6.00	IE
May	1,411	1,305	108.12	VE	1,348	1,395	96.63	E	11	200	5.50	IE
Jun	1,916	1,845	103.85	VE	2,587	2,290	112.97	VE	2	200	1.00	IE
Jul	1,995	2,060	96.84	E	1,877	1,855	101.19	VE	2	100	2.00	IE
Aug	2,000	1,965	101.78	VE	1,423	1,615	88.11	QE	2	100	2.00	IE
Sep	1,599	1,493	107.10	VE	1,879	1,745	107.68	VE	2	100	2.00	IE
Oct	1,697	1,541	110.12	VE	1,968	1,895	103.85	VE	2	100	2.00	IE
Nov	1,878	1,632	115.07	VE	1,690	1,655	102.11	VE	2	100	2.00	IE
Dec	1,946	1,835	106.05	VE	1,651	1,805	91.47	E	119	100	119.00	VE
Total	20,842	20,092			20,766	20.603			2,889	3,950		
Aver.	1,736.83	1,674.33	104.08	VE	1,730.50	1,716.92	100.42	VE	240.75	329.17	37.06	IE

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021]

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Travel agents in the non-Chinese market mostly come from Korea, Japan, Russia, and domestically. The Performance of travel agents in the non-Chinese market in 2018 fluctuated monthly. The total contribution was 20,842 guests and exceeded the target settled, which was 20,092 or 3.73 percent higher than the target given. This number brings travel agent non-Chinese contribution scored 104.08 percent and categorized "Very Effective." Travel agents in the non-Chinese market 2019 contributed 20,766 from the target of 20,603. This means that implementing non-Chinese travel agents achieved the desired target of 0.79 percent. During 12 months in 2019, travel agents' non-Chinese contribution can be said to be "Very Effective" and scored 100,42 percent.

In three years, 2020 was the most decrement. Compared with previous years, which produced more than 20,000 guests annually, 2020 only brought 2,889 guests. Travel agent non-Chinese market that brought guests in December 2020 was only domestic. Until 2021, a company focused on domestic, especially Bali Residence. In 2020, the non-Chinese travel agent market was still categorized as "Ineffective" and scored 37.06 percent.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2018	1767	1623	1362	1648	1411	1916	1995	2000	1599	1697	1878	1946
2019	1443	1468	1668	1764	1348	2587	1877	1423	1879	1968	1690	1651
2020	1023	1019	790	15	11	2	2	2	2	2	2	119

Figure 3. Travel Agent Non-Chinese Market Contribution
[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

During the research period presented in Figure 3 above, from 2018 until 2020, travel agents in the non-Chinese market intensively contributed to the number of guests. However, the graphic shows that unstable travel agent in the non-Chinese market has contributed 2,587 guests, the highest. This number means that travel agents in the non-Chinese market could contribute effectively. Years before, travel agents in the non-Chinese market could achieve several guests, averaging 1,700. Guests are traveling for any purpose outside of the events and unique travel. It makes sense that the travel agent non-Chinese market progresses more intensively every year.

The Effectiveness of Travel Agent Contracts in Increasing the Number of Bookings at The Café - International Buffet Restaurant

The implementation of travel agent contracts in Chinese and non-Chinese markets is analyzed by calculating and tabulating their effectiveness. Regardless,

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the performance directly affects revenue by the number of restaurant bookings. Data was obtained to analyze the contribution of travel agent contract implementation to the seating occupancy at The Café - International Buffet Restaurant The Mulia, Mulia Resort, and Mulia Villas Nusa Dua. The number of restaurant bookings through travel agent contracts is performed following the tabulation presented in Table 6.

Table 6. Travel Agent Contribution to The Restaurant Booking

Month	2018		2019		2020	
	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent
January	57.86	25.68	49.38	21.25	77.98	17.86
February	66.02	24.99	65.82	27.10	44.96	15.28
March	55.48	29.05	52.08	22.47	23.38	5.56
April	60.08	22.59	63.35	25.38	1.55	0.11
May	64.23	23.20	60.35	22.18	2.39	0.08
June	60.19	21.24	78.89	32.74	2.49	0.01
July	46.64	22.48	74.61	28.07	3.72	0.01
August	43.77	21.66	43.86	20.34	7.69	0.01
September	81.74	30.06	80.15	27.48	10.63	0.01
October	75.38	31.70	76.19	28.24	13.86	0.01
November	71.23	32.06	53.70	22.66	14.00	0.01
December	69.31	30.05	57.93	24.02	36.16	0.84
Average	62.66	26.23	63.03	25.16	19.90	3.32

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 6, travel agent contracts fluctuate yearly from 2018 to 2020. This contribution shows the effectiveness and identification of how it contributes to the number of restaurant bookings. In 2018, the average donation of travel agents scored 26.23 percent from the total occupancy, which was 62.66 percent. The highest contribution was in November 2018, supporting 32.06 percent of the total occupancy of 71.23 percent. The lowest gap happened in March 2018: Travel agents contributed 29.05 percent of the total occupancy, 55.48 percent. Only 26.43 percent of proof travel agents performed better and exceeded the non-travel-agent performance.

Travel agent contract contribution 2019 scored 25.16 percent from the total occupancy, 63.03 percent. The highest contribution was in June 2019, 32.74 percent, and the total occupancy was 78.89 percent. The lowest gap happened in January 2019; travel agents contributed 21.25 percent of the total occupancy, which was 49.48 percent. With the decrement in restaurant occupancy, the average contribution of travel agents was 3.32 percent from the full occupancy, which was 19.90 percent. The highest contribution was in January 2020, contributing 17.86 percent but still carrying out an elevated gap. Until November 2020, travel agent contract contribution decreased and only contributed 0.01 percent, even not making sense to increase the number of restaurant bookings. December 2020, travel agent contribution has already increased its cover to 0.84 percent. Although the number has grown, it still needs improvement and progress. The higher the travel agent contribution, the bigger the chance it could affect the number of restaurant bookings.

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1. Travel Agent Chinese Market Contribution to The Restaurant Booking

Table 7. Travel Agent Chinese Market Contribution to The Restaurant Booking

Month	2018		2019		2020	
	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent
January	57.86	13.23	49.38	11.09	77.98	10.66
February	66.02	15.40	65.82	15.65	44.96	7.61
March	55.48	17.06	52.08	10.72	23.38	0.00
April	60.08	12.66	63.35	12.54	1.55	0.00
May	64.23	11.56	60.35	12.68	2.39	0.00
June	60.19	9.29	78.89	13.91	2.49	0.00
July	46.64	8.81	74.61	14.85	3.72	0.00
August	43.77	7.95	43.86	10.32	7.69	0.00
September	81.74	16.01	80.15	13.81	10.63	0.00
October	75.38	17.62	76.19	14.38	13.86	0.00
November	71.23	19.41	53.70	10.36	14.00	0.00
December	69.31	16.11	57.93	12.39	36.16	0.00
Average	62.66	13.76	63.03	12.72	19.90	1.52

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Detailing the description of Table 7 above, begin with the 2018 travel agent Chinese market contributed 13.76 percent from the total occupancy, which was 62.66 percent. This number proves the success of travel agents liaising as a strategy to increase the number of restaurant bookings. The highest contribution was in November 2018, with 19.41 percent of the total occupancy of 71.23 percent. The lowest gap happened in August 2018, which was 35.82 percent. Unfortunately, the highest gap occurred in September 2018, when travel agents in the Chinese market only contributed 16.01 percent of the total occupancy, 81.74 percent. The comparison between three years of analysis shows that the Chinese market produced the highest in 2018, contributing an average of 13.76 percent, which goes beyond the travel agent contribution in 2019, which averaged 12.72 percent, and 2020, which averaged 1.52 percent.

In 2019, the average travel agent in the Chinese market supported 12.72 percent in 63.03 percent of the occupancy. The occupancy increased by 0.37 percent compared to the previous year, but the travel agent contribution decreased by 1.04 percent. The highest contribution was in February 2019, 15.65 percent from the total occupancy of 65.82 percent. The decrement also happened in 2020, when the gift was only 1.52 percent. The finalization of revenue counted; this was the most significant and drastic decrement. Beginning in March 2020, none of the travel agents in the Chinese market brought guests. This can happen because the management temporarily blocks the Travel agent's Chinese market. A travel agent that still contributed was the only travel agent in the non-Chinese market.

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2. Travel Agent Non-Chinese Market Contribution to The Restaurant Booking

Table 8. Travel Agent Non-Chinese Market Contribution to The Restaurant Booking

Month	2018		2019		2020	
	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent
January	57.86	12.45	49.38	10.16	77.98	7.21
February	66.02	9.59	65.82	11.45	44.96	7.67
March	55.48	11.99	52.08	11.75	23.38	5.56
April	60.08	9.94	63.35	12.84	1.55	0.11
May	64.23	11.64	60.35	9.49	2.39	0.08
June	60.19	11.95	78.89	18.83	2.49	0.01
July	46.64	13.67	74.61	13.22	3.72	0.01
August	43.77	13.71	43.86	10.02	7.69	0.01
September	81.74	14.05	80.15	13.68	10.63	0.01
October	75.38	14.09	76.19	13.86	13.86	0.01
November	71.23	12.66	53.70	12.30	14.00	0.01
December	69.31	13.94	57.93	11.63	36.16	0.84
Average	62.66	12.47	63.03	12.44	19.90	1.80

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 8, Travel agent non-Chinese contribution in 2018 reached 12.47 percent of the total occupancy, which was 62.66 percent. The highest contribution was in October 2018, 14.09 percent of the total occupancy, 75.38 percent. There was a decrease of 0.03 percent in 2019 for the travel agent non-Chinese contribution, while there was an increment for the entire restaurant occupancy achievement. The highest contribution was in June 2019, which contributed 18.83 percent of the total occupancy, which was 78.89 percent. This was the most significant number of travel agents in the non-Chinese market contribution for the last 3 (three) years in 2018-2020. The lowest gap was in August 2019. The travel agent non-Chinese market contributed 10.02 percent, while the total occupancy was 43.86 percent.

The achievement decreased in 2020 yet only contributed 1.80 percent of the total occupancy, which was 19.90 percent. Even though there are drastic decrements due to the current situation, travel agents in the non-Chinese market still make only 0.01 percent each month. Nowadays, the market is getting better slowly; in December 2020, travel agents in the non-Chinese market increased their contribution even though they were still categorized in a tiny number. This increment gives travel agents in the non-Chinese market a chance to progress and improve. Along with the improvement, the travel agent contract can be categorized as a good strategy for increasing the restaurant occupancy at The Café - International Buffet Restaurant.

The Most Effective Travel Agent Contract in Increasing the Number of Restaurant Bookings at The Café - International Buffet Restaurant

The finalization of this analysis is finding the most effective travel agent contract to increase booking at The Café - International Buffet Restaurant. This category is identified by comparing the target settled with the actual achievement

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of both travel agent contracts. Table 9 shows the mark settled by management that needs to be achieved by the travel agent contract.

Table 9. Target of Restaurant Booking

Year	Travel Agent		Chinese-Market		Non-Chinese Market	
	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)
2018	43,310	25.96	23,218	13.93	20,092	12.03
2019	41,968	25.13	21,365	12.80	20,603	12.44
2020	6,410	3.86	2,860	1.73	3,650	2.19
Total	91,688	18.32	47,443	9.49	44,345	8.88

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

According to the Food and Beverage Sales Manager of The Mulia, Mulia Resort, and Mulia Villas Nusa Dua, the desired target was settled by considering 3 (three) points. There are future forecasts that have arranged for future booking, previous achievements, segmenting, and current market situation. Based on these points, the target settled following the trending blitz. Once the target has dropped, all strategies used to achieve the number of targets started, including a travel agent contract. Generally, every arrangement has its target that is decided differently based on the situation. The target of travel agents made 700-1,000 guests per year per travel agent. Following Table 9 above, the achievement of travel agent contracts in both the Chinese and Non-Chinese markets, complete with the percentage of its contribution.

Table 10. Actual Restaurant Booking

Year	Travel Agent		Chinese-Market		Non-Chinese Market	
	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)
2018	43,771	26.23	22,929	13.76	20,842	12.47
2019	41,998	25.16	21,232	12.72	20,766	12.44
2020	5,513	3.32	2,524	1.52	2,989	1.80
Total	91,282	18.24	46,685	9.33	44,597	8.91

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 10, the achievement of the travel agent contract reached 91,282 guests in 3 (three) years in 2018-2020. They have shown that the desired target of travel agents is 91,688 guests. This number indicates that the overall achievement of the travel agent contract is ineffective because the actual achievement cannot reach the desired target. In 2018, a travel agent had 43,771 guests from the target of 43,310, which means that in 2018, the travel agent could exceed the desired target. This also happened in 2019 when the travel agent contributed 41,998 guests while the settled target was 41,968. Travel agents cannot afford more numbers, so in 2020, travel agents cannot even reach the target settled. Overall achievement, the number is -0.42 percent or should produce a minimum of 286 more guests to reach the target settled.

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Deeply detailing the travel agent contract, the Chinese market targeted 23,218 guests in 2018 but only reached number 22,929 guests. In 2019, it targeted 21,365 guests, and the travel agent Chinese market achieved 21,232 guests. The 2020 travel agent Chinese market targeted 2,860 guests yet only reached 2,524. Based on this comparison, the travel agent contract Chinese marker cannot afford the target settled in 3 (three) years from 2018-2020. The target was fixed at 47,443 guests, and the travel agent Chinese market only reached 46,685 guests, minus 0.16 percent from the target settled.

Different things happened for the travel agent contract non-Chinese market. In 2018, travel agents in the non-Chinese market targeted 20,092 guests and exceeded the target by bringing 20,842. The same thing happened in 2019: a travel agent contract in the non-Chinese market targeted 20,603 guests and successfully got 20,766 guests in a year. However, the non-Chinese market cannot maintain the achievement in 2020 that targeted 3,650 guests yet only contributed 2,989 guests in 2020. Overall contribution in 3 (three) years, travel agent contracts non-Chinese market targeted 44,345 guests and reached 44,597 guests, exceeding 0.03 percent from the target settled.

Based on the above analysis in the result section, the implementation of travel agent contracts in both Chinese and non-Chinese markets as marketing strategies hit different numbers. It can be concluded that the performance of travel agent contracts in the non-Chinese market is more effective in increasing the number of restaurant bookings when compared to the travel agent contract in the Chinese market. This could happen because the travel agent in the non-Chinese market could achieve the overall target of 0.03 percent. This could be a consideration for the management in focusing on the non-Chinese market. This is also supported by the current situation that is more specific to the domestic guests who have more chance to be developed in recovering the company's financial growth. The result found that travel agent non-Chinese contract has a more attractive progression in producing guests. Effectively, the management should expand the networks of the cooperation of other wholesalers capable of working sustainably. Furthermore, evaluation is needed to identify which travel agent has already brought the appropriate number of guests with the dealing before the contract is made. This evaluation could be used to consider extending the contract or stopping the agreement on the due date.

Regardless, the similarities of this study with the previous research suggest that travel agent has critical power in cooperating with industries and can develop more, especially in bringing guests. However, the differences of this study case, which discusses the effectiveness of travel agent contracts, could analyze how the usage of travel agent contracts in running a business. For further research, the implication of travel agent contracts might be analyzed wider in other industry fields.

CONCLUSION

The implementation of travel agent contracts in Chinese and non-Chinese markets fluctuates monthly or yearly. Through the tabulation, in 3 (three) years, travel agent contracts in the non-Chinese market can be categorized as an effective strategy capable and applicable to increase the number of restaurant bookings. Implementing travel agent contracts made by travel agents in the non-Chinese market is more effective than travel agents in the Chinese market.

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Although travel agents in the Chinese market have reached a higher number, they cannot exceed the target.

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Development of Koja Cliff Tourist Attraction in The Era of The Covid-19 Pandemic in Tangerang District, Banten

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ABSTRACT

Purpose: Tourism is one of several sectors that has a big impact on increasing a country's income, foreign exchange, and employment for Indonesia. There are many types of tours offered, such as educational tours, nature tours, and many more. Unfortunately, at the end of 2019, specifically at the beginning of December, the world was shocked by the identification of the first case of the COVID-19 virus in China which has turned into a pandemic that attacks almost all countries in the world, including Indonesia. One of the sectors most affected by the pandemic is the tourism sector. The management of the tourist destination finally decided to close their place temporarily to support the government in breaking the chain of spreading the COVID-19 virus. Finally, after the implementation of the lockdown for a few months, the tourist attraction is allowed to operate again. One of the tourist attractions that has been operated again amid the pandemic is the Koja Cliff. The purpose of this research is to find out the development of the Koja Cliff tourist attraction in Tangerang District, Banten in the era of the pandemic.

Research method: The research used qualitative methods and purposive sampling as the sampling technique. Data were collected by interview, observation, and documentation.

Result and discussion: The results of the study explain that the development of the Koja Cliff tourist attraction so far can be said has not been good enough

Implication: the Koja Cliff tourist attraction manager already has some plans for future to develop the tourism objects which will focus on the Cliffs of the Koja Cliffs and surrounding attractions

Keywords: tourist, tourism development, koja cliff

INTRODUCTION

Indonesia is an archipelagic country known for having abundant natural resources, biodiversity, and historical and cultural heritage. Tourism is an example of a natural resource that has high economic value for an area that is managed by the community or local government to become an attractive tourist spot so that it can bring in tourists from outside and within the country (Wahyuningsih, 2018).

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Unfortunately, at the end of 2019, to be precise, in early December, the world was shocked by the identification of the first official case of the COVID-19 virus in China, which was thought to have originated from the seafood market in Wuhan, until now the Covid-19 virus has turned into a serious outbreak. attacking almost all countries in the world, including Indonesia, where the virus was first confirmed in early March 2020 (internasional.kontan.co.id, 2021). The impact of this for Indonesia was a decrease in the level of foreign tourist arrivals through all entry points which amounted to 74.84%, namely in 2019 there were 16,108,600 visits while in 2020 there were 4,052,923 visits. The following is a graph of foreign tourist arrivals in 2019-2020:

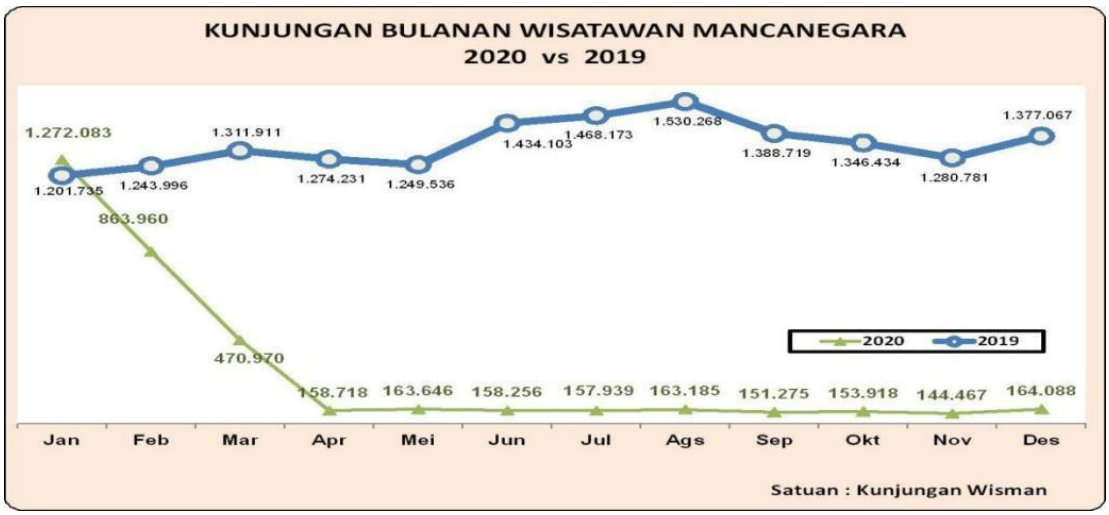


Figure 1 Monthly Visits of International Tourists 2020 vs 2019
[Source: Data Center and Information System, Kemenparkraf/Baparekraf (kemenparekraf.go.id, 2021)]

Over time, after the implementation of Community Activity Restrictions (PPKM) previously known as Large-Scale Social Restrictions (PSBB) continued to show improvement and succeeded in reducing the number of COVID-19 cases in Indonesia, finally, tourist destinations were gradually allowed to resume operations by the government. According to Prof. Dr. Syamsul Arifin, MPD (antaranews.com, 2021) tourism is safe to do amid a pandemic, namely outdoor tourism such as parks, mountains, beaches, and others. He explained that open spaces have direct exposure to sunlight and good air circulation so that the risk of transmitting the COVID-19 virus is much lower than in closed rooms.

Banten province is one of the provinces that is slowly resuming operations. Baten Province is located in the westernmost part of the island of Java. Based on the Law of the Republic of Indonesia Number 23 of 2000 the Banten area has an area of around 9,160.70 square km. Banten Province is located between 5º7'50"-7º1'11" South Latitude and 105º1'11"-106º7'12" East Longitude which consists of 4 cities, 4 districts,

155 sub-districts, 313 sub-districts and 1,238 villages. Based on data from the Central Statistics Agency, tourist visits to Banten Province in a period of five years, namely from 2014 to 2018 reached tens of millions of people per year which can be seen in detail in the following table:

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Table 1. Data on Tourist Visits To Banten Province

Year	Local Tourist	International Tourist	Total
2014	13.151.877	242.233	13.394.110
2015	14.118.787	125.162	14.243.949
2016	15.876.353	281.758	16.158.111
2017	20.863.460	848.360	21.711.820
2018	17.982.140	327.003	18.309.143

[Source: (kabarbanten.mind-rakyat.com, 2020)]

One of the natural tourist attractions that has become a tourist destination in Banten Province during the pandemic is Koja Cliff Park. Koja Cliff Park or as it is often called by the people around Godzilla Cage. It is called Godzilla Cage because there are limestone cliffs that look like Godzilla lizards surrounded by high cliffs that at first glance look like drums (nativeindonesia.com, 2021). Koja Cliff Park is a former sand excavation area of approximately 2.2 hectares owned by a resident who lives in Cikuya Village, Solar District, Tangerang Regency which is no longer active because the holes resulting from sand excavation caused the soil to erode up to 5 to 10 meters into and now leaving lined cliffs that look towering randomly but look beautiful and exotic (Tangerang online. id, 2017). By simply paying a ticket fee of IDR 5,000 per person and a parking fee of IDR 3,000 for two-wheeled vehicles and IDR 5,000 for four-wheeled vehicles, tourists can enjoy beautiful scenery wrapped in an atmosphere like the one above. valley that has a stretch of rice fields and a small lake below, and is surrounded by cliffs and dunes that are created naturally from former mining.

However, it's a pity that there are still many Tangerang people who don't know about this tourist attraction that has been transformed by nature to be very beautiful, even though the Koja Cliff Park tour has great potential as an alternative destination for residents in Tangerang City, Jakarta, and its surroundings. After the Koja Cliff Park started going viral on social media, this place then became crowded with visitors from Tangerang City and various regions, but the instructions and information available to enter this tourist destination were still inadequate, and the Koja Cliff Park tour was considered one of the so many natural tourist attractions in Tangerang City that cannot be managed properly in terms of arrangement. During an increasingly developing development process, the potential of Koja Cliff Park tourism should be utilized by the government to be used as a regional tourism asset (dispar.bantenprov.go.id, 2017). In addition, there are also accessibility problems for tourists who use public transportation such as electric trains (KRL), due to the minimal location of public transportation and it is difficult to order a taxi or motorcycle taxi online in the booking application after getting off the train station. As a result, the ojek base is the best choice with relatively expensive fares starting at a price range of IDR 25,000 per person (travel.kompas.com, 2019).

RESEARCH METHOD

This research uses a qualitative descriptive method because the researcher intends to understand, reveal, and explain various phenomena in the field and then summarize them into descriptive conclusions based on the data

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that has been collected. In this study, the unit of analysis used was management and tourists at the Koja Cliff Tourism in Tangerang Regency, Banten during the pandemic era. The unit of analysis is the unit to be studied which can be in the form of objects, individuals, groups, or social events as the research subject (Kuncoro,
2013).

RESULTS AND DISCUSSION

1. Research Object Description

   The Koja Cliff tourist attraction is a natural tourist in Tangerang which presents beautiful views of exotic cliffs lined up soaring high combined with a greenish pond and green grass below. This makes the Koja Cliff tourist attraction a suitable place for photo hunting with various interesting spots. The Koja Cliff tourist attraction is located in Cikuya Village, Cireundeu Village, Solar District, Tangerang Regency, Banten Province with a land area of approximately 2.2 hectares. Located not far from the Cisoka highway and flanked by rice fields belonging to the local community.



Figure 2. Views of the Koja Cliff Tourism Object
[Source: Personal Documentation, 2021]

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Figure 3. Cliffs Resembling Godzilla Lizards on Koja Cliffs
[Source: Personal Documentation, 2021]

2. Development Of Koja Cliff Tourist Attraction In The Era Of The Covid-19 Pandemic In Tangerang District, Banten

Tourist objects and attractions are everything that encourages people to visit and stop at a tourist destination (Efendi, Rifanjani, & Siahaan, 2019). For the management of a tourist object to run well and be enjoyed by all tourists, a tourist attraction according to (Yuniati, 2017) must have four components, namely:

a. Attraction

The attractions at the Koja Cliff are views of high cliffs randomly but looking beautiful that rise up and at the bottom there is green grass and a greenish lake which makes the location very suitable for photo hunting in various spots available on the Koja Cliff like being on a cliff, cliff steps, cliffs below that are randomly shaped, and so on. One of the most famous photo spots is on a cliff which is located near the entrance which is directly opposite the cliff and is shaped like a Godzilla lizard which is the uniqueness of the Koja Cliff. Apart from doing photo hunting, visitors can enjoy the experience of walking around an area of approximately 2.2 hectares while enjoying views of the beautiful cliffs to simply relieve fatigue or refresh from the daily routine. Another thing that visitors can do is rent a wooden boat that can accommodate up to 6 people at a time to explore the foot of the cliff and take photos at certain spots which will be informed by the wooden boat rowers. Visitors also have the opportunity to enjoy sunrise and sunset moments combined with beautiful cliffs that can also be used as photo backgrounds. However, visitors who want to enjoy the sunrise must come to the Koja Cliff earlier.

b. Amenities

According to the results of observations made by researchers, the amenities at the Koja Cliff are that there are several stalls at the top of

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the Koja Cliff selling everything from snacks to food to fill the stomach, while at the bottom of the cliff, there is a hut selling coconuts which can be used as a place to relax for a while. visitors after walking around and taking photos. The facilities available at the Koja Cliff are still quite lacking, only there is land for parking two or four-wheeled vehicles, toilets, and huts that can be used as places for worship. The Koja Cliffs also do not have their own lodging business, the closest accommodation for tourists is approximately 14 KM from the Koja Cliffs location.

c. Accessibilities

According to the results of observations made by researchers, the location of the Koja Cliff is located in the middle of a stretch of rice fields belonging to the surrounding community which is located not far from the Cisoka highway which can be passed by two-wheeled or four-wheeled vehicles. Road access to the Koja Cliff tourist attraction can be said to be very good because the road conditions are quite well maintained so it is quite easy for tourists who use private vehicles. Before entering the Koja Cliff tourist attraction, visitors will pass several houses of the local community and a wide expanse of rice fields, creating a cool and beautiful atmosphere. Unfortunately, information and instructions related to entering tourist attractions are still inadequate, making it quite difficult for tourists who are coming to visit for the first time. In addition, the location of the Koja Cliff is very minimal by public transportation which makes it difficult for tourists who rely on public transportation as a means to travel, which in turn requires them to choose motorcycle taxis based around the area to continue their journey to tourist sites at relatively more expensive rates.

d. Ancillary (Supporting Institution)

According to the results of observations made by researchers, there is still no tourism management institution that cooperates with the Koja Cliff due to the rejection of the owner of the tourist object and the local community towards cooperation with the local government (Pemda) because it is considered to reduce the income of the surrounding community and the concept offered will eliminate the natural feel from the Koja Cliffs. There is only a Tour Guide service which is the local community who will help explain and accompany you around while at the Koja Cliff tourist attraction.

Tourism development is a series of efforts to realize integration in the use of various tourism resources and integrate all aspects outside of tourism that are directly or indirectly related to the continuity of tourism development (Wardhani & Valeriani, 2016). In the development of a tourist attraction, the collaboration of three actors is needed to create an innovation, namely, academia, government, and business, or what is commonly referred to as the Triple Helix. Here is the explanation:

1) Academics

Academics play a role in producing various scientific research regarding the potential of the Koja Cliff tourist attraction. The resulting study forms the basis for an analysis of the potential of the Koja Cliff which will be developed so that it can produce values that can attract more tourists to visit. Academics suggest that the Koja

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Cliff tourist attraction needs to be given innovation such as adding new attractions so that it can attract more tourists from all walks of life to visit and not only attract tourists to come take pictures but also enjoy other attractions at the Koja Cliff tourist attraction. The role of academics in suggesting innovation in the form of adding new attractions to the Koja Cliff tourist attraction has made the tour manager try to include several innovations in the Koja Cliff tourist attraction that has been developed so far to create innovation in the form of adding wooden boat attractions to surround the foot of the cliff and adding several spots new to taking pictures. According to the Koja Cliff tourism manager, the innovations that have been carried out have had a good impact on increasing tourist visits to the Koja Cliffs.

2) Government

The government's role in developing the Koja Cliff tourist attraction has so far been minimal. The government has not shown its role optimally as a facilitator so it has an impact on the development of the Koja Cliff tourist attraction. One example of the minimal role of the local government is not holding prior socialization to tour managers and the community at the Koja Cliff, resulting in the rejection of the concept of adding attractions such as flying foxes and duck boats proposed by the local government which are considered by tourism managers to eliminate the natural value of Koja Cliff tourist attraction. The role of the local government regarding the development of the Koja Cliff tourist object which can be felt at this time is the development of physical infrastructure in the form of paving block roads, washing and washing facilities in the Koja Cliffs.

3) Business

The Koja Cliff with its potential tries to innovate by adding new attractions, facilities, and spots for taking pictures. Business actors in the development of the Koja Cliff tourist attraction are in the form of providing wooden boat rides to explore the foot of the cliff, always maintaining the cleanliness of the tourist attraction, supervising all visiting tourists to avoid all criminal acts, and maintaining all photo spots. In addition, business people also play a role in promoting tourist attractions by creating Instagram social media and providing information to tourists by sharing photos with beautiful views of the Koja Cliffs. can be used as a place to take pictures with the background of beautiful cliffs soaring high above.

CONCLUSION

Koja Cliff is one of the tourist attractions in Tangerang Regency, Banten to be precise in Cikuya Village. Koja Cliff is a former sand mining area that is no longer active It is then turned into a tourist spot that presents views of towering cliffs randomly but looks beautiful. The beauty of these cliffs makes the Koja Cliffs a very suitable place for Photo Hunting. Apart from taking pictures, another thing that can be enjoyed by tourists at the Koja Cliff is exploring the foot of the cliff by using the wooden boat that has been provided.

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So far, the development of the Koja Cliff tourist attraction is still not good when viewed in terms of amenities which only have facilities such as toilets and huts to serve as places of worship and lodging places which are quite far from the location of the Koja Cliff tourist attraction, accessibility which does not yet have information and adequate instructions to enter the tourist attraction and it is difficult to find public transportation around the location of the tourist attraction, and the supporting institutions available are only tour guides at the Koja Cliff tourist attraction due to the refusal of cooperation with the local government from the manager who is considered to be able to reduce the economy of the surrounding community and eliminate the natural feel that has been maintained.

The development efforts that have been carried out for the Koja Cliff tourist attraction are providing wooden boat rides to explore the foot of the cliff, always maintaining the cleanliness of the tourist attraction, supervising all visiting tourists to avoid all criminal acts, maintaining all photo spots and promoting the object tourism by creating Instagram social media and providing information for tourists by sharing photos with beautiful views of the Koja Cliff. In efforts to develop tourist attractions in the future, it will still focus on the cliff area and its surroundings, such as adding a bridge above that is connected from one cliff to another so that you can add new spots for taking photos, building a garden planted with various kinds of flowers at the foot of the cliff, and installing guardrails to make the Koja Cliff tourist attraction safer for all tourists.

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Green Tourism-Based CSR as Practiced By Melasti Beach Management

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ABSTRACT

Purpose: This study aims to analyze the implementation of green tourism-based CSR (corporate social responsibility) by the regional head of Melasti Beach management, Badung, Indonesia.

Research methods: The data collection methods used are observation, interviews, document study, and focus group discussions. Furthermore, data analysis used descriptive qualitative analysis, including data reduction, presentation, and conclusion.

Results and discussion: The results show that CSR activities of the Ungasan Bupda (Baga et al.) in managing Melasti Beach include four aspects, namely economic aspects, social aspects, cultural aspects, and environmental aspects.

Implication: All CSR activities carried out reflect the theory of sustainable tourism by paying attention to economic, social, cultural, and environmental sustainability.

Keywords: Corporate Social Responsibility, Green and Sustainable Tourism, Beach.

INTRODUCTION

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

Tourism development must be distinct from the principle of sustainable tourism development. UNWTO states that the guidelines for sustainable development and processing of tourism practices apply to all forms of tourism, whose principles refer to issues of environmental sustainability, economics, and social aspects to ensure long-term sustainability. According to Azam and Sarker in Arismayanti (2015), green tourism is a term for sustainable tourism practices, including economic, socio-cultural, and environmental sustainability.

The understanding of Corporate Social Responsibility (CSR) began in the 1970s; now, it is a form of innovation for the company's relationship with the community and consumers. CSR is now widely applied by multi-national and national or local companies. CSR is about values and standards related to the

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operation of a company in society. CSR is defined as a business commitment to operate legally and ethically that contributes to improving the quality of life of employees and their families, local communities, and the broader community within the framework of realizing sustainable development (Veronika et al., 2020).

Social responsibility is significant to consider in corporate planning because people are increasingly critical of thinking about the impact of the operation of a company. The implementation of CSR by the Ungasan Bupda (Baga et al. or Business Unit Belonged to and Managed by the Traditional Village) in the Melasti Beach management is one of the efforts that can support sustainable tourism activities and can be done to optimize the positive impact and minimize the negative impact caused by the company's operational activities. Corporate social responsibility is the social responsibility of a business committed to increasing company profits financially and to the socio-economic development of the region in a holistic, institutionalized, and sustainable manner (Suharto, 2007). CSR is a concern for companies that set aside a portion of profits (profit) for the benefit of human development (people) and the environment (planet) in a sustainable manner based on appropriate and professional procedures (Edhi, 2009).

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

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

RESEARCH METHODS

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

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

RESULTS AND DISCUSSION

Melasti Beach is one of the beach tourism destinations that applies the concept of harmonization of Tri Hita Karana, which presents a blend of the

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beach's natural beauty and culture. Melasti Beach is a BUPDA managed directly by the Ungasan Village community and led directly by the Ungasan Customary Bendesa. In its management, the Melasti Beach tourist area is protected and regulated in the Perarem customary rules of Ungasan Traditional Village No. 2 of 2018 concerning the Establishment and Management of the Unit for the Melasti Coastal Area of Ungasan Village and managed by professional management where all employees are appointed from the Ungasan Village community. Managing Melasti Beach as a tourist attraction creates jobs for the Ungasan Village community. It can also generate profits and increase local revenue (PAD).

Based on this, the results obtained from the management of the Melasti Beach Area are channeled back to the Ungasan Village community through programs made by the village. The CSR practices carried out by the Ungasan Bupda were created and planned by the village institution through village programs. The CSR program was created with the aim of the welfare of the relevant stakeholders. The results of the Melasti Coastal Area management are handed over to the village to carry out the village programs that have been made. The management principle is applied to create sustainable tourism. The implementation of CSR by the Ungasan Bupda can create the management of the area, village institutions, and local communities that are independent and empowered to develop their regions. This is in line with research conducted by Juniari & Mahyuni (2020), it was found that CSR practices implemented by Monkey Forest Ubud were created and planned by village institutions through village programs.

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

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

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Figure 1. Providing Assistance to the Ungasan Village Community
[Source: Ungasan Bupda, 2021]

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

The practice of CSR carried out by the Ungasan Bupda in the economic field, namely by providing job opportunities to local communities, thus will improve the local community's economy. The provision of financial assistance and necessities to employees and the community. With the management of Melasti Beach as a tourist attraction, it has a positive impact on local communities because people get jobs and opportunities to do business such as selling in the beach area and opening other businesses. It is said that all employees who work in the Melasti Beach area are residents of Ungasan village. In this case, the Ungasan Bupda focuses more on providing job opportunities for local communities because this will have a greater impact on the sustainability of the community's life itself. In addition, the provision of basic food assistance was also carried out to mitigate the impact of the current COVID-19 pandemic.

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Figure 2. CSR activities in social aspects
[Source: Ungasan Bupda, 2021]

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

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



Figure 3. CSR activities in cultural aspects
[Source: Ungasan Bupda, 2021]

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

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celebrated every year in February, donations for the celebration of Pengrupukan, and making ogoh-ogoh.

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



Figure 4. CSR activities in environmental aspects
[Source: Ungasan Bupda, 2021]

CSR requires companies to increase the community's capacity and quality of life and be more responsible for the environment in which they operate. Look at Law Number 23 of 1997 concerning Environmental Management (UU PLH). It

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is emphasized that everyone has the right to play a role in management and must maintain the environment. This means that regulations mandate community participation in supporting CSR, so realizing a good, sustainable, and beneficial environment for the community and the company is necessary. Law No. 23 of 1997 concerning Environmental Management also still emphasizes the obligation for parties to make efforts to provide true and accurate information regarding environmental management so that the meaning and understanding of CSR can be reflected through this provision (Veronika et al., 2020; Oka & Darmayanti, 2020).

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

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

CONCLUSION

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

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is celebrated every year in February, donations for the celebration of Pengrupukan, and making ogoh-ogoh.

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

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The Contribution of Online and Offline Travel Agent Reservations to Increase Room Occupancy at The Westin Resort Nusa Dua, Bali

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ABSTRACT

Purpose: This research focuses on the contribution of room reservations and occupancy. The problem under investigation is to compare the contributions of online and offline travel agents to room occupancy. This study aimed to determine the magnitude and comparison of the gift of online and offline travel agents to room occupancy at The Westin Resort Nusa Dua, Bali.

Research methods: Data were collected using observation, documentation, and a literature study with a quantitative and qualitative descriptive approach.

Results and discussion: The results of this study indicate that in 2018 online travel agents contributed 36,88% and offline travel agents contributed 23.74% of the total room occupancy for a year, 78.95%; in 2019, online travel agents contributed 38.55%, and offline travel agents contributed 24.69% of the total room occupancy for a year 84.39%, and in 2020 online travel agents contributed 34.04% and offline travel agents contributed 23.34% of the total room occupancy for a year 19.25%.

Implication: Based on that, it shows that reservations through online travel agents have a more significant contribution than offline travel agents. Online and offline Travel Agents with the most dominant assistance were Citrip, with a 9% donation, and Kliknbook and Mandira, contributing 3%. During the COVID-19 pandemic, the gift of online and offline travel agents decreased significantly due to many cancellations.

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

INTRODUCTION

Bali is an island well known for its natural and cultural beauty which can attract many foreign tourists to choose Bali as a tourist destination. As a tourist destination, Bali has many tourist objects that are familiar with its natural beauty. Tourist objects such as beaches, mountains, and rice fields, apart from natural tourism Bali also has a variety of beautiful arts and unique culture that the Balinese people continue to maintain. Tourism objects need reliable information actors, and the tourism sector is a sector that has links with other sectors; even the security sector is involved in it (Chatamallah, 2008).

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The number of tourists who come to Bali continues to grow every year. Foreign tourist's visits to Bali in 2020 have decreased due to the COVID-19 pandemic, which has made foreign tourists unable to come to Bali due to lockdowns in several countries such as Spain, Malaysia, Italy, France, Denmark, Ireland, Dutch (Belanda), and Belgium. About 80% of small and medium enterprises from the tourism sector, with millions of livelihoods worldwide, were affected by COVID-19 (Sugihamretha, 2020).

The increase in the number of tourist visits has a positive impact on increasing the value of investment in the tourism sector, the growth of investment in the tourism sector is marked by the increasing development of accommodation facilities, including hotels, villas, and homestays in Bali (Suniarti & Menuh, 2019). Tourism is also one of the sectors that encourage the economic growth of a country. Of course, it has a strategic role related to the availability of tourism-supporting commodities such as transportation, accommodation, entertainment, services, etc. (Nirwandar, 2011). Hotels are one of the most needed tourist accommodation facilities for tourists to stay in the tourist destination. One of them is The Westin Resort Nusa Dua, Bali. Hotels are commercially managed accommodations provided for a person or group of people, providing services, lodging, food and beverages, and other services according to technological needs (Bagyono, 2012). Meanwhile, according to (Utama, 2017) Hotel is a business that is engaged in accommodation managed professionally to benefit from providing lodging services, food, beverages, and other facilities. The hotel is divided into two parts, namely the operational department and the back office department. The front of the hotel is part of the hotel, which maintains a direct relationship with guests, for example, the front office, housekeeping, and courtroom. Meanwhile, the Back of the hotel is part of the hotel, which does not have a direct relationship with guests, for example, maintenance, engineering, accounting, and others (Rizqi & Achmad, 2015).

According to Pradiatiningtyas (2017), a hotel is a form of building, symbol, company, or business entity accommodation that provides services lodging, food, and beverage providers, as well as other service facilities where all the service is intended for the community in general, both those who spend the night at the hotel or those who use certain facilities owned that hotel (Sulastiyono, 2011). Ty types of hotels based on location can be grouped as city hotels, residential hotels, Resort hotels, and Motel resorts (Soenarno, 2006).

The Westin Resort Nusa Dua, Bali, is one of the 5-star hotels in Bali that provides complete facilities to tourists, such as rooms, restaurants, spas, gyms, swimming pools, conventions, and shopping areas. Various departments in the hotel are the Front Office, Housekeeping, Food and Beverage, Engineering, Accounting, Sales and Marketing, and Human Resources (Sujanto, 2008).

In this research, the focused object is the Sales and Marketing department, especially the Reservation Sales Agent section, where the reservation sales agent section makes reservations through travel agents and communicates directly about all reservation needs needed by guests. According to Sambodo & and Bagyono (2012), reservations also mean a section in the hotel front office department responsible for room marketing activities. Meanwhile, Soenarno (2006) states that reservations are reservations made before someone comes to the hotel; reservation, in a broader sense, is a section of the hotel tasked with and responsible for handling order requests from potential guests. The sales and

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Marketing Department is a department coached to conduct sales and promotions to increase room occupancy at The Westin Resort Nusa, Bali. It cannot be denied that a company or agency cannot be separated from the role of the Sales and Marketing department because, as we know, the primary function of Sales and Marketing is to market products or services owned by a Company (Chatamallah, 2008).

Reservation sources are institutions or individuals who make room bookings (Endar, 2014). From its definition, some reservation sources exist as individual, company, government, travel agents, airlines, and central reservation systems. Reservation types are divided into two types: Guaranteed Reservations and Non-Guaranteed Reservation. Three is some media reservations for getting about the guest information booking; reservation media is a tool, media, method, or method desired by potential guests in making room reservations, including Telephone, Letter, Facsimile, E-mail, Computer Terminal, and Personal (Bagyono, 2006)

Direct booking reservations can be made in various ways, namely by directly contacting the hotel to make room reservations by telephone, fax, email or directly coming to the hotel to make room reservations. They can book rooms via the official website (Liu & Zhang, 2014). indirect booking is a room order made through an intermediary or other company; booking a room with an indirect booking can be done through several intermediaries, namely the Offline Travel Agent, Online Travel Agent, and Global Distribution System (Masiero & Law, 2016).

A travel agent is a company whose activities take care of the needs of their customers who wish to make trips by using either land, air, or sea transportation to reach the desired destination (Muljadi, 2010). Meanwhile, according to Bagyono (2014), a travel agent is an activity of a commercial nature that regulates, provides, and organizes services serving a person or group of people for the primary purpose of traveling and for profit. The online channels provided by online travel agents can create a sense of comfort for their customers and use them because they get lower costs and their use is more accessible; this makes online travel agents more and more attractive to many people (Xingyang et al., 2020). Based on the market share, travel agents can be grouped into 2 online and offline travel agents (Yoeti, 2006).

The sales and Marketing department at The Westin Resort Nusa Dua, Bali, collaborates with online and offline travel agents because the contribution of online and offline travel agents plays a vital role in the development of the industry, especially in increasing hotel room occupancy and contributing means that the individual is also trying to improve the efficiency and effectiveness of his life (Ahira, 2012). Room occupancy is a form of the percentage of rooms occupied by guests or rented out to guests compared to the number of rooms rented, which is calculated by period, for example, daily, monthly, yearly (Darmardjati, 2006), Meanwhile, according to Endar (2014) In English, it can be interpreted that the occupancy rate of a room, a condition to what extent the number of rooms when compared with the total number of rooms that can be sold.

One of the relationships that play an essential role in capturing consumers is Travel Agents; in a pandemic, online and offline travel agents make reservations at The Westin Resort Nusa Dua, Bali. With online and offline travel agents, guests can get promotions and lower prices according to the contract

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rate. Online and offline travel agents are one of the most contributing sources in increasing room occupancy at The Westin Resort Nusa Dua, Bali. The research that is used as a reference in this study is (1) Putri et al. (2014) entitled "The Influence of Travel Agencies as Distribution Channels on Room Occupancy Rates at the All Seasons Hotel Legian Bali." This study found that offline travel agents had a dominant effect, compared to online travel agencies, on the room occupancy level at the All Seasons Legian Hotel. (2) Lestari, (2014) entitled "The effect of Reservations via Online and Offline Travel Agents on Room Revenue at Solaris Hotel Kuta" This research uses multiple regression analysis, multiple correlation analysis, F test, and coefficient of determination analysis. From the analysis results, it was found that reservations through online travel agents and online travel agents had a real and significant effect on room revenue at Solaris Hotel Kuta. (3) Silva & Goncalves (2016) entitled "Causal recipes for customer loyalty to travel agencies: Differences between online and offline customers," uses the fs QCA method" found that different combinations of various factors lead to higher customer loyalty. (5) Artini et al. (2018), entitled "Evaluation Of Travel Agent's Reservation Contribution On The Occupancy In Pelangi Bali Hotel And Spa," is descriptive statistical research that is presented by statistical tables. The results showed that the contribution of online and offline travel agent reservations in the last 3 years was unstable every month. The online travel agent's contribution increased room occupancy more than offline travel agents. (6) Suwijati (2019) entitled "The Contribution Analysis of Online and Offline Travel Agents in Increasing Room Occupancy," revealed that the contribution of online and offline travel agents for three years has fluctuated.

RESEARCH METHODS

The research was conducted at The Westin Resort Nusa Dua, Bali, in the Sales and Marketing Department, especially in the Reservation Sales Agent Section. They are starting from January 2022 until July 2022. The object of this research is the contribution of reservations through online and offline travel agents and room occupancy at The Westin Resort Nusa Dua, Bali. Based on its definition, the variables in this research are reservations through online and offline travel agents and room occupancy. This Research uses two types of data, namely Quantitative data and Qualitative data; Quantitative data is data in the form of numbers or qualitative data that is estimated or scoring (Sugiyono, 2015), and qualitative data is in the form of words, sentences, gestures, facial expressions, charts, pictures, and photos (Sugiyono, 2015). In this research, the quantitative data is numerical data on the number of tourists who make reservations through online and offline travel agents at The Westin Resort Nusa Dua, Bali, in 36 months starting from 2018, 2019, and 2020. qualitative data is obtained from interviews with the assistant reservation manager and staff in the reservation section, observation, and document analysis organizational structure, history, and facilities of The Westin Resort Nusa Dua, Bali.

The data sources in this research are primary; primary data is a data source that directly provides data to data collectors (Sugiyono, 2015). Data was obtained through the process of observation and interviews with the superior who was in the reservation department regarding all knowledge and support in order to answer the problems in this research and secondary data, Secondary data sources are sources that do not directly provide data to data collectors, for

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example through other people or documents (Sugiyono, 2014) is in the form of data on the number of reservations through h online travel agents and offline travel agents, as well as the number of room occupancy for the last three years at The Westin Resort Nusa Dua, Bali 36 months data start from 2018, 2019 and 2020 which were obtained from the sales & marketing department at The Westin Resort Nusa Dua, Bali.

The data collection method used in this research is Observation; observation is a data collection technique Limited to people and other natural objects (Sugiyono, 2016). Observations in this research were conducted to learn firsthand about the hotel and all the facilities provided and to participate in processing reservations from the Online and Offline Travel Agents into the reservation system used by The Westin Resort Nusa Dua, Bali. The interview is a meeting of two people to exchange information and ideas through question and answer so that the meeting can be meaningful on a particular topic (Sugiyono, 2015b). Interviews in this study were conducted to obtain information about online and offline travel agents and room occupancy. This data was taken by interviewing the reservation manager and reservation sales agent at The Westin Resort Nusa Dua, Bali. Documentation is a data collection technique by collecting documents or data from a particular source (Noor, 2014). Documentation in this research is in the form of data on the number of tourists who make reservations through online and offline travel agents reservations, the number of room occupancy, an overview of the hotel, and the facilities owned by The Westin Resort Nusa Dua, Bali. Moreover, Literature study, the literature study is also related to theoretical studies and other references relating to values, culture, and norms that develop in the social situation under study; library studies are critical in researching because research cannot be separated from Scientific literature (Sugiyono, 2016) in this research, the literature study is carried out to find previous research and theoretical basis according to experts related to the research being carried out.

In this research, descriptive statistical analysis techniques descriptive statistics are used to analyze data by describing the data collected without intending to make conclusions that apply to the general public or generations (Sugiyono, 2016). Qualitative descriptive analysis technique in this study using Microsoft Excel The qualitative descriptive analysis technique in this research is as follows: (1) Presentation of data in tabular form. Using this analysis, a trend of research results will be known, whether included in the low, medium, and high, decreasing or increasing categories. (2) Visual representations such as bar, circle, or line charts. The use of this analysis is to look for or find patterns and relationships between variables in research. (3) Calculations using statistical techniques in this research include: (a). The frequency is expressed by the percentage development of online and offline travel agent contributions; the correct form of displaying frequency data in this research is a bar chart. (b). The mean is the average of the calculated contributions. (4) Descriptive, namely describing or making conclusions from the results of calculations obtained and describing the circumstances regarding the facts that occur in the research.

RESULTS AND DISCUSSION

This research was conducted at The Westin Resort Nusa Dua, Bali, aiming to determine how much online and offline travel agents contribute to room

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occupancy at Westin Resort Nusa Dua Bali. This research was conducted online and offline. In this research, we will discuss the contribution of online and offline travel agents as well as the contribution of each existing agent, and then conclusions will be drawn. The following are the results of data processing and discussion.

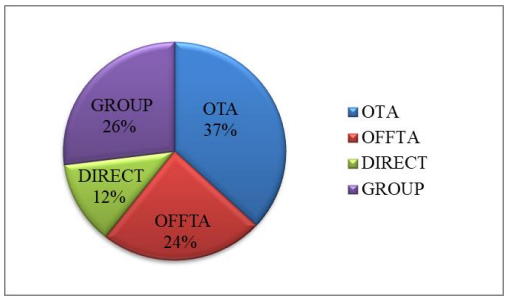


Figure 1. Percentage of reservation sources at The Westin Resort Nusa Dua, Bali, in 2018
[Source: Sales and Marketing Department, 2021 (Data processed)]

From Figure 1 it can be seen that reservation sources from online travel agents have a percentage of 37% while offline travel agents have a percentage of 24% in 2018. This shows that online travel agents are the first most significant contributor and offline travel agents are the third most significant contributors to room occupancy at The Westin Resort Nusa Dua, Bali, in 2018.

Online and offline travel agent contributions for each month in 2018 can be described in table 1 below:

Table 1. The Contributions of Online and Offline Travel Agent Reservations in 2018
[Source: Sales and Marketing Department, 2021 (Data processed)]

Month	Contribution		Total Room Night	Percentages Contributions	
	Online Travel Agent	Offline Travel Agent		Online Travel Agent	Offline Travel Agent
January	4.493	3.136	9.223	48.72%	27.85%
February	3.554	2.569	9.260	38.38%	23.17%
March	3.373	2.146	10.363	32.55%	16.19%
April	3.287	1.678	10.844	30.31%	18.24%
May	3.298	1.978	11.134	29.62%	17.48%
June	3.743	1.946	10.743	34.84%	18.45%
July	3.546	1.982	12.277	28.88%	27.99%
August	3.434	3.436	11.256	30.51%	25.86%
September	4.359	2.911	11.566	37.69%	23.93%
October	4.124	2.768	10.426	39.55%	24.18%
November	4.386	2.521	8.789	49.90%	29.01%
December	4.428	2.550	8.901	49.75%	28.65%
Total	46.025	29.621	124.782	36.88%	23.74%

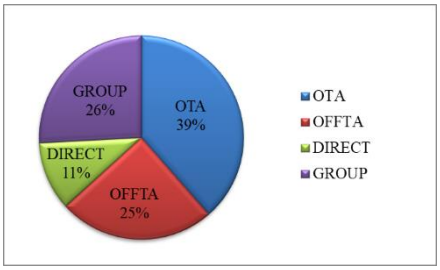
Table 1 shows that the contribution of online and offline travel agent bookings has fluctuated monthly. The most significant decrease in the contribution of online travel agent bookings occurred in February which was 939

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rooms obtained from the reduction of online travel agent reservations in January of 4.493 rooms minus online travel reservations in February of 3.554 rooms, which continued to decline until May. This is because these months are the low season. In June, there was an increase of 445 rooms which is obtained from the calculation of the increase in reservations, namely in May, there were 3,298 reservations, with reservations in June of 3.743 rooms; the most significant increase occurred in September, namely, 925 rooms which is obtained from the calculation of the increase in reservations, namely in August there were 3.434 reservations with reservations in September of 4.359 rooms, this happened because June and September were included in the high season, the contribution of online travel agents in June-December increased which was not very significant. The contribution of online travel agents in 2018 shows a contribution percentage of 36.88% of the average room occupancy of 78.95%. So it can be said that online travel agent bookings accounted for 36.88% of the 78.95% of hotel occupancy in 2018.

The most significant decline in the contribution of offline travel agents also occurred in February. Namely, the decline reached up to 567 rooms, obtained from the calculation of the reduction in reservations in January, as many as 3.136 rooms, and in February, as many as 2.569 rooms. The decline occurred until July, and the decline that occurred was not too significant, this happened because these months were the low season. Then the increase in the contribution of offline travel agents occurred very significantly in August, amounting to 1.454 rooms which are obtained from the calculation of the increase in reservations; namely, in July, the reservation was 1.982 rooms, with reservations in August as many as 3.436 rooms, this happened because August is the month of the high season. From September to December, there was an insignificant increase. The contribution of offline travel agent reservations in 2018 shows a contribution percentage of 23.74% of the average hotel occupancy of 78.95%. So it can be said that offline travel agent reservations contributed 23.74% of 78.95% of hotel occupancy in 2018.

Figure 2. Percentage of reservation sources at The Westin Resort Nusa Dua, Bali, in 2019



[Source: Sales and Marketing Department, 2021 (Data processed)]

Figure 2 shows that reservation sources from online travel agents have a percentage of 39% while offline travel agents have a percentage of 25% in 2019. This shows that online travel agents are the first most significant contributor, and offline travel agents become the third biggest contributors to room occupancy at the Westin Resort Nusa Dua Hotel, Bali, in 2019.

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Online and offline travel agent contributions for each month in 2018 can be described in Table 2 below:

Table 2. The Contributions of Online and Offline Travel Agent Reservation in 2019
[Source: Sales and Marketing Department, 2021 (Data processed)]

Month	Contribution		Total Room Night	Percentages Contributions	
	Online Travel Agent	Offline Travel Agent		Online Travel Agent	Offline Travel Agent
January	4.403	2.931	11.704	37.62%	25.04%
February	3.576	2.905	10.120	35.34%	28.71%
March	3.230	2.179	8.192	39.43%	29.45%
April	3.467	2.510	10.464	33.13%	22.62%
May	4.289	2.325	10.494	40.87%	18.91%
June	5.567	3.351	13.205	42.16%	20.86%
July	4.466	2.480	11.246	39.71%	22.05%
August	3.992	2.582	12.463	32.03%	20.72%
September	3.564	2.765	11.493	31.01%	24.06%
October	4.596	2.991	10.498	43.78%	28.49%
November	4.334	2.877	10.714	40.45%	26.85%
December	5.856	2.982	12.572	46.58%	23.72%
Total	51.340	32.878	133.165	38.55%	24.69%

From Table 2, it can be seen that online reservations and online travel agents experience fluctuations where a significant increase in online travel agent room reservations occurred in June; the increase in contribution was 1278 rooms because June is the entry into the high season. The increase in the contribution of online travel agents also occurred very significantly in December, namely 1522 rooms due to the peak season period, which is obtained from the calculation of the increase in reservations, namely in November with a reservation of 4.334 rooms with a reservation in December of 5.856 rooms. December is also a New Year's Eve celebration celebrated by the whole world community. The most significant decrease occurred in February, amounting to 827 rooms obtained from the reduction of online travel agent reservations in January of 4.403 rooms minus your online travel reservations in February of 3.576 rooms. February to April continuously decreases, which is insignificant because this month is the low season. The contribution of online travel agent reservations in 2019 shows a contribution percentage of 38.55% from the average hotel occupancy of 84.39%. So it can be said that offline travel agent reservations contributed 38.55% of 84.39% of hotel occupancy in 2019.

The most significant decrease in the contribution of offline travel agent reservations occurred in March, which was 726 rooms, obtained from the calculation of the reduction in reservations in February of as many as 2.905 rooms and March as many as 2.179 rooms. This was because March was included in the low season month. The increase in the contribution of offline travel agents occurred in June, namely as many as 1,026 rooms, which is obtained from the calculation of the increase in reservations, namely from May with a reservation of 2.325 rooms with a reservation in June of 3.351 rooms, this is because June is the month of the high season and also coincides with national holidays and Muslim holidays. In the following months, from July to December, the increase and decrease were not too significant. The contribution of offline

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travel agent reservations in 2019 shows a contribution percentage of 24.69% of the average hotel occupancy of 84.39%. So it can be said that offline travel agent reservations contributed 24.69% of 84.39% of hotel occupancy in 2019.

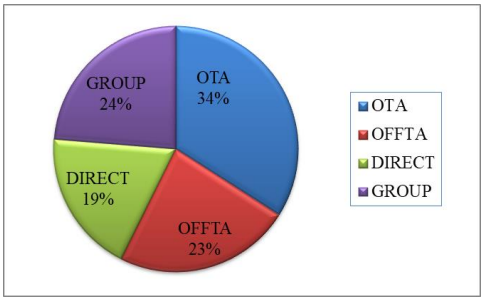


Figure 3. Percentage of reservation sources at The Westin Resort Nusa Dua, Bali, in 2020
[Source: Sales and Marketing Department, 2021 (Data processed)]

Figure 3 shows that reservation sources from online travel agents have a percentage of 34% for offline travel agents and 23% for offline travel agents in 2018. This shows that online travel agents are the first and most significant contributor, and offline travel agents have become the third-largest room occupancy at the Westin Resort Hotel Nusa Dua, Bali.

Online and offline travel agent contributions for each month in 2020 can be described in Table 3 below:

Table 3. The Contributions of Online and Offline Travel Agent Reservation in 2020
[Source: Sales and Marketing Department, 2021 (Data processed)]

Month	Contribution		Total Room Night	Percentages Contributions	
	Online Travel Agent	Offline Travel Agent		Online Travel Agent	Offline Travel Agent
January	3.592	2.331	10.216	35.16%	22.82%
February	2.602	1.563	7.666	33.94%	20.39%
March	645	564	1.975	32.66%	28.56%
April	164	126	388	42.27%	32.47%
May	139	117	366	37.98%	31.97%
June	123	98	439	28.02%	22.32%
July	257	82	521	49.33%	15.74%
August	320	189	817	39.17%	23.13%
September	486	298	1.100	44.18%	27.09%
October	626	495	2.003	31.25%	24.71%
November	569	523	2.199	25.88%	23.78%
December	785	684	2.596	30.24%	26.35%
Total	10.308	7.070	30.286	34.04%	23.34%

From Table 3, it can be seen that online and offline travel agent bookings have fluctuated every month. The decline in the contribution of online travel agents occurred quite significantly in March, namely 1.957 rooms, which is obtained from the reduction of online travel agent reservations in February of 2.602 rooms minus your online travel reservations in March of 645 rooms, due to the COVID-19 pandemic which caused many guests to cancel their reservation,

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this happened because many countries had locked down so that many tourists el to other countries including on vacation and work. From April to August, the contribution of online travel agents continued to decline. Then there was an increase again in September, namely as many as 166 rooms which are obtained from the calculation of the increase in reservations; namely, in August, there were 320 reservations with reservations in September as many as 486 rooms, due to September to November because that month is included in the high season. The increase continued from September to December. In December, which is the peak season, there is also an increase of 216 rooms, where December is also the month of the turn of the year. The contribution of online travel agent bookings in 2020 shows a contribution percentage of 34.04% from the average hotel occupancy of 19.25%. So it can be said that offline travel agent bookings contributed 34.04% of the 19.25% of hotel occupancy in 2020.

In online travel agents, there was also a decline in the same month, namely in March of 999 rooms which is obtained from the reduction of online travel agent reservations in February of 1.563 rooms minus online travel agent reservations in March of 564 rooms, which COVID-19 caused; the decline continued from March to an entire month. Then there was a significant increase in August by 117 rooms which can be calculated from the increase in reservations; in July, there were 82 reservations, with reservations in August as many as 189 rooms 89, because from August to December, there was a significant increase. The contribution of online travel agent reservations in 2020 shows a contribution percentage of 23.34% of the average hotel occupancy of 19.25%. So it can be said that offline travel agent reservations contributed 23.34% of 19.25% of hotel occupancy in 2020.

The decline and increase in the contribution of online and offline travel agent reservations at The Westin Resort Nusa Dua, Bali, was due to several factors. These factors are:

1. There is an influence from the holiday season of each country, such as the high season, which usually occurs from June to August, then the peak season, from December to January. The low season usually occurs from March to May, and the holiday season is stable from September to November.
2. The location of the Westin Resort Nusa Dua Hotel is strategic and famous, so the area has complete facilities such as restaurants, shopping centers, and hospitals. There are also tourist attractions and beaches.
3. The Westin Resort Nusa Dua, Bali, is one of the hotels under the auspices of well-known hospitality management, namely Marriot International.
4. The development of the hospitality industry is increasingly rapid; there are many hotels, so competition in the hospitality industry is getting fiercer.
5. The COVID-19 pandemic has caused lockdowns in several countries, so tourists cannot travel or travel to other countries. Therefore many reservations are being canceled.

These factors contributed to the decline and increase (fluctuation) of online and offline level agent contributions at The Westin Resort Nusa Dua, Bali.

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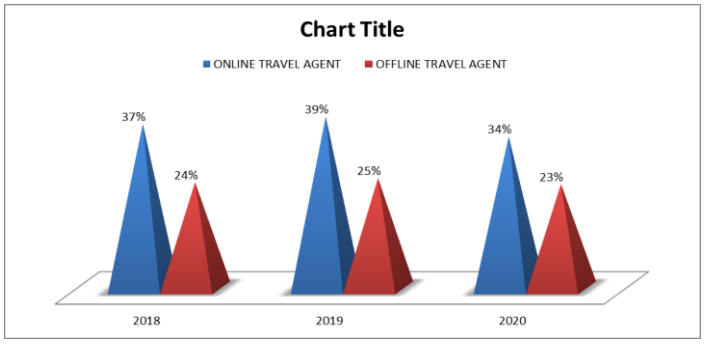


Figure 4. Comparison Contribution Of Online And Offline Travel Agents Period 2018 to 2019
[Source: Sales and Marketing Department, 2021 (Data processed)]

In Figure 4, it can be seen that the comparison of the contribution of online and offline travel agent reservations, the development of online and offline travel agent contributions increased significantly in 2019 and then decreased significantly in 2020. Due to the COVID-19 pandemic, it is concluded that online travel agents have a superior contribution compared to offline travel agents, namely offline travel agents have an average percentage of 37%, and offline travel agents have an average percentage of 24%.

Based on the results of interviews conducted with reservation sales agents and reservation group managers at The Westin Resort Nusa Dua, Bali, it is said that online travel agent reservations have contributed more in helping increase room occupancy at The Westin Resort Nusa Dua, Bali. Several factors influence online travel agents to be superior to offline travel agents, namely:

1. Order services provided by online travel agents are more complete
2. Online travel agents provide contacts and a more precise description of the products and facilities owned by the hotel, as well as the information provided is complete and easy to understand.
3. There is cooperation and various promotions for attractive discounts, such as vouchers, so that guests become interested
4. Online travel agents are easier to access because guests can book via their smartphone simply by downloading the online travel agent application and the bookings directly into the hotel reservation system.
5. The online travel agent guarantees and protects the personal data of its customers by providing a password for each entry, such as to see the KTP and the credit card ID; the hotel must enter the password first.
6. Have fast access to booking rooms and respond quickly to guests' complaints and questions.
7. Online travel agents provide an online transaction system for guests, saving time and costs.
8. With the advancement of technology in this modern era, there are many types of online travel agents that guests can access, which makes online travel agents superior

The percentage contribution made by online and offline travel agents to the room occupancy rate at The Westin Resort Nusa Dua, Bali, from 2018 to 2017.

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Table 4. The Reservation Contributions of Online Travel Agent Periode 2018 to 2020

NO	Offline Travel Agent	Year						Total Reservations	Average
		2018	%	2019	%	2020	%		
1	Bali Tour Indonesia	2.388	2%	1.288	1%	415	1%	4.091	1.364
2	Bounty Bali Rusia	1.495	1%	1.842	1%	354	1%	3.691	1.230
3	Der Touristik	932	1%	1.768	1%	484	2%	3.184	1.061
4	DNATA Travel	1.563	1%	1.873	1%	195	1%	3.631	1.210
5	FIT Tou Germany	2.388	2%	1.440	1%	283	1%	4.111	1.370
6	Go Holidays	1.359	1%	1.337	1%	159	1%	2.855	952
7	Go Vacation Indonesia	1.832	1%	1.583	1%	267	1%	3.682	1.227
8	Hotelbeds	2.414	2%	2.929	2%	765	3%	6.108	2.036
9	Ignite Travel	1.344	1%	1.884	1%	234	1%	3.462	1.154
10	Kliknbook	2.695	2%	3.566	3%	988	3%	7.249	2.416
11	Kaha Tour and Travel	629	1%	1.854	1%	245	1%	2.728	909
12	Look, Asia Bali Holidays	1.786	1%	1.749	1%	355	1%	3.890	1.297
13	Mandira Abadi	3.667	3%	3.976	3%	1.280	4%	8.923	2.974
14	MG Holiday	1.677	1%	1.654	1%	390	1%	3.721	1.240
15	Pegasus	1.145	1%	1.474	1%	285	1%	2.904	968
16	Qantas Holiday	1.345	1%	1.866	1%	146	0%	3.357	1.119
17	Others Offline Travel Agent	962	1%	795	2%	225	3%	1.982	661
	Total	29.621	23%	32.878	23%	7.070	26%	69.569	1.364

[Source: Sales and Marketing Department, 2021 (Data processed)]

It can be seen from Table 4 that the online travel agent that contributed the most to reservations and room occupancy at The Westin Resort Nusa Dua, Bali, in 2018 it came from Ctrip with a total reservation of 10.677 rooms and a percentage of 9%. In 2019 Citrip was also the most significant contributor to room occupancy rate reservations at The Westin Resort Nusa Dua, Bali, with a total reservation of 12.744 rooms with a percentage of 10%, and in 2020 came from Booking.com with a total reservation of 2.590 rooms with a percentage of 9% of room occupancy The Westin Resort Nusa Dua, Bali. Meanwhile, the lowest contribution in 2018 came from Agoda, with a reservation number of 4.391 rooms and a percentage of 4%. In 2019 it came from Traveloka with a reservation number of 3.253 rooms with a percentage of 2%; in 2020, it came from Tiket.com with a reservation number of 683 rooms with a percentage of 2%.

Table 5. The Reservation Contributions of Offline Travel Agents period 2018 to 2020

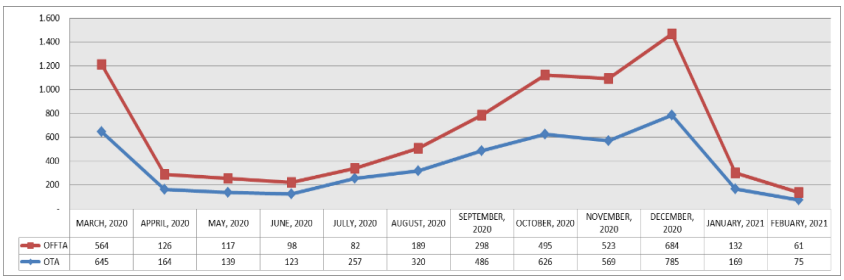
No	Online Travel Agent	Year						Total Reservations	Average
		2018	%	2019	%	2020	%		
1	Expedia	9.199	7%	9.899	7%	1.543	5%	20.641	6,880
2	Booking.Com	7.596	6%	10.922	8%	2.590	9%	21.108	7,036
3	Traveloka	6.980	6%	3.253	2%	1.377	5%	11.610	3,870
4	Tiket.Com	4.788	4%	4.243	3%	683	2%	9.714	3,238
5	Agoda	4.391	4%	7.522	6%	989	3%	12.902	4,301
6	Ctrip	10.677	9%	12.744	10%	1.854	6%	25.275	8,425
7	Other online Travel Agents	2.394	2%	2.757	2%	1.272	4%	6.378	2,126
	Total	46.025	38%	51.340	38%	10.308	34%	107.628	5,125

[Source: Sales and Marketing Department, 2021 (Data processed)]

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It can be seen from Table 5 that the offline travel agent that made the most contribution in the reservation of room occupancy at The Westin Resort Nusa Dua, Bali, namely in 2018, came from the Madira Abadi with a total reservation of 3.667 rooms and a percentage of 3%. In 2019 Mandira Abadi was also the most significant contributor to room occupancy rate reservations at The Westin Resort Nusa Bali, with a total number of room reservations of 3.976 with a percentage of 3%, and in 2020, became the most significant contributor with a total reservations of 1.280 rooms with a percentage of 4% to the room occupancy of The Westin Resort Nusa Dua, Bali. Meanwhile, the offline travel agent that contributed the lowest in 2018 came from Kaha Tour and Travel, with a reservation number of 629 rooms and a percentage of 1%. In 2019 it came from Bali Tour Indonesia with a reservation number of 1,288 rooms with a percentage of 1%. In 2020, it came from Qantas Holiday with a reservation number of 146 with a percentage of 0%.

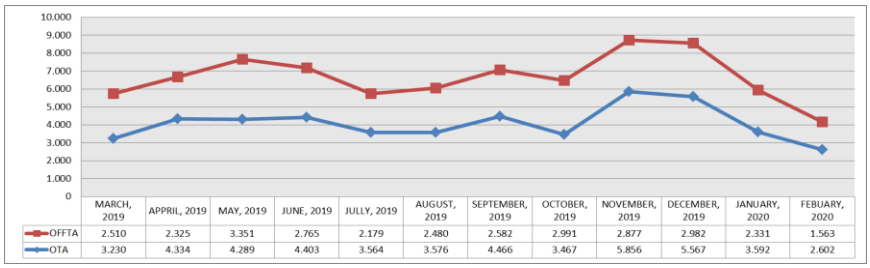
The contribution of online and offline travel agent reservations to room occupancy of The Westin Resort Nusa Dua, Bali, continues to grow and experience monthly fluctuations; In 2020, there was a significant decrease in the contribution of online and offline travel agent reservations. Therefore the writer wants to compare the reservation contribution situation between online and offline travel agents before and during the pandemic. A comparison of the contribution situation of online and offline travel agent reservations before and during the pandemic can be seen in Figures 1 and 2. Based on this comparison, it can be concluded that the contribution of online and offline travel agent reservations to room occupancy of the Westin Resort Nusa Dua, Bali, has a very significant comparison before the Covid-19 pandemic in March 2019 to February 2020 had a contribution percentage of 37.64% for an online travel agent with a total contribution of 40.209 rooms. Then offline travel agents contribute 24.51% with as many room reservations as many as 25.846 rooms. As a result of the Covid-19 pandemic, there was a decrease in contributions to online and offline travel agent reservations, namely as many as 35.851 rooms with a total contribution of 4.358 rooms with a percentage of 35.14% then offline travel agents also decreased by 22.538 rooms with a total contribution of 3.308 rooms with a percentage of 23.56%. COVID-19 greatly influenced the contribution of online and offline travel agent reservations to room occupancy at The Westin Resort Nusa Dua, Bali, which caused a significant decrease; namely, in 2020, the room occupancy of the Westin Resort Nusa Dua, Bali only reached 19.25% which compared to the 2019 room occupancy which was 84.39% and 2018 as much as 78.95%.



	MARCH, 2020	APPRIL, 2020	MAY, 2020	JUNE, 2020	JULLY, 2020	AUGUST, 2020	SEPTEMBER, 2020	OCTOBER, 2020	NOVEMBER, 2020	DECEMBER, 2020	JANUARY, 2021	FEBUARY, 2021
OFFTA	564	126	117	98	82	189	298	495	523	684	132	61
OTA	645	164	139	123	257	320	486	626	569	785	169	75

Figure 2. Before Pandemic Situation
[Source: Sales and Marketing Department, 2021/Data processed]

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	MARCH, 2019	APPRIL, 2019	MAY, 2019	JUNE, 2019	JULLY, 2019	AUGUST, 2019	SEPTEMBER, 2019	OCTOBER, 2019	NOVEMBER, 2019	DECEMBER, 2019	JANUARY, 2020	FEBUARY, 2020
OFFTA	2.510	2.325	3.351	2.765	2.179	2.480	2.582	2.991	2.877	2.982	2.331	1.563
OTA	3.230	4.334	4.289	4.403	3.564	3.576	4.466	3.467	5.856	5.567	3.592	2.602

Figure 3. After Pandemic Situations
[Source: Sales and Marketing Department, 2021/Data processed]

Based on this comparison, it can be concluded that the contribution of online and offline travel agent reservations to room occupancy of the Westin Resort Nusa Dua, Bali, has a very significant comparison before the Covid-19 pandemic in March 2019 to February 2020 had a contribution percentage of 37.64% for an online travel agent with a total contribution of 40,209 rooms. Then offline travel agents contribute 24.51% with as many room reservations as many as 25.846 rooms. As a result of the Covid-19 pandemic, there was a decrease in contributions to online and offline travel agent reservations, namely as many as 35,851 rooms with a total contribution of 4.358 rooms with a percentage of 35.14% then offline travel agents also decreased by 22,538 rooms with a total contribution of 3.308 rooms with a percentage of 23.56%. COVID-19 greatly influenced the contribution of online and offline travel agent reservations to room occupancy at The Westin Resort Nusa Dua, Bali, which caused a significant decrease; namely, in 2020, the room occupancy of the Westin Resort Nusa Dua, Bali only reached 19.25% which compared to the 2019 room occupancy which was 84.39% and 2018 as much as 78.95%.

CONCLUSION

Based on the analysis and discussion results, it can be concluded that the contribution of online and offline travel agent reservations fluctuates every year, where the contribution of online travel agents is superior to that of offline travel agents. Online travel agent reservations have contributed more in helping increase room occupancy at The Westin Resort Nusa Dua, Bali. The most dominant online travel agent contributing to The Westin Resort Nusa Dua, Bali is Ctrip, and the most dominant offline travel agent contributing to The Westin Resort Nusa Dua, Bali, namely Kliknbook and Mandira Abadi. The situation comparison of the contribution conditions of online and offline travel agent reservations after and before the pandemic there was a significant comparison where in 2019, the period before the pandemic on online travel agent reservations, there was the most significant increase in contribution, reaching 890 rooms in September 2019, with a total contribution of 4.466 and for offline travel agents, there was an increase of 409 rooms with a total contribution of 2.991 rooms.

Based on research, online and offline travel agent reservation sources are the second largest reservation source after the group at The Westin Resort Nusa Dua, Bali. Cooperation with online and offline travel agents is further enhanced to maintain this with online and offline travel agents and other reservation sources

at The Westin Resort Nusa Dua, Bali. The Westin Resort Nusa Dua, Bali, can implement a differentiation strategy by increasing price variants such as discounts, benefits, and facilities. Moreover, it can provide rewards in the form of complimentary online and offline travel agents with the most significant contribution. Online and offline travel agents with low contributions are recommended to re-evaluate the agreed work contract.

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The Application of Multitasking For Maximizing Staff Effectiveness During The Covid-19 Era at Most Blue Bali Resort

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ABSTRACT

Purpose: This research was conducted to examine the effect of multitasking on quality performance for maximizing staff effectiveness during the COVID-19 era at Most Blue Bali Resort.

Research methods: The sample used in this study amounted to 30 respondents—the sampling method used simple sampling. The data analysis method used is a quantitative analysis using validity and reliability tests, classical assumption test, F test, coefficient of determination, t-test, and multiple regression analysis.

Results and discussion: Using the multiple regression method, it can be concluded that the amount of multitasking variable has a positive and significant effect on customer satisfaction with a significance value (P value) of 0.0030<0.05. Age has a positive but insignificant effect on customer satisfaction with a significance value (P value) of 0.727>0.05. The method of task completion has a positive but insignificant impact on customer satisfaction with a significance value (P value) of 0.080>0.05. The position has a positive but insignificant effect on customer satisfaction with a significance value (P value) of 0.383>0.05. Simultaneously, the amount of multitasking, age, method of task completion, and position have a significant effect on customer satisfaction with an F count of 11.217 with a significance figure (P value) of 0.000<0.05.

Implication: The resulting coefficient of determination is 0.58, which means that 58 percent of changes in the quality performance variable are explained by the amount of multitasking, age, method of task completion, and position together, while the remaining 52 percent is explained by other variables not included in this research.

Keywords: multitask, quality performance, influence, application.

INTRODUCTION

Tourism worldwide is going through a hard time with the coronavirus pandemic affecting the tourism industry worldwide. Many countries close their access to the airport to prevent the spreading of the virus. Due to this policy, the tourism industry in Bali is suffering from a decreasing occupancy rate. In This situation, the tourism industry management is finding a way to maximize the

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effectiveness of their staff during this challenging time. The uncertain tourism condition has caused the industry active in the tourism sector to experience difficulties surviving. The low operating rate makes the company's income shrink, making it challenging to manage operational costs such as maintenance and employee work costs. Industry owners do several ways to minimize the losses they will get.

Some tourism industries choose to decrease human resources. They started by laying off employees, cutting off work relations, and even closing the hotels, but several industries that were still able to survive cut the length of work for each of their employees and split employees between working for low periods per month (10 days a month). Most Blue Bali Resorts use this policy to cut their employee work time and divide it into three monthly periods. This policy resulted in employees having to work in other fields, and the number of jobs and employees became unbalanced, which resulted in staff being required to multitask.

Most Blue Bali Resort is a villa located in Lebih, Gianyar Regency. The villa has four villas totaling 20 rooms with a pool and bar. Most Blue Bali Resort also has another branch that is located in Ubud, Gianyar, with three villas within it. Most Blue Bali Resorts are exclusive only for tourists from Japan because the villa's owner was from Japan, and she had a relationship with Travel from Japan, so they are working together. However, because of the coronavirus pandemic, it was impossible to receive international tourists due to the heavy requirement for people to travel.

A hotel is an accommodation business entity or company that provides services to the general public with lodging services, food and beverage providers, room service services, and clothes washing services. (Sarah W. K, 2012; Rhee & Yang, 2015; Nurnawati & Ardyrusmarryya, 2017; Sulastiyono, 2011:5; Bagyono, 2012:3). One of the types of hotel is a Resort Hotel, the resort hotel is a place to rest for visitors who come from foreign or domestic who are on vacation, located outside the city/suburb, mountain, or beach with linked interest such as sports activity, health, convention religion, and the other business necessity. (Yang & Chan, 2010; Juan & Lin, 2011; Ali & Amin, 2014; Choi et al., 2011)

Based on information from the villa management (Ernawati, 2020), the reason why Most Blue Bali Resort still survived the pandemic was because they maximized the workload to all staff from all the departments to take any possible job in the villa even though the job was not from their respective department, and focusing their work hour to be divided by three periods per month and each staff only work for ten days per month. With this policy, every staff is working correctly even though the occupancy rate of the villa is meager.

Multitasking is the skill of doing several activities or jobs simultaneously—a multitasking continuum based on the average time spent on one task before switching to another. At one extreme, some tasks involve widespread and sometimes imperceptible switching. Multitasking is often done to save time to achieve effectiveness and efficiency. (Adler & Benbunan, 2012; Mynatt et al., 2010; Adler & Benbunan, 2012; Stanley & Williamson, 2017; Pavese, 2016; Stanley & Williamson, 2017)

Organizational effectiveness ought to be seen as the intersection of profitability, worker satisfaction, and societal value; organizational effectiveness

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is required to focus on the extent of productivity to support the reliability of and utilization of the organization's business model. It needs to focus on the simultaneous achievement of high production and high people-centered enterprise; organization effectiveness had to be concerned with the alignment of structure, process, and behavior, best judged in terms of short-term productivity, efficiency and satisfaction, intermediate ability and development and long-term survival (Sparrow & Cooper, 2014; Singh et al., 2020)

The application of multitasking to achieve effectiveness will be carried out with the help of knowledge sharing and good strategic human resource management. Knowledge sharing is a method of sharing an individual knowledge with other individuals or groups. This will help the development of human resources in the organization faster and decrease the overall cost of human resource training. (Wickramasinghe & Widyaratne, 2012; Farooq, 2018; Wang & Noe, 2010). Strategic human resources management is the model of planned activities implemented strategically, supporting the company to enable an organization to achieve its goals. (Kramar, 2014; And & Tandoğan, 2018).

Even though every staff within the villa is still working, there are some problems that the staff from this new policy; not every staff can adapt to this situation, and some staff cannot do the jobs that are not from their respective department effectively. Therefore, every staff must multitask to work professionally, effectively, and efficiently. By analyzing the skill of each of the staff at the Most Blue Bali Resort, it is expected that the indicators that need to be improved and maintained in the service given by every department at the Most Blue Bali Resort can anticipate the problem arising from the unfulfilled expectations from villa owner.

RESEARCH METHODS

The Research was conducted at The Most Blue Bali Resort, especially in the Housekeeping Department—this resort is located at Serongga, Gianyar, Bali, Indonesia. The object of this research was The Application of Multitasking to increase the staff's effectiveness at The Most Blue Bali. The types of data used in this research are Quantitative and Qualitative data. (Sugiyono, 2016). The Data Sourced in this research was two data, namely Primary and Secondary data (Sugiyono, 2016). The Primary data directly from the researcher is the interview with the hotel management and questionnaire from the customers was held events at The Most Blue Bali Resort. The secondary data was from the previous research, and the other data associated with this research.

The population in this research is all the individuals who worked at Most Blue Bali Resort in March, April, May, June, and July, with a total of 47 staff. This research uses the Simple Sampling method; in this methodology, each individual has an equal chance of being selected in the sample from the population. Data is chosen using a random number table (Acharya et al., 2013). The sample of this research is the staff of Most Blue Bali Resort. to get the final sample of 30 respondents. The data collection method in this research is carried out by several stages, namely observation, interviews, documentation, literature research, and questionnaires. The instrument test used the validity and reliability test of the questionnaire. The validity test is done by comparing the correlation (r-count) of each score on the question item and the total score with an r-table value of df = n-k or 30 – 4 = 26, where n is the number of respondents used, in this case, 30.

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The r-table value with a degree of freedom of df = n-k or 30 – 4 = 26 is 0.317, and the question items on the questionnaire are declared valid if they have a value of more than 0.317 r-count. A reliability test is conducted to know the extent to which the results of measurements are reliable when measurements are repeated. The level of reliability is generally acceptable at a value of Cronbach's alfa 0.60 (Sugiyono, 2016). The analysis technique used in this research is a Multiple linear regression with three steps: Classic assumption test, multiple linear regression test, and multiple linear regression test.

Table 1. Reliability and Validity Test Result

Variable	R Count	Valid / Not Valid
Multitasking increases your productivity	0.454	Valid
The amount of multitasking increases the overall quality of your work performance	0.511	Valid
The higher your position, the more often you need to do multitasking	0.770	Valid
Switching between different task increase your performance	0.691	Valid
Multitasking is not affected by age	0.685	Valid
Multitasking helps you do F&B department task	0.669	Valid
Multitasking helps you do Housekeeping department task	0.625	Valid
Multitasking helps you do Front office task	0.525	Valid
Multitasking helps you do accounting task	0.694	Valid
Switching between different task increase your performance	0.523	Valid
Your work required you to multitask	0.794	Valid
The higher your position, the more often you need to do multitasking	0.826	Valid
A multitasking system is an accurate choice for the present situation	0.774	Valid
Multitasking helps in increasing the effectiveness of work in the villa	0.683	Valid
Multitasking helps increase the efficiency of work in the villa	0.717	Valid
Cronbach's Alpha = 0.603 Reliable		

Multiple linear regression analysis is used to determine how much influence the relationship between the variable multitasking amount (X_1), age (X_2), method of completion (X_3), and position (X_4) on dependent variable performance quality (Y) to increase the staff's effectiveness at the Most Blue Bali Resort.

RESULTS AND DISCUSSION

The characteristics of respondents in this research used 30 respondents aged 18-41. The most dominant age group of staff in The Most Blue Bali Resort

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is the group aged 21-30 years, namely 22 staff (73.3%), followed by a group aged < 20 years, four staff (13.3%), and 31-40 years of 3 staff (10%). The smallest group was those aged > 41 years, one staff (3.3%)., based on staffs department was divided into several departments from Housekeeping Accounting, Food & Beverage, Spa, and Security, with the most dominant department group staff in The Most Blue Bali Resort is the Housekeeping department with the total of 12 staffs (40%) followed by department group of Food and Beverage, with the total of 6 staffs (20%), Accounting, with the total of 5 staffs (16.6%), and Spa department with the total of 4 staffs (13.3%). At the same time, the smallest group was those from the Security Department, namely three staff (10%).

The Multiple Linear Regression Analysis is the answer to the problem raised in this research which aims to determine The Application of Multitasking in Increasing the staff's effectiveness at The Most Blue Bali Resort with the result as follows:

1. Formulating the problems

   This step determines the relevant variables according to the research objectives and the number of variables. In this research, 15 variables are considered possible because they have met the validity and reliability tests.

2. Classic assumption test

   The classical assumption test of the regression model used is carried out to determine whether the regression model is good or not. In this study, the classical assumption tests used were the multicollinearity, heteroscedasticity, and normality tests.

   a) Multicollinearity test

      A multicollinearity test was conducted to test whether the regression model found a correlation between independent variables. A good regression model should not correlate with the independent variables. Testing the presence or absence of multicollinearity symptoms is carried out by paying attention to the correlation matrix value generated during data processing and the VIF (Variance Inflation Factor) value and its tolerance. If there is no correlation matrix value greater than 0.5, it can be said that the data to be analyzed is free of multicollinearity. Then if the VIF value is below ten and the tolerance value is close to 1, it can be concluded that the regression model does not have multicollinearity.

Table 2. Multicollinearity Test Result

Variable	Tolerance	VIF
The amount of Multitasking	.712	1.405
Age	.897	1.115
Method of Task Completion	.444	2.250
Position	.492	2.033

As shown in the result above, all of the tolerance is above 0.10, and all of the VIFs are below 10.00, so it is safe to say that the regression model does not have multicollinearity.

   b) Heteroscedasticity test

      In the heteroscedasticity test, the method most often used to determine whether a model is free from heteroscedasticity problems is simply by looking at the Scatter Plot. Apart from looking at the Scatter

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Plot, several statistical methods can be used for heteroscedasticity tests, such as the Glejser test. In this study, researchers test whether heteroscedasticity occurs using the Glejser test. In the heteroscedasticity test with the Glejser test, if the Sig. (significance) of all the explanatory variables were not statistically significant (p> 0.05), it can be said that the regression equation model did not experience heteroscedasticity.

Table 3. Heteroscedasticity Test Result

Variable	Sig
The amount of Multitasking	.298
Age	.409
Method of Task Completion	.360
Position	.988

Based on the results of the heteroscedasticity test table 3, it can be seen that the Sig. from each variable amounted to 0.298 for the Amount of multitasking variable, 0.409 for the Age Variable, 0.360 for the Method of Completion and 0.988 for the Position variable. From these results, it can be concluded that the regression equation model does not experience heteroscedasticity. Each variable's value is insignificant, or the Sig—Greater than 0.05.

c) Normality test

The purpose of the normality test is to test whether the dependent variable and the independent variable or both have a normal distribution in a regression model. A good regression model is a standard or near-normal data distribution. Normality detection is done by looking at the Normal Probability Plot graph. To test whether the data distribution is normal can be done by looking at an average probability plot graph that compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution. Suppose the data spreads around the line and follows the direction of the diagonal line. In that case, the regression model meets the normality assumption. However, if the data spreads far from the diagonal line and follows the direction of the diagonal line, the regression model does not fulfill the normality assumption.

In the figure, it can be seen that the average probability plot graph shows a regular graphic pattern. This can be seen from the point that spreads around the standard graph. This can be seen from the points that spread around the diagonal line, and the spread follows the diagonal line. Therefore, it can be concluded that the regression model is feasible because it fulfills the normality assumption.

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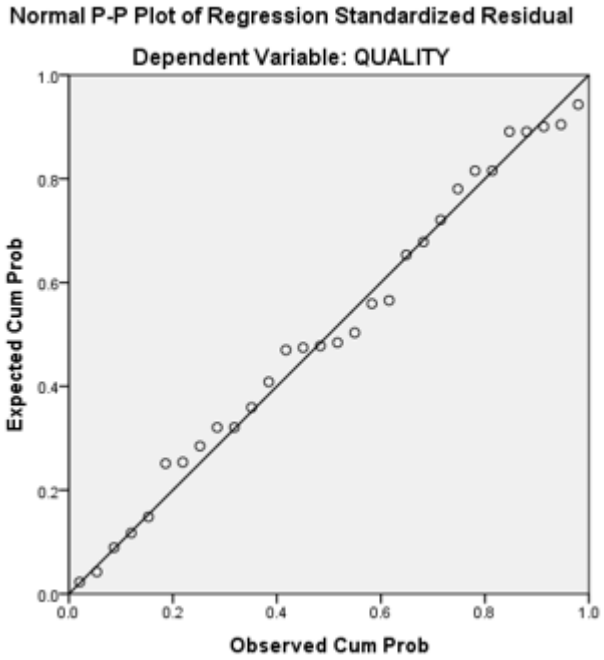


Figure 1. Normality Test Result

3. Multiple Linear Regression Coefficient test
   a) T-test

A partial significance test is used to see the effect of each independent variable individually on the dependent variable. For this reason, the test statistic used is the t-test statistic or t-test. The decision-making criteria are: (a) if T count < T table, then the independent variable does not have a significant effect on the dependent variable; (b) if T count > T table, then the independent variable has a significant effect on the dependent variable. Alternatively, it can also be seen by looking at the p-value, (a) if Sig> 0.05, then the hypothesis is not tested; (b) if Sig <0.05, then the hypothesis is tested. T table used in this regression model can be found by T table = t (α / 2; n-k-1) = t (0.025; 25) = 2.05954.

Table 4. T Test Result

Variable	t	Sig
The amount of Multitasking	3.235	.003
Age	.353	.727
Method of Task Completion	1.825	.080
Position	.887	.383

Based on the results of the T-test in Table 4, it can be seen that the significance value of The Amount of Multitasking variable is 0.003. So, it can be concluded that the variable The Amount of Multitasking significantly affects return quality performance because the value is <0.05. Moreover, based on the T-count test, the T-count is 3,235, while the T-table value is 2.05954. From these results, it can be concluded that The Amount of Multitasking significantly affects quality performance because of T-count> T-table. Moreover, based on the table, the most dominant variable is The Amount of Multitasking; the determination of the

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most dominant variable in the study can be seen from the value of the Standardized Coefficient Beta, which is the largest at 0.459. This result is similar to the current situation described by the Villa Manager of Most Blue Bali Resort, where she said that by giving higher tasks to the staff, they were able to achieve close to the same performance as before the COVID–19 pandemic and with minimum staffs on a single day on top of that.

Based on the results of the T-test in Table 4, it can be seen that the significance value of the Age variable is 0.727. So, it can be concluded that the variable Age does not significantly affect return quality performance because the value is >0.05. Moreover, based on the T-count test, the T-count is 0.353, while the T-table value is 2.05954. From these results, it can be concluded that Age does not significantly affect quality performance because T-count < T-table. This result is similar to the situation described by the Villa Manager of Most Blue Bali Resort, Mrs. Ayu. She said that age was not a big problem for their staff to be able to multitask.

Based on the results of the T-test in Table 4, it can be seen that the significance value of the Method of Task Completion variable is 0.08. So, it can be concluded that the variable Method of Task Completion does not significantly affect return quality performance because the value is >0.05. Moreover, based on the T-count test, the T-count is 1.825, while the T-table value is 2.05954. From these results, it can be concluded that the Method of Task Completion does not significantly affect quality performance because T-count < T-table. This result is similar to the current situation described by the Villa Manager of Most Blue Bali Resort, Mrs. Ayu, who said that the method their staff uses to complete each task given from different departments was already taught by the respective department staff to the other. Hence, they already know how to complete a specific task and use multitasking to help speed up the workload.

Based on the results of the t-test in Table 4, it can be seen that the significance value of the Position variable is 0.383. So, it can be concluded that the variable Position does not significantly affect return quality performance because the value is >0.05. Moreover, based on the T-count test, the T-count is 0.887, while the T-table value is 2.05954. From these results, it can be concluded that Position does not significantly affect quality performance because T- count < T- table. This result is similar to the situation described by the Villa Manager of Most Blue Bali Resort, Mrs. Ayu. She said multitasking is a mandatory skill for all the staff, not just those in the higher position.

b) F test

This test is conducted to see whether the independent variable significantly affects the dependent variable. A simultaneous test is performed using the F test statistic. The decision-making using the F test statistic is: (a) if F-count < F-table, then the independent variable simultaneously does not have a significant effect on the dependent variable; (b) if F-count > F-table, then the independent variable simultaneously has a significant effect on the dependent variable. Alternatively, it can also be seen by looking at the p-value, (a) if Sig>

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0.05, then the hypothesis is not tested; (b) if Sig <0.05, then the hypothesis is tested. F table used in this regression model can be found by F-table = F (k; n-k) = F (4; 26) = 2.74.

Table 5. F Test Result

Variable	F	Sig
Regression	11.217	.000[b]
Residual		
Total		

Based on the results of the F-test in Table 5, it can be seen that the significance value is 0.000. So, it can be concluded that the variable The amount of multitasking, age, method of task completion, and position significantly affect quality performance because the value is <0.05. Moreover, based on testing the F value, the F-count is 11.217, while the value in the F-table is 2.74. From these results, it can be concluded that the variable the amount of multitasking, age, method of task completion, and position has a significant positive effect on quality performance because F-count > F-table and the value is positive. The result above is the same as the current situation at the Most Blue Bali Resort, where all of the variables from Multitasking above positively affected the quality performance. Starting from the higher amount of multitasking given to staff resulting in the workload per day being done much faster with minimum effort, the difference in age does not affect the staff to implement multitasking, and the completion of different task from different department through multitasking help the staffs developing their time management. Lastly, all the staff multitask in their work regardless of their position. All of those explanations were based on the situation described by the Villa Manager of Most Blue Bali Resort.

c) Coefficient of Determination

The coefficient of determination (R^2) is carried out to see whether there is a perfect relationship or not, which shows whether there are changes in the independent variables (multitasking amount, age, method of completion, position) will be followed by the dependent variable (performance quality) in the same proportion. This test looks at the R Square value (R^2). The value of the coefficient of determination is between 0 and 1. Furthermore, a small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is minimal. A value close to 1 means that the independent variables provide almost all the information needed to predict the dependent variation.

Table 6. Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.801[a]	.642	.585	2.107

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In Table 6. it can be seen that the Adjusted R2 value is 0.585. This means that the independent variables (the amount of multitasking, age, method of task completion, and position) can explain the dependent variable (quality performance) by 58%. In contrast, the rest is explained by other factors not examined.

4. Multiple Linear Regression Analysis

From the regression results using the SPSS program. The regression coefficient obtained and the equation are as follows:

Table 7. Multiple Linear Regression Analysis Result

Variable	t	Sig
The amount of Multitasking	3.235	.003
Age	.353	.727
Method of Task Completion	1.825	.080
Position	.887	.383

$$CapCapCaptwo. 459\ X_1 + 0.045\ X_2 + 0.32X_3 + 0.151\ X_4$$

Based on the result above, four hypotheses can be concluded as follows

a. H_1: The amount of multitasking has a positive and significant effect on quality performance

The first hypothesis statement that the amount of multitasking has a positive and significant effect on customer satisfaction is proven. This can be indicated by a significance value (P value) of 0.003, more diminutive than 0.05, and a regression coefficient value of 0.459. It can be concluded that the higher the amount of multitasking provided by the Most Blue Bali Resort, the higher the quality performance of the staff because with a higher amount of tasks given to the staff, they will get more used to the task given, learn about how to do another task faster and do their job more easily

b. H_2: Age has a positive and significant effect on quality performance

The second hypothesis statement that age positively and significantly affects customer satisfaction is not proven. This can be indicated by a significance value (P value) of 0.727, far above 0.05, and a regression coefficient value of 0.045. It can be concluded that age has a positive and insignificant effect on quality performance. Age has a positive effect on the quality performance because the difference in age of the staff was not a problem for them to use or learn multitasking; younger and older staff have their pros and cons to using multitasking. For example, the younger staff can learn faster how to do other department tasks and implement multitasking while the older staff might slightly have a difficult time implementing multitasking, but with their long time experience in the field of work, it was easier for them to do other jobs from the other department.

c. H_3: Method of task completion has a positive and significant effect on quality performance

The third hypothesis statement that the Method of task completion has a positive and significant effect on customer satisfaction is not

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proven. This can be indicated by a significance value (P value) of 0.080, above 0.05, and a regression coefficient value of 0.328. It can be concluded that the Method of task completion has a positive and insignificant effect on quality performance. Method of task completion was able to help the staff not just do multiple tasks at once but also help them find out which method is faster and easier to do and complete their tasks.

d. H_4: Position has a positive and significant effect on quality performance

The fourth hypothesis statement that positions positively and significantly affect customer satisfaction is not proven. This can be indicated by a significance value (P value) of 0.383, far above 0.05, and a regression coefficient value of 0.151. It can be concluded that Position has a positive and insignificant effect on quality performance. The higher position usually requires the person in charge to multitask to make their job easier; if every staff member could multitask, their overall job would also become more accessible. Based on the interview result, precisely question number 5. Most of Blue Bali Resort's management sees this as an opportunity, implements it, and tells their staff to multitask regardless of their position.

Organizational Effectiveness, based on the explanation in Chapter II, says that an organization is considered adequate if it can focus on the extent of productivity in support of the reliability of and utilization of the organization's business model. Multitasking can help the organization to achieve the extent of their productivity while maintaining the reliability of their business because multitasking can lower the overall cost of the organization by simply giving a single to work multiple jobs while still maintaining the same productivity, especially on the current Covid-19 pandemic where the general economy is at its low and most of the industry including The Most Blue Bali Resort cutting their worker worktime.

Based on the research results, it can also be seen that from the variable amount of multitasking, age, method of task completion, and position, the variable of the amount of multitasking has the most dominant influence on quality performance, where the amount of multitasking variable has a positive and significant on quality performance. The age, the method of task completion, and the position factor have a positive but insignificant effect. The overall effect of multitasking on the quality performance of The Most Blue Bali resort is positive, which means that using multitasking, the effectiveness of quality performance of the staff will increase, but with some variables resulting in an insignificant effect means that the increase will be just slightly above average.

The result of the test carried out to find out about the connection between Multitasking and Quality Performance on the first problem, which resulted in a slight increase in quality performance through multitasking, considering the current situation of the small number of workers every day caused by the Covid – 19 pandemic on The Most Blue Bali Resort. Achieving a slight performance increase from the typical situation is an excellent result. Seeing the result from the questionnaire answered by the staff of Most Blue Bali Resort, question number 19 asks whether is the right choice for the current situation resulting in an average score of 5.5, meaning that most of the respondents slightly agree to

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agree with the statement asked on the questionnaire. So it can be concluded that the management of Most Blue Bali Resort is making the right choice to use Multitasking.

CONCLUSION

Based on the results of research in Result and Discussion, the multiple linear regression equation obtained is Y = 0.459 X1 + 0.045 X2 + 0.328 X3 + 0.151 X4. Based on multiple linear regression analysis, it can be seen that the most influencing variable on consumer satisfaction is the amount of multitasking variable with a regression coefficient value of 0.459 (45 percent). The variable age has a positive but insignificant effect with a regression coefficient value of 0.045 (4 percent). The variable method of task completion has a positive but insignificant effect with a regression coefficient value of 0.328 (32 percent). The position variable has a positive but insignificant effect with a regression coefficient va 0.151 (15 percent). In testing the hypothesis using the F test, it can be explained that the four variables, namely the amount of multitasking (X1), age (X2), method of task completion (X3), and position (X4) for the dependent variable quality performance (Y) simultaneously affects customer satisfaction. This is indicated by the calculated F value of 11,217 with a significance value (P value) of 0.000 < 0.05.

The resulting coefficient of determination (R2) is 0.585. This means that changes in the amount of multitasking, age, method of task completion, and position explain 58 percent of changes in the quality performance variable. In comparison, the remaining 52 percent is explained by other variables not included in this study. Multitasking was giving a positive result in improving the quality performance, but only one aspect gave the most significant change.

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Jakarta Creative Tourism Travel Agent: Virtual Tour During Pandemic Covid-19

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ABSTRACT

Purpose: The aim of this research is to explore the virtual tours (VT) are provided by Jakarta Creative Tourism Travel Agents (JCTTA) for tourists to travel during the Covid-19 pandemic.

Research methods: The research method used in this study is descriptive qualitative. Data collection was carried out by interview with key informants consisting of virtual tour service managers, visitors as service users. Data analysis was carried out descriptive qualitative form the results of interview which were used to answer problem formulations related to virtual tour products managed by JCCTA.

Result and discussion: The results of this study indicate that VT has become an alternative in the tourism business and a viable option for travelers during the COVID-19 pandemic. VT enable travelers to explore tourist destinations without physically traveling, providing visual and interactive experiences through video and Google Earth. The discussion in this research highlights the advantages of VT as a means to sustain the tourism industry and offer a safe option for travelers during the pandemic.

Implication: The implications suggest that 1) handling quickly in response to tourist complaints, especially network connections; 2) displays complete tourist attractions found in tourism destinations, so that no tourist attraction is overlooked; 3) presenting more attractive displays on the web site to attract new customers and consumers; 4) improve the quality of software and hardware used to produce VT packages; 5) Managers must try to establish a program for how this virtual tour business can still run in the normal era after the COVID-19 pandemic by conducting surveys of previous customer interests. On the other hand, JCTTA's investment in software and hardware to produce virtual tour packages continues to generate profits for the company.

Keywords: virtual tour, covid-19 pandemic, travel agent

INTRODUCTION

Tourism is defined as travel or activities carried out voluntarily and temporarily to enjoy tourist objects and attractions (Fandeli, 2016). Infrastructure, accommodation, tourist facilities and services, transit facilities and services, and other elements are the components that make up a tourism destination (Nugraha & Nurani, 2022). Traveling by taking a tour of a tourist spot is an activity that is highly recommended and much preferred by various groups

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because it offers many interesting and unique tourist objects to see and learn about. Basically, traveling is not just traveling from one place to another; it can also be used as a useful learning resource.

The COVID-19 pandemic in 2020 halted the growth of the tourism sector and led to the closure of tourist destinations, hotels and restaurants as well as layoffs of employees. The virus spread quickly, limiting people's mobility. Global tourism industry revenue has fallen dramatically compared to the previous year, which hurt many sectors in 2020 (Haryanto, 2020). This led to very strict health protocols. So that's why the tourism sector is looking for other ways to survive. One way is to create a virtual tour program, which is a trip simulation to a destination that has been set with a video or Google Earth and explained by a guide (Nugraha & Nurani, 2022). Virtual Tour usually lasts between 90 minutes and 120 minutes with different costs according to the travel agent's policy.

Table 1. World Tourism Industry Income

No	World Tourism	2019	2020
1	Asia	225.9 Billion USD	164.7 Billion USD
2	Europe	212 Billion USD	177.7 Billion USD
3	North America	181.8 Billion USD	164.7 Billion USD

[Source: Data Center for Indonesian Economy and Business, 2022]

Wisata Kreatif Jakarta is a travel agency based in Jakarta that offers interesting destinations with various types of unique themes in each tour, such as the 7 City Festival Tour, Bike Sharing Tour, Food Tour, Bhineka Tour, Mausoleum Tour, and Family Fun Tour. Since 2019, JCTTA has not been operating as usual and it cannot carry out routine activities as usual after the COVID-19 outbreak and the implementation of the Restrictions on the Social Scale Large (PSBB) and Enforcement of Restrictions on Community Activities (PPKM) in Indonesia. In the midst of the COVID-19 pandemic, this travel agent has started holding virtual tours by selling tour packages to various destinations. This is supported by previous research that one of the travel options during the COVID-19 pandemic, virtual travel is quite promising to survive in the midst of a pandemic (Rahmawati, Prasastono, Susanto, & Sudiro, 2022).

VT is the main component of this research as an alternative tour. A virtual tour is a simulation of an actual location, usually consisting of a series of videos or a collection of photos. VT can also use other multimedia features, such as sound effects, music and text (Kristanto, 2020). The form of a video or a collection of photos that have a three-dimensional view as a whole, so that a three-dimensional modeling of the conditions at that location is needed.

Three-dimensional modeling takes a long time and is very complex. A method of collecting and producing complete views in a single view is known as virtual reality photography (Khan & Kusuma, 2021). VT has been widely used by hotels, travel agencies and universities as an important tool to promote their business. This is due to the increasingly sophisticated and rapid development of technology, which has resulted in many new innovations. Likewise, virtual reality (VR) technology has been one such innovation since the 1980s. The

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development and promotion of this technology includes computer-mounted Head Mounted Displays (HMDs) and Data suits (or Data gloves), which help define what is often referred to as "Virtual Reality" (Syani & Rahman, 2017).

In a company's marketing program in Japan, virtual reality (VR) is used to attract customers by implementing a "Virtual Kitchen" system that gives them the sensation of being in the kitchen they want. According to Parish (2015), Panorama Virtual Reality is an interactive way to see a place in a wide-angle panorama. It provides a full space experience without artificial bias or effects. According to (Kisielnicki, 2018), visitors usually look for comprehensive and credible information about tourist destinations.

In Indonesia, the recovery phase, also known as the adaptation to new habits or "new normal", has begun. This began with the announcement of the Minister of Health of the Republic of Indonesia Number HK.01.07/KEMENKES/382/2020 concerning health protocols for the community in public places and facilities in the context of preventing and controlling Covid-19. In facing the new normal era, tourists use high sanitation and safety standards, staycations, special tours, solo travel, health travel, and virtual travel (Paramita & Putra, 2020).

This research aims to explore why VT is recommended for tourists to travel during the Covid-19 pandemic by the JCTTA?

RESEARCH METHOD

This research design uses qualitative methods, then using informants and key informants as sources. Determining informants used a purposive method and used several criteria's including: 1) the manager as a virtual tour service provider by JCCTA; 2) visitors as users of virtual tour services; 3) mature enough and considered capable of answering questions.

Depart from the outcomes of face to face interviews conducted in May 2022 with four key informants, answers were obtained which were their (tourists) experiences after participating in virtual tour activities during the pandemic and experiences in managing virtual tour services (managers) in the field. The following shows the profiles of the key informants shown in table 1 below.

Table 2. Key Informant Profiles

No	Informant Name	Information
1	Ira Lathief	Founder of JCTTA
2	Windi Aulia Devi	Student of Pamulang University
3	Syafa Atya	Student of Paramadina University
4	Yarra Azzahra	Student of Pamulang University

[Source: Primary Data (2022)]

Next, the results of the interview are narrated and linked to questions regarding the service provision process by visitors and the evaluation process. By using an interview guide which was conducted face to face with the informant,

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the data obtained from the interview consisted of the informant's answers to the questions posed by the research (Creswell, 2009). The interview results are then presented in the form of quotations. To answer the formulation of the problem, excerpts from the interview describe various answers from key informants regarding online tours provided by JCTTA during the COVID-19 pandemic.

RESULT AND DISCUSSIONS

Based on the results of interviews with informant 1 (IF1) it can be summarized that at first, tourists didn't know about virtual tours, but then they were introduced by JCTTA. As a result, even though the increase in revenue did not occur immediately, it provided an opportunity to help revive the tourism industry. As stated by informant

As the founder of JCTTA, they use the VT concept to promote tour travel packages. During the COVID-19 pandemic, JCTTA took the initiative to survive and considered tourism as a field that must be pursued. This made them their first ever virtual tour. This reveals that JCTTA is having a hard time implementing business tours (Suheryadi & Saputra, 2021). This is in line with statement that declared the Covid-19 epidemic affected entrepreneurial intent; economic downturns became a barrier to starting new businesses (Wibowo, Hurdawaty, Saputra, Suheryadi, & Karlina, 2022).

VT organized by JCTTA becomes the primary method for rerun tour activities on business. This is in accordance with opinion that stated it encourages technological innovation in creating a digital platform as a step to increase attractiveness tourism in Indonesia, one of which is through a VT to advance the Indonesian tourism sector (Djunarto, Subiyantoro, & Sutrisno, 2022). Agreeing with this, virtual tours are a strategy to promote culinary tourism, natural beauty and local culture (Respatiningsih & Kurniawan, 2020). JCTTA has a number of VT types that were held, as in the following table.

Table 3. Types of VT on JCTTA

No	Types of VT	Description
1	Non-Live Zoom	Guide is not on location. Presentation Virtual Tour is held such presentation and use a number of support platform like Google Earth, Videos, Canva Designs, photos
2	Live Zoom	Guide is on location destination travel and deliver in a manner direct about object tourism at the destination
3	Free Live Streamin on Instagram	Activity this VT was held for free for traveler common on Instagram. This type virtual tour can be followed by everyone who wants join in journey tour

[Source: Primary Data (2022)]

After that, JCTTA changed and saw many new competitors. It continues to introduce VT packages on various online platforms, even though the situation

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on the ground has begun to be difficult to attract the interest of the general audience and schools to use them. To provide a VT, JCTTA has to fulfill and collect data according to the wishes of tourists.

According to the informant who is the founder (IF1), said that all VT activities that will be carried out must be evaluated first before being included in a tour package that will be sold to the public. In order to make VT trips feel like real trips, the travel operator responsible for collecting data has to have an accurate understanding of the situation on the ground. JCTTA organizes a unique VT to attract tourists and make it easier for them by providing it that is tailored to their wishes. One form that satisfies tourists is by giving souvenirs from the destinations visited during the VT. This will motivate them to visit destinations in the real world.

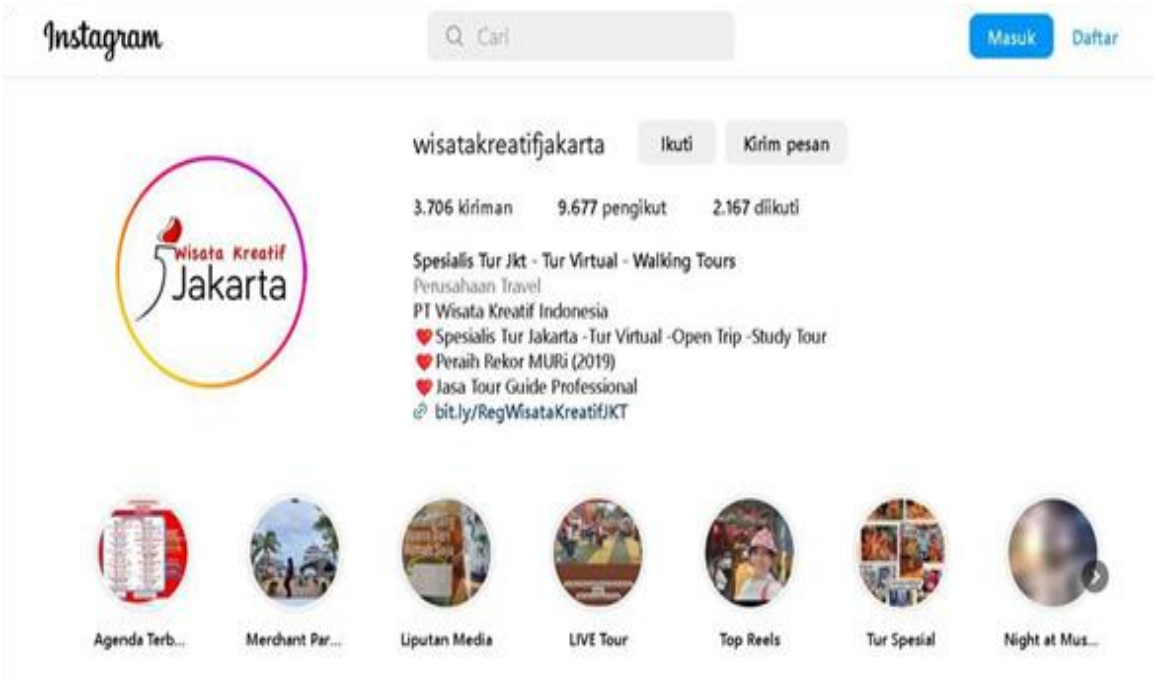


Figure 1. Profile of JCTTA in Instagram
[Source: Jakarta Creative Tourism Travel Agent (2022)]

The concept of VT by JCTTA is preparing devices such as software and hardware. Before the tour starts, the device used for activities must be tested. When running of it, paying attention to them that has been set up and the signal or network used is mandatory for the operator. It has to be well prepared to avoid network interference. This is supported by statement which underlined that after the build stage is complete; testing is done by running the application to see if there are any errors. The purpose of this stage is to find out whether the results of making the application are as expected or not (Satrio & Muhardono, 2023). The following table shows several types of VTs organized by JCTTA.

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Table 4. Tours Organized by JCTTA

No	Tour Type	Travel Route	Description
1	Food Tours	1. Old Batavia 2. China Town 3. Little India 4. Portuguese Village 5. New Batavia 6. Superhero Town 7. Tangkiwood Town 8. Kwee tang AADC 9. Depok Dutch Town 10. Bogor China Town	Culinary Tour and Heritage
2	Bhinneka Tours	1. New Market 2. Gambir 3. Cilincing	Tour Interfaith House of Worship
3	Park and Cementery Tour	1. Ereveld 2. OG Khouw 3. Garden Museums 4. Inscription	Visit The Biggest Mausoleum in Jakarta
4	Fun Family Tour		Family Fun Trip
5	Bike Tours		Gowes Tour
6	Virtual Tours		Via Zoom Live Virtual on Instagram of JCTTA

[Source: Website of JCTTA (2022)]

Based on assertion of the informant who is a tourist (IF4), the drawback of the VT is connection constraints, that when taking a VT trip through live streaming on Instagram, there are several problems with network connections that are experienced. This caused dissatisfaction with the broadcast of the VT at the time, the audio portion could still be heard despite the delay. This is similar to the opinion which states that VTs are more challenging than direct tours since they call for greater ingenuity, the ability to convey that viewers are not bored, and occasionally a slow network that causes hiccups during the VT (Hamid & Supardi, 2022). This condition must be corrected immediately because basically virtual tourism has a significant impact on several industries and will provide public perceptions of how virtual tourism will increase people's satisfaction in the midst of a pandemic (Muhammad, Mutiarin, & Damanik, 2021).

Over time, referred to IF1, tour operators have learned more about the unexpected things that can happen during a VT. Travel managers have started updating all its travel needs, starting from replacing devices that are more supportive and paying attention to network connections. Further, other informant who was a tourist (IF5) stated that the tour went smoothly even though there were still some network connection problems. Furthermore, for various types of VTs, including those that do not involve live zoom and live streaming on

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Instagram, all of them must be properly prepared. This opinion reinforces previous finding that one key component of tourism communication is the internet, which has the ability to give high-quality virtual experiences and enable real-time interaction between people and computers (Werthner & Klein, 1999).

Pointed to IF2 and IF3, VT is not only a solution during the COVID-19 pandemic, but otherwise being an ongoing program to provide information about tourist destinations to tourists who have not been able to tour in person. However, if the restriction is removed or perhaps after the pandemic, it might serve to raise users' desire for travel and provide virtual tourists with an additional means of evaluating how worthwhile and viable the region is to visit (Gegung, 2021). Other opinions support this; they state that when someone decides to go on vacation somewhere, they tend to look for references through digital media, such as writing reviews, vlog videos, and photos on social media (Bramantyo & Ismail, 2021). In other words, VT is a very popular tool for location promotion and recognition (Syani & Rahman, 2017). Other findings state that Virtual Tourism can be used to promote destinations other than as an alternative tourism (Riesa & Haries, 2020).

CONCLUSIONS

JCTTA offers the idea of a virtual tour as an effort for the tourism business to survive during the COVID-19 pandemic. This is also to encourage tourists to return to tourist destinations. Virtual trips can be covered via Instagram live streaming, non-live zoom, and live zoom. JCTTA continues to continue the virtual tour, even though there are some network connection problems. His party continues to update the system to ensure that every virtual tour activity is able to satisfy the tourists who take part. Related information about tourist destinations is promoted through online media.

The VT concept implemented by JCTTA has had a number of positive impacts for both managers and society at large, which include: 1) maintaining the viability of travel agents as a business in the tourism sector; 2) presenting a new concept, namely traveling using modern communication media; 3) a new breakthrough, i.e the concept of safe traveling during the COVID-19 pandemic; 4) a short cut in the field of tourism, travelling traveling with the most economical and easy concept and accessible to all levels of society; 5) the concept of traveling without having to leave the house.

This research has contributed to describing the condition of travel agents in Indonesia during the COVID-19 pandemic, on the one hand trying to survive in running their travel business, on the one hand providing new breakthroughs in the travel business. However, this study recommends the next research agenda to examine how much interest in visiting again through virtual tours.

Managerial Implications

Some important implications that need to be carried out by virtual tour service providers, in this case are JCTTA including 1) handling quickly in response to tourist complaints, especially network connections; 2) displays complete tourist attractions found in tourism destinations, so that no tourist attraction is overlooked; 3) presenting more attractive displays on the web site to attract new customers and consumers; 4) improve the quality of software and

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hardware used to produce VT packages; 5) Managers must try to establish a program for how this virtual tour business can still run in the normal era after the COVID-19 pandemic by conducting surveys of previous customer interests. On the other hand, JCTTA's investment in software and hardware to produce virtual tour packages continues to generate profits for the company.

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Virtual Tour Method as an Alternative Tourism Experience During The Covid-19 Pandemic (Case Study of Villages Nglanggeran, Yogyakarta)

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ABSTRACT

Purpose: The aim of this research is to take a consumer perception and to find out the interest of consumer about virtual tour and wants to get the impact tourists feel regarding the virtual tour in Nglanggeran Village

Research method: This research uses qualitative research through observation, interview, and survey. The author makes observations by participating in virtual tours online and conducting interviews with virtual tour participants to obtain data.

Results and discussion: There are three big results obtained that the virtual tour still had much homework to fix and reach because of several factors that obstructed it. The first factor: the virtual tour cannot make visitors feeling enjoy the tour. The second factor: visitors cannot be satisfied with the tour by virtual because there is not interaction directly with nature. The third factor: another visitors are not enjoy the virtual tour because it's not real. That means virtual tour must be fixed from the internet connection, guide, time duration, facilities, and infrastructure that can make tourists feel the actual travel experience like real and live.

Implication: Virtual tours are indeed inviting tourists to carry out tourism activities during a pandemic. However, several factors can minimize the tourist experience in virtual tours. This means that Virtual tours can be used as an alternative for traveling during a pandemic, but the inhibiting factors must be seen so that they can be maximized.

Keywords: covid-19, virtual tour, nglanggeran tourism village, tourist interest, travel experience

INTRODUCTION

It was a very tough year for the whole world in 2019. The entire world feels the impact that significantly affects all sectors. One of them is the tourism sector, a very influential sector worldwide. One thing that makes the world worse is an outbreak, which is also known as the COVID-19 pandemic (Nugraha, 2021). COVID-19 is a virus that can be transmitted from one person to another. Not only that, COVID-19 is a deadly epidemic that is said to be a pandemic that can paralyze some sectors in the world, and one of them is the tourism sector. Almost all tourist attractions have felt a significant impact after the Pandemic came.

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Because this paralysis lasts for a long time, therefore alternatives and things are needed to revive tourism (Widjaya, 2021).

Utilization of the digital economy is one solution that can be used by businesses in the tourism sector to survive and rise from adversity due to the COVID-19 pandemic, of course, without heeding consumer safety guarantees and complying with health protocols (Utami et all (2021: 388)). During this pandemic there have been many losses caused by the COVID-19 pandemic, so one of the things that can be done is to use the digital economy as an alternative.

Several trends of tourist are used as alternatives during the pandemic, such as Staycation, Road trips, Voluntourism, Wellness trips, Nature tourism, and Virtual tourism (bonus.ac.id, 2020). One of them is still popular nowadays such as the Virtual Tour Innovation. This innovation is one of the strategy that is often used as an alternative for traveling. Due to the development of technology, this virtual tour is very effective for some people who want to experience something different than before.

The virtual tour is a journey carried out over long distances. With virtual tours, the tourist destinations you want to visit can be visualized through video recordings. The public can access and watch videos anytime on a video virtual tour. In addition, by watching virtual tour videos, people can still feel as if they are at the tourist spot but remain safe because they stay at home. (Christiarini, R., et al (2020: 158)).

Several cities in Indonesia that carry out a Virtual Tour are the Special Region of Yogyakarta. Yogyakarta is a tourism city that are often visited for travelling. Yogyakarta are familiar with its attraction and tourist destination, such as Malioboro Street, Tugu Yogyakarta, Yogyakarta Palace, South Square, Taman Sari, Prambanan Temple, etc. One of the famous tourist attractions in Yogyakarta is Nglanggeran Tourism Village, located in Patuk sub-district, Gunung Kidul, Special Region of Yogyakarta, Indonesia. This tourist village that won Best Tourism Village 2021 from UNWTO (setgab.go.id, 2021) is one of the tourist villages in Yogyakarta and often gets awards. However, because of the enormous tourism potential and increased tourist interest, during the pandemic, Nglanggeran Village was temporarily closed; therefore, a Virtual Tour of Nglanggeran Village was conducted to re-attract tourists. The Virtual Tour in Nglanggeran Village is carried out to introduce, preserve, and increase tourist attraction outside during the COVID-19 pandemic. It is said that one of the alternative tours that can be done during a pandemic is to do nature tourism. Tourism villages can be used as an alternative to travel.

Based on the introductory description above, the formulation of the problem in this research, including how tourists are interested in Virtual tours with what can be offered when traveling in Nglanggeran Village, Yogyakarta, and what can be done so that the virtual travel experience in Nglanggeran Village can be maximized as alternative travel during the COVID-19 pandemic (Arikunto, 2019).

RESEARCH METHOD

In this study, the researcher used a research design with descriptive research by conducting observations and interviews with the sample to become a reference for the result.

The interview is a question and answer activity conducted by researchers and research respondents to obtain information. This briefing was conducted to

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answer questions related to the problem under study. Observation is the direct observation of an object in a certain period and the systematic recording of the things observed (Aziz, 2003). In this study, researchers conducted online observations because of the limitations that researchers had in visiting tourist villages.In this study, the data source uses a purposive sample focused on selected informants. Purposive sampling is a sampling technique for data sources with specific considerations (Sugiyono, 2019:218).

The qualitative triangulation method is used to determine the validity of the data. There are three types of informants who will provide accurate information in this study. They are key informants, main informants, and supporting informants (Bagong, 2005).

The data analysis used in this research is case study data analysis. A case study is a process of in-depth, detailed, and detailed investigation or examination of a particular or special event. A research location is a place that is held for research. This research will be conducted through online by interviewing some informants by messages or telephone to obtain some information by interviewing.

RESULT AND DISCUSSION

Nglanggeran Tourism Village is in Yogyakarta Special Region, Patuk District, Gunungkidul Regency, Yogyakarta Special Region. It takes as much as 1 hour from the city of Yogyakarta. Nglanggeran Tourism Village is famous because there are many things to offer, such as tourist objects, village facilities, tourist attractions, atmosphere, and tourism products.

Doing a virtual tour has many versions, only the way of carrying it can be determined by the virtual tour organizer. When tourists choose to see the natural beauty of a destination using VR, they can take part in a virtual tour with

VR so that the impression is more accurate (Adytio, 2017).Virtual tours to Nglanggeran Village have often been carried out to provide an understanding of the Nglanggeran Tourism Village. During the pandemic, it was increasingly intensified because it wants to make the Tourism Village a tourist destination that would attract tourists. This Virtual Tour method is presented with different concepts according to the virtual tour organizer.

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Figure 1. Virtual tour activity poster for Nglanggeran Tourism Village
[Source: medium.com]

Virtual tours to destinations will be guided by tour guides who carry out tasks like traveling directly. The tour guide will explain one by one the routes that will be passed; then, the green screen will lead to the ways mentioned by the tour guide at that time. After explaining the street, the tour guide will immediately take you to the first destination according to the goal the tourist has chosen. This activity will be repeated until the last tourist destination.

In this study, researchers had the opportunity to make online observations to see the activities and activities carried out by the organizers during the virtual tour. Researchers joined the Virtual tour of the Nglanggeran Tourism Village organized in collaboration with the Pirtual Project in May 2020. Sixty-five virtual participants in the virtual tour room wanted to experience the journey with a virtual tour of Nglanggeran Village.

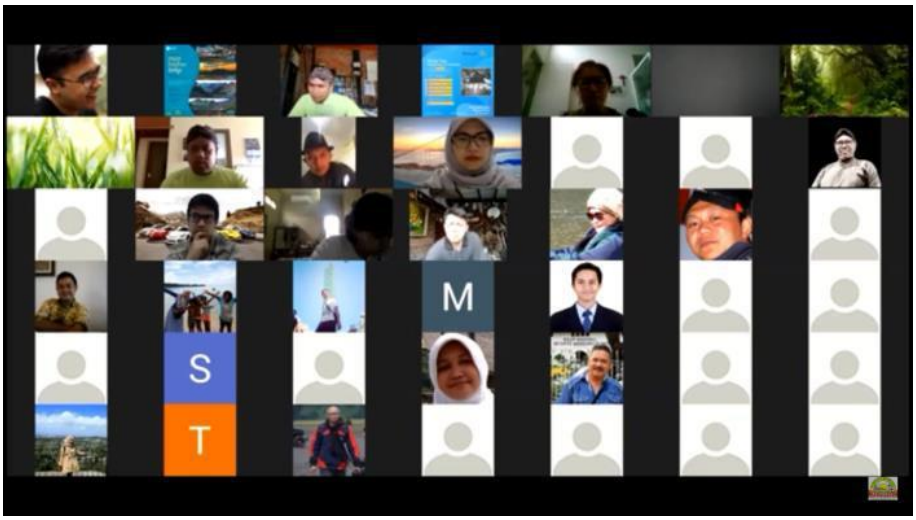


Figure 2. Participants of the Nglanggeran Village Virtual Tour
[Source: youtube.com]

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During the virtual tour, tourists seemed enthusiastic about listening because they looked active during the question and answer session. The tour guides also seemed happy and understood what would be explained next. Unfortunately, when the virtual tour occured occasionally, the main outside is like losing connection, and making the images received by tourists could be more optimal. Sometimes, the sound received by the audience could not be accepted by other tourists or the tour guide. It is perfect for virtual tours researchers to follow in terms of the tour guides. There are only a few minutes that the organizers must address.

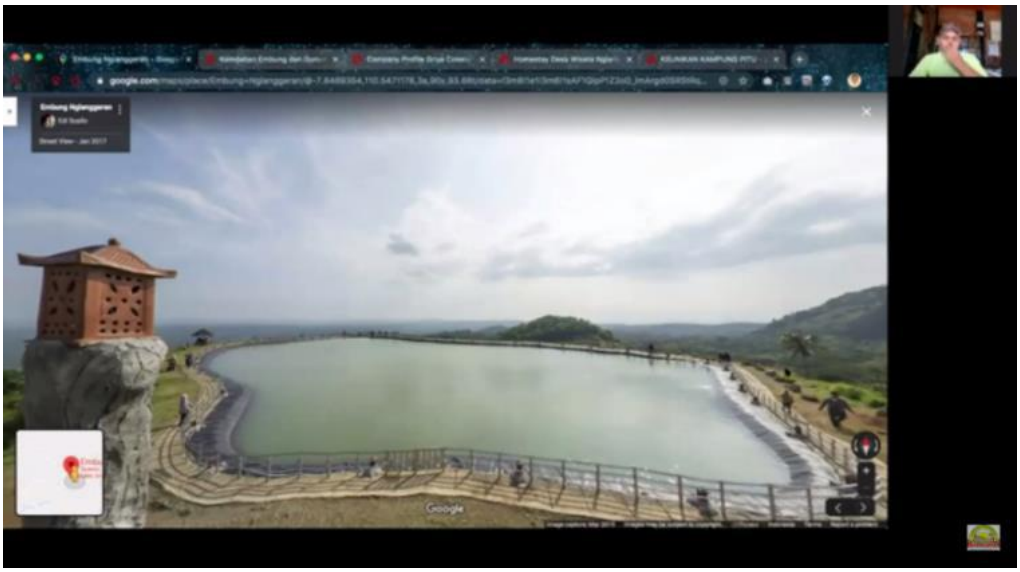


Figure 3. Description of attractions during the Virtual Tour
[Source: youtube.com]

An informant provides information to other people who do not know it. The informants are those who have done virtual tour activities and have visited these tourist destinations. The entire selection of informants was obtained by using a purposive sampling technique. The author divide three groups in information retrieval to determine the validity of the data received. Triangulation in data collection divided the informants into Key Informants, Main Informants, and Supporting Informants.

Key informants have the most control over information about the object being studied. In this case, the researcher set Key Informants as tourists who had visited the Nglanggeran Tourism Village and had several virtual tours both in the Nglanggeran Tourism Village or not. In addition, key informants have special knowledge about virtual tours and tourist villages.

Main informants are those directly involved in the social interactions studied. In this case, the researcher determines informants participating in virtual tour activities in Nglanggeran Village.

Supporting informants can provide additional information to complement the analysis and discussion in qualitative research. In this case, the researchers focus on helping informants to support the response of informants with tourist qualifications of tourists who know about virtual tours and Nglanggeran Village.

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Table 1. Results of interviews with informants regarding the Nglanggeran Village Virtual Tour

Question	Name	Informant Type	Response
Do you enjoy Travelling?	Ranggita Defrianty	Key Informants	I am very happy to travel because many things can be obtained when traveling
	Rezky Apriliantini	Main Informant	Very happy.
	Dewi Fitriani	Informant Supporters	Very happy
Have you ever visited the Nglanggeran Tourism Village Virtually?	Ranggita Defrianty	Key Informants	only once
	Rezky Apriliantini	Main Informant	I did a virtual tour of Nglanggeran Village once because I was interested.
	Dewi Fitriani	Informant Supporters	I've been on the virtual tour, but it didn't finish
What activities do the organizers offer in virtual tours?	Ranggita Defrianty	Key Informants	There are many tourist attractions, although they cannot be felt, culinary in the Tourism Village, and beautiful scenery.
	Rezky Apriliantini	Main Informant	Many things can be explored. Still, the virtual tour does not provide enough experience, so I am only interested in the hospitality of the residents who answer questions and answers.
	Dewi Fitriani	Informant Supporters	During the virtual tour, I heard that there were many activities, but after the virtual tour, the experience needed improvement.
In your opinion, virtual travel	Ranggita Defrianty	Key Informants	Very soon, short. If we are at the place directly, we will likely feel the old activities while enjoying the village.
	Rezky Apriliantini	Main Informant	It's more to the eyes; if I look at the laptop too long, my eyes hurt. So

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activities are exciting, monotonous, and less attractive, or do you have another idea?			make the eyes damaged. The rest is fine.
	Dewi Fitriani	Informant Supporters	There is no feeling that is like traveling directly
What is the concept of a virtual tour in your view?	Ranggita Defrianty	Key Informants	The concept is interesting; you can walk around at home. Moreover, just looking at the laptop / PC only. It can be done everywhere, so it is pretty compelling.
	Rezky Apriliantini	Main Informant	Much knowledge can be gained from the virtual tour. This virtual tour is a good concept.
	Dewi Fitriani	Informant Supporters	Save money.
Is the virtual tour concept suitable as an alternative tour?	Ranggita Defrianty	Key Informants	Still, there is much to be improved if you want to make an alternative.
	Rezky Apriliantini	Main Informant	The virtual tour can be used as an alternative because I can feel that I am right where I am doing the virtual tour.
	Dewi Fitriani	Informant Supporters	Can be. Because during the pandemic, virtual tours are needed for tourists who want to travel. So, a virtual tour can be the cure.
Has the pandemic condition disrupted your travel activities?	Ranggita Defrianty	Key Informants	It isn’t enjoyable when asked about tourist activities. Due to price factors, some objects are temporarily closed.
	Rezky Apriliantini	Main Informant	Very annoying
	Dewi Fitriani	Informant Supporters	Very annoying
Can the virtual tour concept give	Ranggita Defrianty	Key Informants	Less, because some things still need to be

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you a new experience?			improved. Many people will widely use this virtual tour when things return during the pandemic because tourists need entertainment. But if it's the same as watching a video on YouTube, a virtual tour won't impress anything.
	Rezky Apriliantini	Main Informant	It provides a new experience. Because never before.
	Dewi Fitriani	Informant Supporters	Not.
Can virtual tours be a choice for traveling during a pandemic / at certain times?	Ranggita Defrianty	Key Informants	It could be if there are changes such as tourist objects that will be given maybe more so that you don't have to be responsible, especially in the same class as a tourist village with lots of activities. More needs to be fixed. From duration to internet network. Because on a virtual tour, things like that must be resolved so that tourists don't feel like they are at a loss for taking their time to take part in traveling with this virtual tour.
	Rezky Apriliantini	Main Informant	If the tour guide is more attractive.
	Dewi Fitriani	Informant Supporters	It's possible, but pay attention to what must be prepared before starting a virtual tour.

[Source: the results of interviews with the author]

A qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior (Bogdan and Taylor in Moleong, 2007: 3). In the results of interviews conducted

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by researchers, it can be seen that some tourists like traveling activities. However, because of this pandemic, some tourists feel almost the same impact: the inhibition of the activities they want, namely traveling. The pandemic makes tourists have to stay at home to carry out government regulations to stay at home and keep their distance.

Therefore, a virtual tour must create an attraction so that tourists are interested in trying the virtual tour and trying to do a virtual tour in that destination. During a pandemic like this, virtual tours must be intensified again to emerge as an alternative to travel. The Nglanggeran tourism village can be effective as a chosen destination because it has several things to explore.

Tourists feel that the attractions offered are diverse when doing a virtual tour, but the duration is limited. But all of that paid off because tourists could enjoy the natural beauty of Nglanggeran Village and the information and hospitality of the residents, who responded well to tourists' answers during the virtual tour. Although tourists cannot directly experience what is happening in Nglanggeran Village, tourists can get new experiences doing virtual tours in Nglanggeran Village for several reasons. This is what makes tourists interested in visiting the Nglanggeran Tourism Village.

Each informant has various suggestions that must be made to make this virtual tour a good alternative. Some of these factors were obtained from the unrest carried out by the informants because they felt that there was still a lot that needed to be addressed from the virtual tour.

1. Tourist attraction
2. Duration
3. Internet connection
4. Tour guide
5. Information
6. Tourists don't get the same experience

Virtual tours can function well during a pandemic because they can provide medicine to tourists who miss traveling activities. However, to make it a long-term move, it must be re-managed to maximize it.

CONCLUSION

Based on the study’s results using a qualitative approach, namely using the case study research method, it can be concluded that virtual tours can be an alternative to traveling during a pandemic because they can attract tourists with whatever tourist destinations offer. The research results found various things that tourists want to enjoy in carrying out tourism activities with this virtual tour method. However, in a virtual tour, tourists cannot feel the same sensation as what happens when they come directly to the original place.

It can be concluded that virtual tours do invite tourist interest in carrying out tourism activities during the pandemic. However, several factors can minimize the tourist experience in virtual tours. This means that Virtual tours can be used as an alternative to traveling during a pandemic, but still have to look at the inhibiting factors to maximize their efficiency.

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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 Author[1], Second Author[2], Third Author, ... (10pt)
[1]Department, Faculty, University, City, Country (10pt)
[2]Research group, Institution, City, Country (10pt)
Email: [1]author@address.com, [2]author@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 Aesthehtics, 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.

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