International Journal of Green Tourism Research and Applications

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The Management of Cau Belayu Tourism Village Based on Green Tourism Business Scheme

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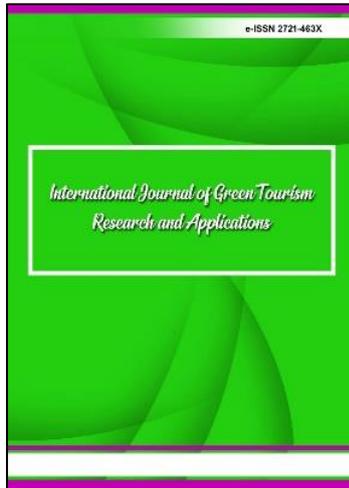
Abstract

Purpose: The purpose of this research is to know the implementation of green tourism business scheme by the management of the Cau Belayu tourism village to be a sustainable and environmentally friendly tourist destination.

Research methods: This research is using descriptive analysis research with qualitative description. Data were collected through interviews, observations, and related documentation. The selected informants are determined based on the criteria from the author. Data were analyzed using activities that occur simultaneously, namely data reduction, data presentation, and drawing conclusions or verification.

Results and discussion: The result shows that the development of tourism in Cau Belayu village is welcomed by the surrounding community because it is considered to have a positive impact on their lives and there are 10 green tourism business schemes which can be implemented in Cau Belayu tourism village to support a sustainability tourism village activities, namely compulsory, management and marketing, social involvement and communication, energy, water efficiency, purchasing, waste, travel, natural and cultural heritage, and innovation.

Conclusion: The management of Cau Belayu tourism village is generally growing and developing well, but it is still not optimal because there are still several obstacles. The implementation of 10 green tourism business schemes in particular has not been fully implemented, however, the direction of the Cau Belayu tourism village management policy has led to green tourism business schemes.

*Keywords***:** the management, green tourism, green tourism business scheme, tourism village

INTRODUCTION

By the end of the 20th century dramatic changes in the global economy laid aside traditional economic resources, agriculture and industrialization, to be replaced by different services industries, telecommunications, information technology, banking and travel and the tourism industry which currently leads the world economy. Tourism is no longer the activity undertaken by people, in which they go out for a particular period to spend leisure time, but also as a view to see the available business opportunities. Despite of difficulties and crises, tourism has managed to deepen its roots in the contemporary culture by the end of the twentieth century (United Arab Emirates Ministry of Economy, 2014).

As a result, the world is going through a dramatic period of social, cultural, civilizational, economic and environmental development which led to a so-called "new tourism era" with its special features and own trends. One of the key trends is the appearance of new types of tourism like green tourism. Green tourism satisfies the requirements of environment and its protection from pollution through programs in which entertainment and protection complement each other. It is described as sustainable tourism, alternative tourism as well as balanced tourism.

Green tourism has become the center of the world interest and the specialization of many tour operators, there are a lot of tourists who look for accommodation at eco-friendly green hotels, as a requirement. It is a responsible eco-friendly type of tourism attracting well-educated and clean, natural, environment lovers, and levels of tourists. Environment is the backbone of tourism activity and clean environment is a guarantee and a key factor of tourism attraction.

It should be indicated that new trends in environmental protection are taken into consideration to achieve the green tourism business scheme, in order to apply an integrated environment system to reach a sustainable tourism policy that abides with local environment laws and reduces employment costs through the optimal use of natural resources and improvement of the images of tourist facilities.

The green tourism business scheme can be used for the management of tourist attractions in Bali. One of the tourist attractions that are developed by the Indonesian government through the ministry of tourism and creative economy is a tourism village. A tourism village is a business that can be developed to improve the welfare and income of local communities while still paying attention to environmental sustainability. Cau Belayu tourism village is one of the tourism villages located in Cau Belayu Village, Marga District, Tabanan Regency. Cau Belayu tourism village was confirmed as a tourism village through a Tabanan's Regent Decree Number 180/1286/03/HK & HAM/2020.

Cau Belayu tourism village has the potential to be developed. Potential tourist attractions owned by Cau Belayu tourism village, namely the Pengempu waterfall which has a height ranging from 15-20 meters, sports tourism such as rock climbing, trekking, tubing, and spiritual tourism which is located near Pucak Geni temple. This development effort aims to make Cau Belayu tourism village as one of tourist destination in Tabanan Regency.

In developing the Cau Belayu tourism village, good management is needed for the sustainability of the Cau Belayu tourism village, which currently the management of Cau Belayu tourism village is still carried out in groups. The management of Cau Belayu tourism village begins with the initiation of community groups from 4 hamlets, namely Cau Belayu, Babakan, Padangaling, and Seribupati. Therefore, this community group formed a tourism awareness group *(Pokdarwis)* which was confirmed by the Tabanan's Regent Decree Number 180/576/03/HK & HAM/2020 which had 30 members.

The results of interviews with the Cau Belayu village head, I Putu Eka Jayantara and Chairman of the tourism awareness group *(Pokdarwis)*, I Wayan Sumastra, interview on 17 October 2020 related to the management of the Cau Belayu tourism village, which currently does not have proper management because the tourism potential exists in each hamlet and privately owned land. It needs understanding and agreement to disputes occur, especially regarding the results of the management of the Cau Belayu tourism village. From the description above, the author intends to implement a tourism village business scheme based on green tourism so that Cau Belayu tourism village becomes a sustainable and environmentally friendly tourist destination.

RESEARCH METHODS

This research is a descriptive analysis research with qualitative descriptions. Qualitative research is a research process that is carried out naturally according to the objective conditions in the field without any manipulation, as well as the types of data collected, especially qualitative data (Arifin, 2011). In addition, the use of descriptive analysis method aims to analyze by describing more deeply related to the object of research, so as to produce authentic and inter subjective research. Based on the above concept, the author directly observes related objects, interviews informants, and relates them to documents. The author then analyzes all the data and formulates an appropriate management scheme to manage the Cau Belayu tourism village.

The research location used in this research is the Cau Belayu tourism village, Marga District, Tabanan Regency, Bali Province. Cau Belayu tourism village was chosen as the research location because this village is a tourism village which has just been inaugurated by the Tabanan Regency Government and is also an assisted village of the Tourism Department Politeknik Negeri Bali.

This research used a purposive sampling method, namely a sampling technique with certain considerations (Sugiyono, 2015). Based on this method, the selected informants are determined based on the criteria that is determined by the author. The criteria determined by the author were that the sample was a community who knew the process of forming the Cau Belayu tourism village represented by the Head of Cau Belayu village and village secretary, the informants was willing to answer questions that had been prepared by the author represented by two people from each hamlet (Figure 1), and the informants willing to provide data and documents related to the development and management of the Cau Belayu tourism village, represented by the Chairman of the Cau Belayu village tourism awareness group *(Pokdarwis)*.

Figure 1. Interviews with informants
(Source: Author documentation, 2020)

The data collected from interviews, observations, and related documents were analyzed using interactive analysis techniques. The interactive analysis technique consists of three activities that occur simultaneously, namely data reduction, data presentation, and

drawing conclusions or verification. Based on the description above, the data analysis technique in this research was carried out through stages, namely 1) recording all findings of phenomena in the field either through observation, interviews, and documentation in the form of field notes, 2) reviewing field notes from observations, interviews and separating data which are considered important and insignificant, this work is repeated to check the possibility of classification errors, 3) describe the classified data for the benefit of further research by taking into account the focus and research objectives, 4) make a final analysis related to the business scheme of the management of the Cau Belayu tourism village.

RESULTS AND DISCUSSION

The development of tourism in Cau Belayu village started with the increasing number of local community visits and some foreign tourists visiting the Pengempu waterfall (Figure 2). At first, the Pengempu waterfall area was used as a place for religious ceremonies, namely *melasti* which is carried out once a year. Seeing the tourism potential in the Pengempu waterfall, several community leaders took the initiative to form a group to manage the Pengempu waterfall (I Wayan Sumastra, interview on 17 October 2020). The obstacle faced in managing the Pengempu waterfall is the ownership of the land around the waterfall Pengempu privately owned by Belayu Cau villagers, which means that the land owners around the Pengempu waterfall have the right to use their land to convert it into a permanent building or sell it to other parties that could damage the sustainability around the Pengempu waterfall. The obstacles faced were then discussed with the management of official village and traditional village. From the results of these deliberations, they agreed to form a tourism awareness group *(Pokdarwis)* which later could help provide explanations for tourism activities to the local community and develop tourism potential in Cau Belayu village as well as including tourism village as one of the businesses that will be managed by the village-owned enterprise *(Bumdes)* of Cau Belayu village.

Figure 2. Pengempu waterfall
(Source: Cau Belayu tourism village, 2020)

The development of tourism in Cau Belayu village is welcomed by the surrounding community because it is considered to have a positive impact on their lives, having an impact on increasing the quality and quantity of their agricultural and livestock products, small industries are more developed, places and culture and tourist destinations in the Tabanan area are more accessible to the community broad (I Putu Eka Jayantara, interview on 17 October 2020). Furthermore, tourism development in Cau Belayu village is expected to be able to cover all hamlets in Cau Belayu village. Therefore, it was agreed to create a Cau Belayu tourism village development program. The expectations of the community are very high in participating in the implementation of the Cau Belayu tourism village development program. This is because the community is aware of the ecological potential of their village. This is also supported by the Tabanan district government which focuses on developing new tourism areas to go to tourism villages based on natural potential by providing training and promoting tourism villages in Tabanan district.

From the results of field observations, the management of Cau Belayu Tourism village can be done by implementing the green tourism business scheme (Figure 3).

Figure 3. Green tourism business scheme
(Source: GTBS, 2020)

This green tourism business scheme has 10 schemes that are implemented in the Cau Belayu tourism village, which are compulsory, management and marketing, social involvement and communication, energy, water efficiency, purchasing, waste, travel, natural and cultural heritage, and innovation.

Compulsory - compliance with environmental legislation and commitment to continuous improvement in environmental performance. In this case, the official village of Cau Belayu, tourism awareness groups *(Pokdarwis)*, the village consultative body *(BPD)*, and village-owned enterprises *(Bumdes)* have coordinated with the Tabanan Regency government to make Cau Belayu village as one of the tourism villages in Tabanan Regency through the

issuance of a Tabanan Regent Decree Number 180/1286/03/HK & HAM/2020. This coordination was also carried out with the Cau Belayu traditional village and the Babakan traditional village regarding customs relaw *(awig-awig)* in supporting the existence of the Cau Belayu tourism village. Cau Belayu village and the existing traditional villages are committed to making improvements and upgrading of tourism village facilities in a sustainable manner, for example repairing trekking routes by strengthening road bodies, improved access to the Pengempu waterfall from the main road, making flower gardens, and providing garbage dumps.

Management and marketing - demonstrating good environmental management, including staff awareness, specialist training, monitoring, and record keeping. Based on field observations, the Cau Belayu tourism awareness group *(Pokdarwis)* has participated in many trainings related to the management of the tourism village, both held by the local government and the provincial government of Bali, however environmental management in Cau Belayu Tourism village has not been running optimally because it is currently still in progress on the development stage of tourism village activities to build business schemes that maintain environmental sustainability. From the green tourism business scheme, the management of the Cau Belayu tourism village can carry out management starting from the green management file, where all data related to the management of the tourism village is paperless or in digital files as much as possible. Furthermore, the management of Cau Belayu tourism village and also Cau Belayu village officials can make a green action plan, for example the construction of water irrigation facilities at Pengempu Waterfall by paying attention to the structure of the watershed and the presence of existing trees. In terms of marketing, the management of Cau Belayu tourism village can do green marketing where the marketing of Cau Belayu tourism village are carried out through social media, websites and brochures while still including the green policy along with a commitment to environmental preservation. In addition, green marketing can also be done by creating green events such as easy gardening, trekking with Paddy's plantation, and camping in natural area.

Social involvement and communication of environmental actions to tourists through variety of channels and range of actions. The attractions in Cau Belayu tourism village are packed with green policies where tourists are not only invited to enjoy the existing tourist attractions, but are also invited to preserve the environment. One example, trekking attraction is combined with environmental preservation such as plant nurseries. Environmental education communications are also conveyed to tourists regarding the types of trees that grow in Cau Belayu tourism village and the benefits of these trees in daily life. The Cau Belayu tourism village management also collaborates with existing groups such as farmer groups, livestock groups, and youth groups who become local informants during social interactions in Cau Belayu tourism village. In terms of environmental promotion, Cau Belayu tourism village also promotes physical and spiritual health and wellbeing tourism. Spiritual tourism in the form of *melukat* can be done at Beji Langse in the Seribupati hamlet area, as part of the Pucak Geni temple and also water tourism in the form of tubing along the river while enjoying the green nature.

Energy - efficiency of lighting, heating and appliances, insulation and renewable energy use. In Cau Belayu tourism village, the use of renewable energy does not yet exist because all lightings, heating, and equipment still use electricity. However, the management of Cau Belayu tourism village has made a strategic plan for energy efficiency by using solar cell lighting that comes from sunlight and batteries. This has been discussed and a proposal will be submitted

to the local government for village development assistance related to the realization of renewable energy.

Water efficiency - good maintenance, low consumption equipment, flush reduction, lessening pollution impacts through offset, rainwater harvesting as well as using eco-cleaners. The village of Cau Belayu has an abundance of water reservoirs because it has a natural spring that has been clinically tested for drinking water by the Health Office of the District of Tabanan. In terms of water efficiency, the Cau Belayu village has made village-owned water company *(PAM Desa)* which is distributed to people's homes. From the observation, the water supply is still available even though the *PAM Desa* has been made, so that the water supply will be used to support the activities of the Cau Belayu tourism village, namely by making refill drinking water and later in the form of bottled drinking water. This plan has been included in the Cau Belayu tourism village development program and is currently in the process of submitting a refill drinking water supply proposal through the community service grant from Politeknik Negeri Bali.

Purchasing environmentally friendly goods and services, for example products made from recycled materials, use and promotion of locally grown food and drink, ethical and fairly traded items and the use of sustainable timber. Product promotion is carried out by the Cau Belayu tourism village, namely by utilizing the existing plants and trees in the Cau Belayu village. When tourists arrive, they are given a welcome drink made of filtered water from cinnamon leaves that is available in Cau Belayu tourism village. In terms of providing drinking water to tourists, Cau Belayu tourism village will use refill drinking water produced by Cau Belayu village-owned enterprise *(Bumdes)*. Furthermore, food is served using *besek* (woven bamboo) which is environmentally friendly, recyclable, and the raw material is readily available and sustainable (Figure 4).

Figure 4. Example product made from recycled materials *(besek)*
(Source: Author documentation, 2020)

Minimize waste by adopting the principle of "eliminate, reduce, reuse, recycle". The results of observations in Cau Belayu tourism village, waste handling can be divided into two, namely household waste and livestock waste. Household waste is handled by Cau Belayu village in collaboration with the Tabanan Regency Sanitation and Environment Agency in terms of transporting waste. Livestock waste is handled directly by the owner of the farm, where the waste is recycled for compost and the results from this recycling are used as organic fertilizer for food production such as corn and sweet potatoes which are bought by village-owned enterprise *(Bumdes)* and sold back as animal feed.

Travel - aims to minimise visitors travel impacts by adopting more responsible travel options, promoting local and national public transport services, cycle hire, local walking and cycling options, and use of alternative fuels and efficient vehicles. In this case, the management of Cau Belayu tourism village is working with agro-tourism management in the Seribupati hamlet in providing environmentally friendly transportation, namely pedicab (Figure 5). Tourists can take a pedicab around the Cau Belayu tourism village which is then continued by trekking to enjoy the existing tourism potential. Furthermore, the management of Cau Belayu tourism village will also provide bicycles to get around the village. Given the limited funds available, the facilities to support activities in the Cau Belayu tourism village were built in stages.

Figure 5. Environmentally friendly transportation (pedicab)
(Source: Author documentation, 2020)

Natural and Cultural Heritage - on site measures aimed at increasing biodiversity and preserving cultural values, for example wildlife gardening, ecological reserves and refuges, cultural events and iconic buildings, as well as providing information for visitors on the wildlife on and around the site. In terms of natural and cultural heritage preservation, tourists visiting Cau Belayu tourism village can see green nature because most of the Cau Belayu village area is forest and agriculture. In terms of culture, tourists will be invited to learn Balinese dancing, make Balinese offering *(canang)*, Balinese cuisine, and also make Balinese carving in one of the people's houses and can interact and also see local community activities.

Innovation - measures which are innovative through the application of novel techniques and technology or the adaptation of traditional methods into a modern context all of which must demonstrate a positive contribution to sustainable development. From the observations, Cau Belayu tourism village has implemented innovative steps in the development of Cau Belayu tourism village, for example by developing an Android-based smart village application to provide information related to Cau Belayu village and its tourism potential. The village smart application is still under the development and trial stages, however, the village internet network infrastructure has begun to be explored by inviting internet providers to Cau Belayu village who can later support the management of Cau Belayu tourism village. In terms of promotional innovations for the Cau Belayu tourism village, it has been done by making promotional videos

that was uploaded to the Youtube channel and also promotions to educational institutions to simultaneously provide advice and input regarding the management of the Cau Belayu tourism village.

CONCLUSION

Through in-depth observation, in this research it can be concluded that the management of Cau Belayu tourism village in Marga District, Tabanan Regency, has the support from local community. The management of Cau Belayu tourism village is generally growing and developing well, but it is still not optimal because there are still several obstacles, especially related to agreements with private land owners. It also relates to the availability of facilities and infrastructure as well as the availability of budgets in the development of supporting infrastructure for the tourism village, so a business scheme is needed to ensure the sustainability of the Cau Belayu tourism village.

The green tourism business scheme is expected to be able to maintain and preserve the economy, socio-cultural life of the community, and the environment in the Cau Belayu tourism village. The concept assessed in the management of the Cau Belayu tourism village by implementing 10 green tourism business schemes in particular has not been fully implemented, however, the direction of the Cau Belayu tourism village management policy has led to a green tourism business scheme which later can be used as one of the village income and also as a basis assessment to get an award in the tourism sector.

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Implementation of Green Human Resources Management through Pro-environmental Behavior in Alpina Hotel & Spa Chamonix France

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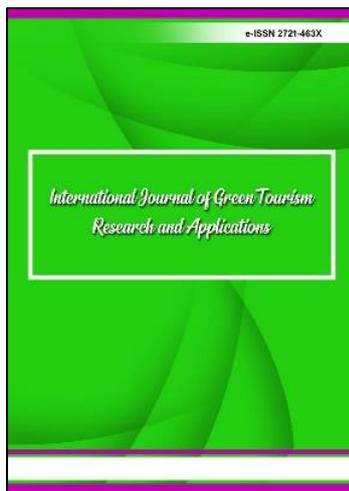
Abstract

Purpose: This article is to explore the implementation of green human resources management in Alpina Hotel & Spa Chamonix, France as well as to know the benefits of implementing green human resources management in Alpina Hotel & Spa Chamonix, France.

Research methods: This study was done in a descriptive qualitative method by explaining eco-friendly activities that have been implemented and the benefits of implementing green human resources management in which the data collection was carried out through techniques and field research in the form of observation, interview, documentation, and literature review.

Results and discussion: The result of this study indicates that the benefits of implementing green human resources management (HRM) through pro-environmental behavior in Alpina Hotel & Spa Chamonix, France is not only profit-oriented to the hotel but also creates social orientation to the people and environment.

Conclusion: The implementation of green human resources management in Alpina Hotel & Spa Chamonix, France has been well and optimally implemented.

Keywords: green HRM, and pro-environmental behavior, hotel

INTRODUCTION

Global warming is one of the biggest problems that occur throughout the world. Global warming is the unusually rapid increase in the earth's average surface temperature over the past century primarily due to the greenhouse gases released by people burning fossil fuels (NASA, 2017). Global warming occurs when carbon dioxide (CO_2) and other air pollutants and greenhouse gases collect in the atmosphere and absorb sunlight and solar radiation that have bounced off the earth's surface (MacMillan, 2016). This problem is caused by human activities

that are not environmentally friendly, ranging from very simple activities to large impacts. By the existence of these environmental problems, tourism stakeholders have an important role in maintaining environmental and social sustainability even though economically, profit is the main orientation of a business (Wirananta & Sarja, 2020). The company should think about satisfaction with the community and not only benefit in the future (Wijaya & Sutama, 2020). Hence, a company in carrying out its activities must base its decisions not only on mere financial factors such as profits or dividends, but must also be based on social consequences in the environment for the present and long-term (Surya, et al., 2020). In the case of service industries such as hotels, their green efforts include reducing waste, saving energy and water in their operations, and educating customers as well as employees.

The implementation of green human resources management in the tourism industry is still rarely done, even though the tourism industry has a big impact not only on the economic sector but also on human resources and the environment. Hence, this is the basic need to implement green human resources management, especially in the tourism industry. Moreover, green human resources management utilizes human resources in the process of applying innovation to achieve environmental performance, waste reduction, social responsibility, and competitive advantage (Renwick, et al., 2013). Human resources are a central factor in a company (Atmaja & Heriyanto, 2014), therefore have an important role in the success of the implementation of green human resources management.

Human resources are the science and art of managing relationships and the role of the workforce to be effective and efficient in helping the realization of the company, employee, and community goals (Hasibuan, 2010). Human resources are also an important and valuable asset of a corporation that is dealt with by the human resource function of management (Rashid & Alam, 2020). Human resources in the organization that aims to implement green human resources management should be aware of the importance of environmental behavior. Green human resources management is described by others as using human resources management policies, procedures, practices, and philosophies so that business resources may be promoted in a sustainable way (Deshwal, 2015). As a result, by being aware of the importance of environmental behavior to reduce negative impact on the environment, the employees are expected to have pro-environmental behavior.

Pro-environmental behavior is various forms of human action aimed to minimize negative impacts on the environment and to contribute to the sustainability of the environment. Clearly, pro-environmental behavior will be the basic requirement of green human resources requirements that can be used as guidance in order to make the implementation successful. There are four green human resources requirements of the implementation of green human resources management: (1) Green Competencies; (2) Green Attitude; (3) Green Behavior; (4) Green Results (Opatha & Arulrajah, 2014).

Alpina Hotel & Spa Chamonix, France is a 4-star hotel located in Chamonix, France. This hotel has taken on the role of eco-warrior-in-residence. The uncontrollable threats to the environment like air pollution, global warming and ozone layer depletion have been happening lately. Being a conscious hotel industry, Alpina Hotel & Spa Chamonix, France aim to contribute to the sustainability of the environment. On the other hand, the excess of power consumption in the hotel itself is the main reason this hotel implement green human resources management (GHRM). The hotel has implemented a sustainable concept and is trying to raise awareness for employees and guests to be environmentally responsible through an environmental behavior approach. Pro-environmental behavior is carried out to encourage guests and especially employees to behave in an environmentally friendly manner.

Based on the background described above, there are two purposes of this research (1) To know the implementation of green human resources management in human resources practices in Alpina Hotel & Spa Chamonix, France and (2) To know the benefits of implementing green human resources management for Alpina Hotel & Spa Chamonix, France.

RESEARCH METHODS

This research was conducted in Alpina Hotel & Spa Chamonix, France. This is a 4-star hotel managed by SOFIVAL Group ideally located in the heart of Chamonix, at 79 Avenue du Mont Blanc, 74400 Chamonix-Mont-Blanc to be exact. Alpina Hotel & Spa Chamonix, France was chosen as the research location because this hotel is one of the hotels that has implemented green human resources management. This research is a qualitative with four categories of green human resources requirements that have been implemented in Alpina Hotel & Spa Chamonix, France by Opatha & Arulrajah (2014) as follows: (1) Green Competencies; (2) Green Atitude; (3) Green Behavior; (4) Green Results. The data was collected through interviews. Key respondents that have been determined were General Manager, Assistant of General Manager/ Human Resources Manager, Head of Housekeeper, Hotel Manager, Head of Front Office, Restaurant Manager, and Technical Manager.

RESULTS AND DISCUSSION

The Management Function of Green Human Resources Management in Alpina Hotel & Spa Chamonix France

Alpina Hotel & Spa Chamonix, France aims to be an environmentally friendly organization. In order to achieve this goal, Alpina Hotel & Spa Chamonix, France has implemented 4 management functions of green human resources management. Those management functions are planning, organizing, implementing, and controlling.

Planning

Managers in Alpina Hotel & Spa Chamonix, France are responsible to make annual planning, then they will discuss a meeting where all managers are working together to accomplish the final result of the annual planning. Planning is targeted at each department to achieve a better service based on eco-friendly activities.

Organizing

Once the annual planning is in place, the managers must put it into action in order to achieve the goal. Firstly, each manager will inform the subordinate employee about annual planning. Then, the subordinate employee is responsible to inform all the employees and make sure that they are well informed. Finally, when all of the employees are informed, they are expected to implement the annual planning.

Implementing

The implementation of employee training that has been carried out in Alpina Hotel & Spa Chamonix, France is by giving special briefings regarding the goal towards green human resources management every twice a month or depending on the annual planning. In the first few briefings, the managers will explain the problem related to environmental issues followed by the actual training to raise awareness of the employee.

Controlling

Based on the annual planning, the critical point will be the point of control. When the implementation of the activities does not match with the critical point on the annual planning, the managers will identify the problems that may occur. Furthermore, each manager must find the solutions at each department to fix the problems then put it again on the next annual planning.

The Implementation of Green Human Resources Management in Alpina Hotel & Spa Chamonix France

The implementation of green human resources management in Alpina Hotel & Spa Chamonix, France related to four categories of green human resources requirements are green competencies, green attitude, green behavior, and green results.

Green Competencies

All employees must have the knowledge and awareness about environmental concern despite the fact that not all employees have this knowledge. Without knowledge and awareness, it is impossible for the employee to be environmentally friendly. From the annual planning, it has been planned that employees will be educated through training. Education is expected to give an understanding for the employees in regards to environmental concerns which will build positive behavior towards the surrounding environment, especially in the working areas.

Green Attitude

The employees showed an interest in environmental concern after having some briefings. This is shown from the positive attitude towards the briefings. After the first few briefings, the employees were started to ask questions regarding eco-friendly activities and started to discuss environmental issues more. Then, they started to believe that environmental issues can be reduced through small activities done in the workplace. Thus, they have positive feelings about doing eco-friendly activities and intend to behave positively.

Green Behavior

As a result of having a positive attitude towards the environment, the employees become more aware and concern with regard to environmental issues. Thus, they are consciously having pro-environmental behavior. Eventually, the employees are starting to follow the activity guidelines regarding green human resources management as a result of having pro-environmental behavior. The following table shows the comparison between the annual planning and the implementation of eco-friendly activities from January until December 2019.

Table 1. The Implementation of the Eco-Friendly Activities in 2019

Department	Description	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Front Office Department	1. Reduce paper by 60%	▓	▓	▓	▓	▓	▓	░	░	░	░	░	░
	2. Reduce paper by 80%							▓	▓	▓	▓	▓	▓
	Staffs use digital application to replace printing materials	▓	▓	▓	▓			░	░	░	░	░	░
	Printing materials are replaced in digital form					▓	▓	▓	░	░	░	░	░
	Staffs collect used papers and reuse it if possible before being recycled	▓	░	░	░	░	░	░	░	░	░	░	░
Food & Beverage Service	Staffs turn off computer, lights, heater, and dishwasher after the service	▓	░	░	░	░	░	░	░	░	░	░	░
	Printing materials are replaced in digital form		▓	▓	▓	░	░	░	░	░	░	░	░
	Staffs collect Nespresso coffee capsules to be recycled by Nespresso						▓				▓		
	Staffs separate papers, cartons, and bottles to be recycled	▓	░	░	░	░	░	░	░	░	░	░	░
	Replace fabric table runners with PVC table runners									▓	▓	▓	▓
Housekeeping	Staffs change the towels that are only on the floor	▓	▓	░	░	░	░	░	░	░	░	░	░
	Staffs collect used soap to be recycled by Unisoap						▓	░	░	░	░	░	░

Department	Activity												
SPA	Staffs use digital application to replace printing materials	▓	▓	▓			▒	▒	▒	▒	▒	▒	▒
	Printing materials are replaced in digital form				▓	▓	▓	▒	▒	▒	▒	▒	▒
	Staffs turn off the electricity after the service	▓	▓	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒
Administration (HR) and Sales & Marketing	Reduce paper by 80%							▓	▓	▓	▓	▓	▓
	Staffs use digital application to replace printing materials	▓	▓	▓	▒	▒	▒	▒	▒	▒	▒	▒	▒
	Printing materials (employment contract, internship agreement, notice of rules & regulations, job description, etc) are replaced in digital form			▓	▓	▓	▓	▒	▒	▒	▒	▒	▒

Note: ▓ Planning ▒ Implementation

(Source: Alpina Hotel & Spa Chamonix France, 2020)

Table 1 shows that the implementation of eco-friendly activities in 2019 has been successfully implemented. This is shown by the goals that have been achieved on the annual planning. Even though it has been successfully implemented, there are still some activities that are not perfectly implemented as planned. This is shown by the implementation that is not in time, and it is caused by the lack of the materials used as a replacement as well as some employees that are still unfamiliar with the new system used, hence it still needs to be improved.

Green Results

The result of the implementation of green human resources management in Alpina Hotel & Spa Chamonix, France is the outcomes that are environmentally friendly. Green results are the ecological results that the employees have produced. Here are the outcomes of implementing green human resources management

Paperless Office

Become a paperless organization, Alpina Hotel & Spa Chamonix, France is indirectly taking part in the sustainability of the environment such as conserve the natural resources and reduce water consumption. It is proved by less demand for paper at all departments for the operational.

Reduction of Energy Consumption

Energy consumption is reduced by implementing eco-friendly initiatives in all area of the hotel. One of them is by using alarm and timer for the lights in each part of the corridor, toilet, and office. It is very efficient to reduce electricity waste because the lights will be automatically activated when it detects someone and will be automatically deactivated when nobody is there. Alpina Hotel & Spa Chamonix, France also uses card holders in each room to activate or deactivate the electricity in the room.

Reduction of Waste

There are some implementations that have been applied to reduce the waste such as separating waste based on the types, encourage staff to take the leftovers from the buffet that are still consumable, and use the dinner menu based on the stock. By implementing this, it is certain that the waste will be reduced. It is proved by minimum waste produced per day.

Reduction of Carbon Footprint of Transportation

Some of the initiatives that have been implemented in Alpina Hotel & Spa Chamonix, France are by using PVC table runners that do not need to be washed, it is limiting transportation to go to the laundry place. Employees are encouraged to stay in the staff apartment so they do not need to take transportation to go to the hotel and back.

Carbon footprint of transportation is reduced by limiting the transport. It is proved by the limitation of logistics delivery to Hotel for only twice a month based on the Purchase Order issued by Sales & Marketing Department, pooling laundry at laundry station so the number of laundries is efficient for transport from hotel to appointed laundry service, then back and forth.

The Benefits of Implementing Green Human Resources Management in Alpina Hotel & Spa Chamonix France

The results of implementing green human resources management in Alpina Hotel & Spa Chamonix, France are the outcomes that give benefits to the hotel. Here are the further explanation of the benefits that Alpina Hotel & Spa Chamonix, France obtain cost reduced, increased profits, and reduce environmental impact.

Cost Reduced

Based on the interview with the general manager and the technical manager, the energy and operational cost are decreasing every year since Alpina Hotel & Spa Chamonix, France implementing green human resources management. It is caused by pro-environmental behavior that the employees have as well as the eco-friendly initiatives.

By implementing those actions, there is less cost needed. This is proved by the reduction of purchase order and the reduction of energy consumption per year. Since implementing eco-friendly initiatives, single use items have been limited and replaced into reusable items. This is effective to limit the purchase order because reusable items are last for at least a year. Other than that, the energy consumption is also decreasing which impact the cost. The energy cost of electricity and water are decreasing from year to year since Alpina Hotel & Spa Chamonix, France implemented green human resources management as well as eco-friendly initiatives. The following figure shows the reduction of energy cost from 2016 to 2019.
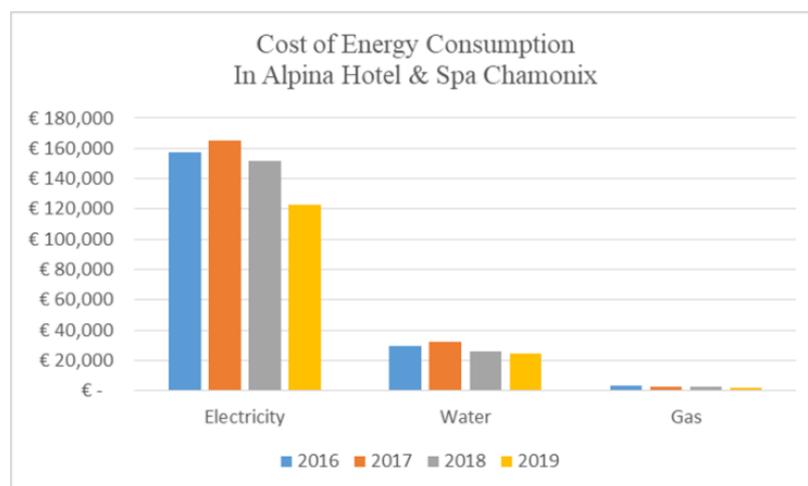

Figure 1. Data of energy cost from 2016 to 2019
(Source: Alpina Hotel & Spa Chamonix France, processed data, 2020)

Figure 1 shows the cost of energy consumption in Alpina Hotel & Spa Chamonix, France from 2016 to 2019. It can be seen that the energy consumption was decreasing each year because of the implementation of green human resources management. The energy consumption was increasing in 2017 because the hotel was under renovation which cause more energy needed.

Increased Profits

Alpina Hotel & Spa Chamonix, France make a unique and different brand by implementing green human resources management as well as implementing eco-friendly initiatives. From this implementation, Alpina Hotel & Spa Chamonix, France is known as a conscious hotel which means this hotel has a great concern of environment. As we know that

the number of people who are very concern to the environment is always increasing from time to time. They tend to choose wisely where they want to stay because they want to have a good vacation and bring positive impact to the environment at the same time. According to the interview result with the General Manager of Alpina Hotel & Spa Chamonix, France, by implementing green human resources management as well as eco-friendly initiatives, more guests stay in the hotel and it is certainly increase the sales. The following figure shows the increased room occupancy rate from 2016 to 2019 in Alpina Hotel & Spa Chamonix, France.
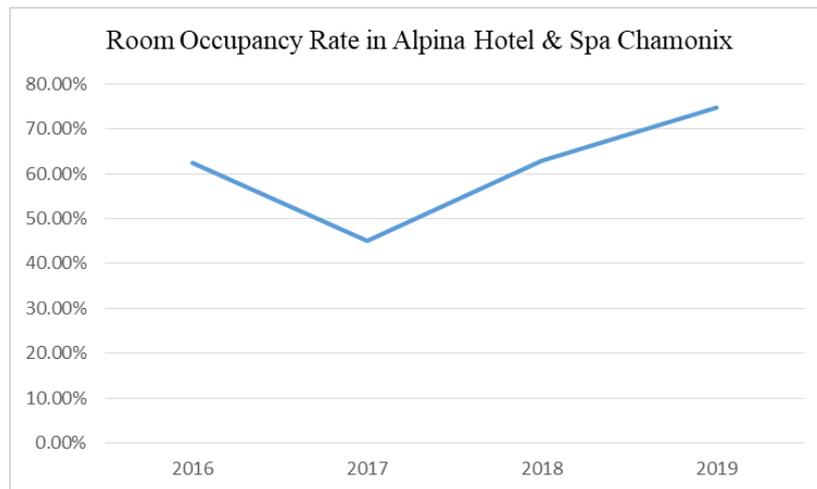

Figure 2. Room Occupancy Rate from 2016 to 2019
(Source: Alpina Hotel & Spa Chamonix France, processed data, 2020)

Based on Figure 2, it can be seen that the room occupancy rate is increasing since Alpina Hotel & Spa Chamonix, France has implemented green human resources management. The room occupancy rate in 2017 was decreasing because the hotel was under renovation.

Reduce Environmental Impact

Implementation of green human resource management has indirectly impacted the environment. This implementation has brought positive impact which benefits the environment including the conservation of natural resources and energy consumption. By implementing eco-friendly initiatives, there is less demand of necessary products for the operational in the hotel, meaning there is less production from the factory. Less production can bring positive impact to the environment because there will be less energy including electricity and water used. This also can reduce carbon footprint of transportation because there is less purchase order that can increase the air quality and reduce ozone depletion.

CONCLUSION

There are two main conclusions that can be drawn from the previous research of result and discussion. The first conclusion will be mainly about the implementation of human resources management in Alpina Hotel & Spa Chamonix, France. Implementation of eco-friendly initiatives in Alpina Hotel & Spa Chamonix, France has been successfully implemented since 2016, however, the implementation of green human resources management was not very well implemented, and hence, the management are making new strategies each year in order to make the implementation of green human resources for better and greener results.

By applying new strategies like giving training to employees through education and replacing waste production items, the implementation become more effective. This is shown from the goals that have been achieved on the annual planning such as reduction of paper by 60% in 2019, reduction of paper by 80% from January 2020, staff already use digital application to replace printing materials, staff have the awareness to safe energy by turning

off unnecessary electric machine, tools and lights, waste production is reduced and being recycled.

Whilst the second conclusion is the benefits of implementing green human resources management. The implementation of green human resources in Alpina Hotel & Spa Chamonix, France is designed to achieve some beneficial points. There are some benefits that Alpina Hotel & Spa Chamonix, France obtained by implementing green human resources management as well as eco-friendly initiatives. The benefit is not only profit oriented to the hotel, but also creates social orientation to the people and environment. The benefits are the hotel get its own brand image, cost reduces, increased profits, and reduce environmental impact. In order to be more environmentally friendly, there should be more activities and initiatives implemented in Alpina Hotel & Spa Chamonix, France. The activities that can be added such as using battery powered cars to be used for transportation in the hotel area, where the electric cars could help to reduce carbon gas emission, recycle the used papers, so the recycling used paper can be made souvenirs for guests, used cooking oil to be recycled into biodiesel by co-ordination with the organization who can do re-processing, make a small garden to plant some plants and collect food waste to make compost that can be used as a natural fertilizer for the organic garden.

In long terms, the hotel can re-engineered the construction so that rain water can be stored and use for toilet flush, build filter for water runs from kitchen dish wash basin and shower could be re-run for watering the garden, floor cleaning, or even toilet flush is the plumbing systems are supports.

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Reservation Strategy to Increase Room Occupancy through Online Platform at Desa Visesa Ubud Resort

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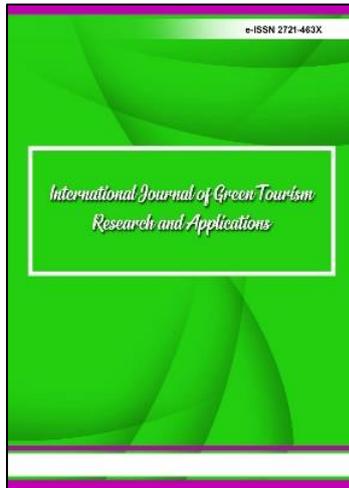
Abstract

Purpose: This study aims to determine the contribution of online platforms to room occupancy rates in 2017 to 2019 and to find out reservation strategies in increasing room occupancy through online platforms in Desa Visesa Ubud Resort.

Research methods: The data used in this study were collected by interview, observation, documentation, and literature study methods which are then processed using descriptive statistical analysis techniques and qualitative descriptive techniques using Excel tools to analyze data.

Results and discussion: The percentage of the contribution of the five online platforms that collaborate with Desa Visesa Ubud Resort namely Agoda, Booking.com, Expedia, Tiket.com, and Waka showed a number of more than 50% which could be interpreted that the online platform contribution was very significant for occupancy rooms at Desa Visesa Ubud Resort in 2017-2019.

Conclusion: In increasing room occupancy in Desa Visesa Ubud Resort, all reservation staff use marketing strategies and balance with good personality attributes in an effort to improve room occupancy, especially in increasing room occupancy through the online platform. It is recommended that sales and marketing can evaluate each online platform and for management to add other strategies, especially strategies in marketing the rooms so that room occupancy can increase.

Keywords: reservation strategy, room occupancy, online platform

INTRODUCTION

In the era of globalization, technology has been used by various social groups from the middle to lower-middle-class to social groups from the high class. Besides being used by social class groups, technology is also developing rapidly for children and adults.

Information technology (IT) assist humans in creating, changing, storing, communicating, or disseminating information. Also brings together high-speed computing and communication for data, voice, and video (Williams et al, 2003). Information Technology is very helpful for business people, especially in the hospitality world in running their business. Hospitality activities, for example, cannot be separated from IT in marketing hotel rooms to their consumer. To market independent hotel rooms, hotel management can also

promote such rooms, facilities, and other products that are owned through travel agents, especially through online platforms.

The online platform has become a best choice of prospective guests in booking hotel rooms compared to other operators of offline tour agents (Beritelli & Schegg, 2016). Collaborating with online platforms, makes hotel companies easier to market their room availability to potential customer (Beritelli, 2011). As well as it also making it easier to market room availability, working with online platforms can also make it easier to sell the availability facilities belong to hotel (Bramwell & Lane, 2000). On the other side, the online platform also assist the guest's hotel to book a hotel room or facility (Czernek, 2013:102) working together with the online platform is not only simplifies hotel performance but also facilitate guests who want to make a booking (Pansiri, 2013:67) through this collaboration, a company, especially a hotel like Desa Visesa Ubud Resort, is able easily achieve increasing room occupancy as its target.

Desa Visesa Ubud Resort is a five-star hotel in Ubud that has a total of 106 rooms. In marketing its rooms, Desa Visesa Ubud Resort collaborates with Travel Agents, especially online platforms supported by Information Technology to reach residential targets. Various strategies are carried out in marketing the rooms in Desa Visesa Ubud Resort to get the specified target. The sales and marketing department especially the reservation section is responsible for increasing room occupancy because, in the Desa Visesa Ubud Resort, the reservation section is become a part of the sales and marketing department.

Strategy is a plan that has been prepared for an organization or individual to ensure the achievement of business activity targets (Aithal, 2016:171). Strategy is closely related to the process of achieving the goals set by the organization within a company (Nickols, 2016:4) so that to improve room occupancy will not be separated from strategies used. Besides, there is also a plan combining the goals, policies, decisions and actions of the organization which can be carried out by all members in an organization (Proctor, 2014:1). In its implementation, the strategy has a main goal which is to identify the way the company uses its resources and manage all it activities in implementing the strategy (West et al. 2015:33) not only the sales and marketing team, the highest management of a company must also pay attention to the parts others contained in the company such as the reservation section so that all targets can be achieved to the maximum.

Observation results found that online platforms that have major contributions in collaborating with Desa Visesa Ubud Resort are Expedia, Agoda, Booking.com and Tiket.com. All four online platforms are making good progress, especially in increasing room occupancy. Cooperating in marketing the products, Desa Visesa Ubud Resort has agreed with the online platform, especially the prices and packages that have been agreed upon and are ready to be marketed to customers. Last but not least, other strategies are also used in marketing products, facilities and services to achieve sales determined by the Desa Visesa Ubud Resort.

To increase room occupancy, various strategies are carried out by the sales and marketing department. Based on the above problem, the writers are interested in conducting a study of reservation strategies in increasing room occupancy through the online platform at Desa Visesa Ubud Resort where the research problems in this study are how does the online platform contribute to room occupancy and what is the reservation strategy in increasing room occupancy through online platform at Desa Visesa Ubud Resort.

RESEARCH METHODS

This study was held at Desa Visesa Ubud Resort using quantitative and qualitative data. The primary data were obtained from interviews, observations, literature studies, and documentation and the secondary data from the company. The total number of informants are six. Data analysis techniques used are descriptive statistical data analysis techniques and qualitative descriptive analysis techniques. Where descriptive statistical data analysis techniques to analyze data by describing data collected (Sugiyono, 2019) to analyze the data that has been obtained by author in this study will be assisted with Excel. While qualitative descriptive data analysis techniques are used to describe, summarize the various conditions and situations that exist in the research object (Bungin, 2011:68) in this study the data that has been obtained will be reduced, display, and verification data following the topic.

RESULTS AND DISCUSSION

Contribution of Online Platform to Room Occupancy at Desa Visesa Ubud Resort

The contribution of each online platform who have collaboration with Desa Visesa Ubud Resort in this thesis will be displayed in the form of a percentage. The following are the results of the calculation of the contribution of each online platform to room occupancy at Desa Visesa Ubud Resort in 2017-2019.

Table 1. Online Platform Contribution to Room Occupancy in 2017-2019

Online Platform	Year	Contribution	Percentage Online Platform Contribution to Room Occupancy (%)
Agoda	2017	4,112	12.0
	2018	5,850	25.8
	2019	9,724	37.0
Booking.com	2017	5,878	17.2
	2018	4,697	20.7
	2019	5,703	21.7
Expedia	2017	7,288	21.3
	2018	2,702	11.9
	2019	5,284	20.1
Tiket.com	2017	1,450	4.2
	2018	332	1.5
	2019	514	2.0
Waka	2017	1,392	4.1
	2018	296	1.3
	2019	433	1.6

(Source: Processed data, 2020)

Based on Table 1, it can be seen that the percentage of online platform contributions to total room occupancy from 2017-2019 that has increased every year is Agoda online platform and Booking.com online platform, while the percentage contribution of Expedia, Tiket.com, and Waka for room occupancy for the years 2017-2019 has seen a decrease in contributions in 2018 and an increase in contribution in 2019.

The following is the annual yearly contribution table of the five online platforms that collaborate with Desa Visesa Ubud Resort such as Agoda, Booking.com, Expedia, Tiket.com, and Waka for room occupancy from 2017-2019 at Desa Visesa Ubud Resort.

Table 2. Yearly Contribution of Online Platform in 2017-2019

Year	Yearly Contribution (room)	Yearly Contribution (%)
2017	20,120	58.8
2018	13,877	61.2
2019	20,424	82.4

(Source: Processed data, 2020)

Based on Table 2, it can be seen that the percentage of the contribution of the five online platforms that collaborate with Desa Visesa Ubud Resort such as Agoda, Booking.com, Expedia, Tiket.com, and Waka shows a yearly contribution percentage of online platform more than 50% which can be interpreted that online platform contributions are very significant for room occupancy in Desa Visesa Ubud Resort from 2017-2019 or in other words, the online platform has contributed greatly to the room occupancy in Desa Visesa Ubud Resort in 2017-2019.

Reservation Strategy in Increasing Room Occupancy through Online Platform

To increase room occupancy especially through online platforms, the reservation section applies a marketing strategy by making several offers to online platform agents. Marketing strategies undertaken in the reservation section to increase room occupancy especially to serve online platform agents include:

1. Approach the online platform agent

Approach to online platform agents can be done by always greeting when starting communication and mentioning identities such as name and position. Usually, the approach to the greeting is mandatory for all staff, especially reservation staff either to guests or agents, especially the online platform agent because by starting a communication through polite and polite greetings, online platform agents, in particular, will feel comfortable when communicating either by telephone or communicating via email while giving a good first impression, especially giving a good first impression on hotel services. So in doing this approach, the online platform agent will feel closer to the reservation staff which results in a closer relationship between the hotel and the online platform agent, especially in collaborating in marketing and selling hotel properties on the official web platform online.

2. Provide complete information about rooms and amenities

All hotel staff, especially reservation staff, are required to have extensive knowledge, especially knowledge of detailed information about rooms and room facilities such as explaining room type, room location, benefits obtained while staying at Desa Visesa Ubud Resort, and so on. So that by providing complete information about rooms and facilities to the online platform agent, it can provide confidence to the online platform agent that the knowledge possessed by the staff will be able to satisfy the guests during the online platform guests staying at Desa Visesa Ubud Resort. So online platform agents are encouraged to market and sell Desa Visesa Ubud Resort properties on the official online platform website.

3. Offering other supporting products

Offering other supporting products such as meeting room facilities, gym, Spa services, pick-up services, and so on are carried out by reservation staff. Offers made by the reservation section regarding facilities and services owned by the hotel can be made if the online platform agent contacts the reservation section to inquire about the availability of facilities and services at certain periods either by telephone or email, in that case, the opportunity for the reservation section to offer supporting products facilities such as meeting

rooms, gyms, SPA services, and other supporting products owned by the hotel to the online platform agent can be done. By offering facilities and services that the hotel has, it can indirectly increase room occupancy because when the reservation staff offers products, facilities, and other services to online platform agents, it can attract the trust of online platform agents and encourage online agent platforms to market products online. official website platform.

4. Describe the products, services and facilities in detail

In offering products, facilities, and services, all reservation staff provides detailed explanations such as providing information carried out by reservation staff regarding the benefits of Spa services as well as some existing treatments, product excellence especially existing rooms and facilities therein so that the online platform agent find out in detail about the products, facilities, and services available at the hotel for further marketing. Information provided by reservation staff to online platform agents to attract online platform agents' interest in the property and lead to the certainty of online platform agents to sell and market products, services, and facilities offered on the online platform's official website.

5. Negotiate with online agent platforms

In conducting a marketing strategy, the reservation staff conducts several negotiations with online platform agents by offering offers of room types and facilities obtained from the most expensive to the cheapest prices so that the online platform of the agent can make more detailed offers to guests so that guests can choose the type of room to be booked according to their needs, negotiations were carried out to optimize room occupancy and maximize especially to achieve hotel revenue.

In addition to implementing marketing strategies to improve room occupancy, reservation staff also apply some good personality attributes as a weapon in competing with competitors, especially in efforts to attract the attention of online platform agents. The personality of the reservation clerk is very important especially in determining the online platform agent's assessment of the products and services provided by the Desa Visesa Ubud Resort. By applying marketing strategies with balanced application of good personality attributes in serving online platfrom agents, it can indirectly increase room occupancy.

CONCLUSION

The percentage of each online platform who have collaboration with Desa Visesa Ubud Resort such as Agoda, Booking.com, Expedia, Tiket.com, and Waka online platform has contributed greatly to the room occupancy in Desa Visesa Ubud Resort in 2017-2019, increased in 2019.

To increase room occupancy through an online platform, the reservation section uses a business strategy because it is considered effective in improving the performance of reservation staff and is considered effective and good for increasing room occupancy. The business strategy used in the reservation section is the implementation of a marketing strategy balanced by applying personality attributes in optimizing efforts to improve room occupancy through the online platform.

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Contribution of Reservation through Online and Offline Travel Agents to Increase Room Sales Volume at New Kuta Hotel, Pecatu, Bali

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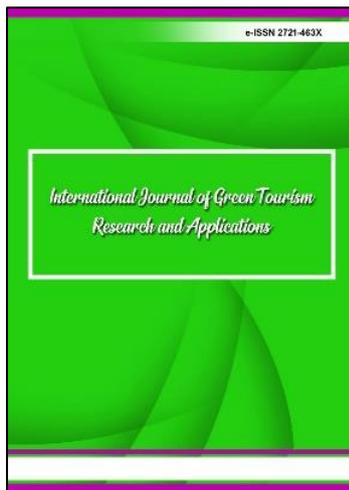
Abstract

Purpose: This study aims to determine the reservation contribution of online and offline travel agent on room sales volume and the implication of the contribution towards New Kuta Hotel, Pecatu, Bali.

Research methods: Analytical techniques of this study are classical assumption tests, multiple correlation analysis, multiple linear regression analysis, multiple determination analysis, and hypothesis tests (t-test and F-test) which are tested using SPSS program.

Results and discussion: There are positive and significant contributions between Online Travel Agents and Offline Travel Agent to Room Sales Volume. Analysis of multiple determination test shows independent variables simultaneously contribute 99.4% to room sales volume, while 0.06% is influenced by other factors such as walk-in guest, MICE guest, and reservation through telephone.

Conclusion: The ups and downs of the contribution of reservations through online and offline travel agents on the sales volume of New Kuta Hotel in the form of ups and downs hotel revenue, employee service charge and management opportunities to renovate the facilities of New Kuta Hotel, Pecatu, Bali.

Keywords: contribution, reservation, online travel agent, offline travel agent, room sales volume.

INTRODUCTION

Hotel is a company engaged in the business of providing rooms, providing food and drinks, and other facilities such as spa, gym, swimming pool, meeting room and others. Hotel is a place that prioritizes the comfort of guests and the friendliness of the hotel staff (Hidayatun et al, 2017:57). According to Sulastiyono (2011:5), a hotel is a company that is managed by the owner by providing food, beverage and room facilities for sleeping to people who travel and are able to pay a reasonable amount in accordance with the services received without any special agreement.

One of 4-star hotels in Bali is New Kuta Hotel. To fill the available rooms in order to increase the volume of room sales, New Kuta Hotel collaborates with online travel agents and offline travel agents who have collaborated since the establishment of the hotel. Online

travel agent is one type of travel agent that utilizes the development of the internet because its overall activities are online based. Online travel agents provide online reservations which are facilities needed by tourists in making a trip (Sagitarini, 2017:52). OTA also provides flight ticket search with details such as flight schedule and price information (Granados et al., 2012: 167). Online travel agents help hotel to carry out promotions through official websites or social media. In general, sales through online travel agents are expected to be one of several potential distributions to increase hotel revenues (Sulistyaningrum et al, 2019:49). While an offline travel agent (Ourania, 2016:23) is a travel agent with a traditional concept, namely as a "one stop shop" that provides a variety of travel services. Offline travel agent is a business partner that is included in the retail business and wholesaler. Each offline travel agent has a different contract rate agreement and special offer approval for sales and promotions and has a different market (Septiawan et al., 2018:27). Travel agent contribution to the volume of New Kuta Hotel room sales from year to year has been unstable and can be seen in the following table:

Table 1. The Contribution of Travel Agent to Room Sales Volume of New Kuta Hotel

Year	Online Travel Agent	Offline Travel Agent	Room Sales Volume
2009	766	8,177	11,056
2010	2,510	4,310	55,399
2011	1,526	48,047	58,286
2012	3,538	32,222	47,044
2013	4,322	29,851	43,142
2014	2,819	43,649	56,784
2015	2,908	25,479	33,619
2016	2,841	34,540	43,689
2017	2,759	62,076	66,620
2018	2,121	62,337	66,846
2019	2,387	57,457	61,074

(Source: Sales and Marketing Department New Kuta Hotel, 2020)

Travel agents have a significant contribution to the room sales volume at New Kuta Hotel. But the reality is not able to maintain the stability of its contribution from year to year. The unstable of reservation from a travel agent can be seen from many decreases that have occurred in several years. Online travel agents decreased from the previous year in 2011, 2014, 2016, 2017 and 2018, while online travel agents experienced a similar decrease in sales volume in 2012, 2013, 2015 and 2019. Based on the table above, it is known that offline travel agents contributed more dominant than online travel agent in increasing room sales volume of New Kuta Hotel. Although reservations are available through online travel agents and offline travel agents, in fact the volume of room sales at New Kuta Hotel is still not stable. It also caused the volume of room sales which had direct implications on hotel revenue, service charges and the opportunity for hotels to renovate facilities and purchase equipment. Therefore, this research will examine the contribution of reservations through online and offline travel agents in increasing the volume of room sales and their implications for New Kuta Hotel, Pecatu, Bali.

RESEARCH METHODS

Based on the background of this study, the object of research is the contribution of reservations through online and offline travel agents in increasing the room sales volume and its implication to New Kuta Hotel, Pecatu, Bali. The research location is New Kuta Hotel which is a 4-star hotel and located in Pecatu, Bali.

In this research, there are two independent variables named Online Travel Agent (X1) and Offline Travel Agent (X2), while the dependent variable is Room Sales Volume (Y). Online travel agent (X1) in this research is support through online travel agent in the form of room solds per month in 2017-2019. Offline travel agent (X2) in this research is support through offline travel agent in the form of room solds per month in 2017-2019. While room sales volume (Y) in this research is total room sales volume which has been reduced from complimentary room (free of charge) per month in 2017-2019.

The data which is used in this study are primary data such as the results of interview with Sales Manager of New Kuta Hotel and secondary data are the amount of travel agent contribution and total room sales volume. Data collection method which is used in this research are observation, interview, literature review and documentation.

This study using quantitative and qualitative analysis. Quantitative analysis method uses multiple linear regression analysis assisted by SPSS 23. As for testing in multiple linear regression analysis are classical assumption analysis, multiple correlation analysis, multiple linear regression analysis, multiple determination analysis, and hypothesis tests (t-test and F-test). While the qualitative analysis is using the result of interview with Sales Manager of New Kuta Hotel.

RESULTS AND DISCUSSION

In this study, the data will be tested using the SPSS program. The data is the contribution of reservations through online and offline travel agents to room sales volume obtained from the New Kuta Hotel, Pecatu, Bali. The following is a table of travel agent contributions per month on 2017-2019:

Table 2. Contribution of Reservations through Online and Offline Travel Agents to the Room Sales Volume of New Kuta Hotel

Month	Online Travel Agent			Offline Travel Agent			Room Sales Volume		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
January	182	160	100	4,235	1,404	4,371	4,639	1,648	4,480
February	365	128	97	3,912	5,284	2,675	4,377	5,597	2,885
March	298	379	240	4,860	6,926	4,434	5,358	7,438	4,728
April	210	133	266	6,181	6,325	5,144	6,501	6,715	5,402
May	179	167	232	6,392	6,249	4,591	6,608	6,482	4,851
June	244	132	276	5,771	5,771	5,558	6,097	6,095	5,925
July	269	229	266	6,360	5,504	5,287	6,789	6,225	5,628
August	223	197	217	6,131	5,814	4,679	6,505	6,149	5,259
September	271	198	215	6,277	5,499	4,646	6,739	5,956	4,917
October	302	141	118	5,335	4,884	5,176	5,881	5,147	5,323
November	61	30	181	6,439	3,625	5,286	6,718	4,026	5,595
December	155	227	179	183	5,052	5,610	408	5,368	6,081
Total	2,759	2,121	2,387	62,076	62,337	57,457	66,620	66,846	61,074

(Source: Sales and Marketing Department New Kuta Hotel, 2020)

Based on Table 2, the following tests can be tested:

1. Multiple Correlation Analysis

Multiple correlation analysis is a number that shows the direction and strength of independent relations together with one dependent variable (Sugiyono, 2014:231). Guidelines for interpreting the correlation coefficient can be seen in the following table:

Table 3. Interpretation of Correlation Coefficient and Relationship Level

Coefficient Intervals	Relationship Level
0.00-0.199	Very Low
0.20-0.399	Low
0.40-0.599	Moderate
0.60-0.799	Strong
0.80-1.000	Very Strong

(Source: Sugiyono, 2014)

Table 4. Multiple Correlation Analysis Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.997[a]	.994	.994	111.326	1.895

a. Predictors: (Constant), Travel Agent Luring, Travel Agent Daring

b. Dependent Variable: Volume Penjualan Kamar

(Source: Results of SPSS Data Processing, 2020)

Based on Table 4, in column R (Multiple Correlations) a value of 0.997 is obtained. If interpreted using the association interpretation on table 3, the value of 0.997 is between 0.80-1.000 which means very strong. So, it can be said that the Online Travel Agent (X1) and Travel Agent Offline (X2) variables have a very strong level of closeness in increasing room sales volume of New Kuta Hotel.

2. Multiple Linear Regression Analysis

According to Sugiyono (2014:277), multiple regression analysis intends to predict how the condition (ups and downs) of the dependent variable (criterium), if two or more independent variables as a predictor factor is manipulated. In this case, multiple linear regression is intended to predict room sales volume obtained if the value of online and offline travel agent variable is raised or lowered. Multiple linear regression equation is:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + ... b_n X_n$$

Table 5. Multiple Linear Regression Analysis Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	125.383	78.506		1.597	.120		
	Travel Agent Daring	.763	.251	.042	3.048	.005	.939	1.065
	Travel Agent Luring	1.014	.014	.986	72.200	.000	.939	1.065

a. Dependent Variable: Volume Penjualan Kamar

(Source: Results of SPSS Data Processing, 2020)

Based on the results of multiple regression analyses in table 5, the constant's value coefficient is 125.383 with significance 0.120 > 0.1 which means the constant's value is not considered or worth 0. This means, if the online Travel Agent (X1) and offline Travel Agent (X2) are assumed to be constant (zero), then the size of the room sales volume will be constant or zero. Therefore, constants are not included into the equation, so the equation used in this study is:

$$Y = b_1X_1 + b_2X_2$$
$$Y = 0.763X_1 + 1.014X_2$$

From the equation, it can be assumed:

a) Coefficient regression value of Online Travel Agent (X1) is 0.763. This indicates that if online travel agent contributions are increased by 1,000 times, then the room sales volume is 763 room sold assuming Travel Agent offline (X2) is a constant or 0.

b) Coefficient regression value of Offline Travel Agent is 1.014. This indicates that if offline travel agent contributions are increased by 1,000 times, then the room sales volume is 1,014 room sold assuming the Online Travel Agent (X1) is a constant or 0.

c) If the contribution of online and offline travel agent jointly increased by 1,000 times, then the volume of room sales is 1,777 room sold.

3. Multiple Determination Analysis

The analysis of coefficient of determination serves to show the magnitude of the contribution of the dependent variable. The higher the value of R^2, the greater the ability of the independent variable to explain variations in changes to the dependent variable (Rimbawan, 2013:321).

Table 6. Multiple Determination Analysis Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.997[a]	.994	.994	111.326	1.895

a. Predictors: (Constant), Travel Agent Luring, Travel Agent Daring

b. Dependent Variable: Volume Penjualan Kamar

(Source: Results of SPSS Data Processing, 2020)

In Table 6, Adjusted R^2 value is 0.994. Based on the results of the coefficient of determination, the value of contribution of reservation through online and offline travel agent is 99.4%, while the remaining 0.6% is influenced by other factors such as walk-in guests, MICE guest and telephone reservations (according to interviews with the New Kuta Hotel Sales Manager).

4. Hypothesis Tests

T-test is used to partially test the hypothesis in order to show the effect of each independent variable on the dependent variable. In this case, the t test aims to determine whether X1 and X2 partially/ each significantly influence the Y variable. Criteria that can be used to determine the effect of whether the hypothesis has been significant or not significant in this study:

- Accept Ho if: t-count ≤ t-table
- Reject Ho if: t-count > t-table

Table 7. T-test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	125.383	78.506		1.597	.120		
	Travel Agent Daring	.763	.251	.042	3.048	.005	.939	1.065
	Travel Agent Luring	1.014	.014	.986	72.200	.000	.939	1.065

a. Dependent Variable: Volume Penjualan Kamar

(Source: Results of SPSS Data Processing, 2020)

Based on the result of parsial test:
a. Online Travel Agent: the t count is 3.048, while the t-table value is 1.69236. The value of t-count is bigger than t-table, which means t-count is in the area of rejection Ho and Ha are accepted. This proves that there is a partial positive contribution between Online Travel Agents (X1) to the Sales Volume of New Kuta Hotel Rooms.
b. T-count from the Travel Agent Offline variable (X2) is 72.200, while for the t-table value is 1.69236. The value of t count is bigger than the value of t table, which means t count is in the area of rejection Ho and Ha are accepted. So, it can be concluded that the Travel Agent Offline variable (X2) influences and partially positively contributes to the variable Room Sales Volume (Y) of New Kuta Hotel.

Table 8. F-test Result

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70376488.10	2	35188244.05	2839.278	.000[b]
	Residual	408981.454	33	12393.377		
	Total	70785469.56	35			

a. Dependent Variable: Volume Penjualan Kamar

b. Predictors: (Constant), Travel Agent Luring, Travel Agent Daring

(Source: Results of SPSS Data Processing, 2020)

F-test is a simultaneous regression relationship test that aims to determine whether all independent variables together influence on the dependent variable. In this study, the F-test aims to determine whether Online Travel Agents and Offline Travel Agents simultaneously affect room sales volume.

Criteria that can be used to determine whether the simultaneous coefficient values obtained are significant or not significant in this study are:
• Accept Ho if: f-count ≤ f-table
• Reject Ho if: f-count > f-table

Based on table 8, F-count value is 2839.278 and the F-table shows 2.47 which means F-count value is bigger than F-table. Then, it can be concluded that the two independent variables namely Online Travel Agent (X1) and Travel Agent Offline (X2) contribute and have a significant or simultaneous effect on the Room Sales Volume (Y) of New Kuta Hotel, Pecatu, Bali.

Reservation Contribution through Online Travel Agent to Room Sales Volume of New Kuta Hotel

The contribution of reservations through online travel agents based on the analysis of the t-count value is 3.048 and the t-table value is 1.69236 shows that reservations through online travel agents have a positive effect on the sales volume of New Kuta Hotel rooms, Pecatu, Bali.

Online travel agents that work with New Kuta Hotels are Booking.com, Book N Pay, Ctrip, Expedia, Hotelbeds, MG Holiday, Tiket.com and Traveloka. Contributions from online travel agents can be seen on Table 2.

Based on table 2, it can be concluded that the contribution of reservations through online travel agents from 2017-2019 is still unstable. Therefore, the Sales Marketing Department provides several special treatments to maintain cooperation and encourage reservation contributions through online travel agents. The strategies of Sales Marketing Department are providing promotions (Early birds, special occasions, last-minute bookings, free coconut drinks or welcome drinks, affordable prices and bounding with the nearest waterpark (in the form of packages), so with a few treatments it is expected that the contribution of online travel agents will reach hotel targets, which is 20% of the total sales volume of New Kuta Hotel rooms (Interview with Sales Manager of New Kuta Hotel, March 5 2020).

Reservation Contribution through Offline Travel Agent to Room Sales Volume of New Kuta Hotel

The contribution of reservation through offline travel agent is based on an analysis of the t-count is 72,200, while for t-table, the value is 1.69236. The t value is bigger than the t-table value which indicates that the Travel Agent Offline variable (X2) has a positive effect partially on room sales volume of New Kuta Hotel.

The participation of offline travel agents in increasing sales volume of New Kuta Hotel rooms in 2017-2019 takes an average of 80-90% of the room sales volume, so that it is in line with the targets set by the management of New Kuta Hotel, it's just that the contribution is still not stable yet (Interview with Sales Manager of New Kuta Hotel, 5 March 2020).

According to an interview with the Sales Manager of New Kuta Hotel, in order to increase the contribution of reservations through offline travel agents and maintain stability, New Kuta Hotel implements several policies. In the case of the selection of an offline travel agent, New Kuta Hotel cooperates with offline travel agent who has good finance so that the payments run smoothly without debt. Related to this, New Kuta Hotel applies a policy named "No Payment, No Check-Out" on offline travel agents, which means guests will not be allowed to check out if the travel agent has not paid their payment. Then, the management of New Kuta Hotel also provides the opportunity for offline travel agents to do "floating" or put a certain amount of funds, so that offline travel agents who do floating funds will be given a special price by the New Kuta Hotel management and become a priority. However, the condition is reaching the specified number of sold room targets as agreed in advance.

Reservation Contribution through Online and Offline Travel Agent to Room Sales Volume of New Kuta Hotel

Based on the analysis of F-test, F-count value is 2839.278 and F-table value is 2.47, which means F-count value is bigger than F-table, so it can be stated that there is an influence from reservations through online and offline travel agents simultaneously to room

sales volume of New Kuta Hotel. From the results of multiple determination analysis, it is also known that together, reservations through online and offline travel agents contribute 99.4% which proves that the two independent variables play an important role in room sales volume of New Kuta Hotel.

The Implication of Reservation Contribution through Online and Offline Travel Agent to Room Sales Volume New Kuta Hotel

The contribution of online and offline travel agent reservations in the form of room sold affects the increase and decrease in room sales volume of New Kuta Hotel. According to an interview with the Sales Manager of New Kuta Hotel on March 5, 2020, a change in the number of room sales volume has direct implications for hotel revenues and profits. When hotel revenue increases, hotel revenue will increase so that with the increase in hotel revenue, the number of service charges that will be paid to employees will also increase. In addition, the increase in hotel revenue and revenue will have implications for the management's opportunity to improve facilities, such as rooms' out of order, public areas and the purchase of new equipment. Likewise, if hotel revenue decreases, hotel revenue will decrease so that the service charge paid to employees will also decrease. With the decline, the opportunity for hotels to take advantage of these benefits to renovate facilities and purchase other equipment will be lost (Interview with Sales Manager of New Kuta Hotel, March 5, 2020).

CONCLUSION

Based on this research, in terms of the contribution of reservations through online and offline travel agents, based on the t-test that was tested and discussed in the previous chapter, the results showed that the two independent variables contributed partially positively to the dependent variable Room Sales Volume (Y), namely for Online Travel Agents (X1) obtained t-count > t-table (3.048 > 1.69236) and Travel Agent Offline (X2) obtained t-count > t-table (72.200 > 1.69236). Simultaneously, based on the results of the F-test that has been carried out, the value of F-count > F-table (2839.278 > 2.47). So, it can be said that simultaneously or together, online and offline travel agent variables influence and positively contribute to increasing the sales volume of New Kuta Hotel rooms, Pecatu, Bali. This is reinforced by the results of the multiple determination analysis test which shows a figure of 99.4%, which means that the contribution of reservations through online and offline travel agents together dominates the variable room sales volume.

Furthermore, based on the results of research conducted by observations during trainee period (field study) and the results of interviews with Sales Managers of New Kuta Hotel show that the contribution of reservations through online and offline travel agents have direct implications on the ups and downs of hotel revenues and profits. The ups and downs of hotel revenues and profits results in an increase or decrease in service charges paid to employees, and if travel agent contributions increase, hotel revenues and profits also increase, the management of New Kuta Hotel also has the opportunity to renovate rooms out of order, public areas and purchase of new equipment needed to support hotel operations. So, it can be said that the ups and downs in room sales volume caused by the number of travel agent contributions have a direct impact on the New Kuta Hotel.

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Internet Marketing and Direct Marketing to Increase Room Occupancy at Ayodya Resort Bali

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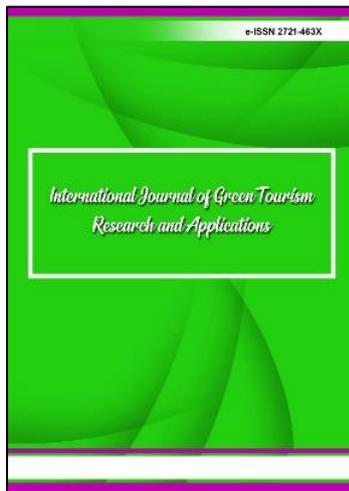
Abstract

Purpose: This study examines the influence of internet marketing and direct marketing on room occupancy at Ayodya resort Bali in the period 2017 to 2019. It also finds out which variable has the most dominant influence.

Research methods: This research used a mixed methodology of qualitative and quantitative. The data source used are primary data collected from observations and interview and secondary data in the form of room night and occupancy. The data obtained will be processed using multiple linear regression analysis techniques to determine the improvements offered by internet marketing and direct marketing to increase room occupancy at Ayodya Resort Bali.

Results and discussion: The results show that variable internet marketing has positive and significant influences partially with significance value 0.000 and direct marketing with significance value 0.000 to the room occupancy at Ayodya resort Bali. The effective contributions obtained indicate that internet marketing provides a very good contribution reached 56 percent than direct marketing only gives a small effect only reached 33.83 percent. The total effect of independent variables reaching 90.3 percent on room occupancy that's mean both of them have a positive and strong partial relationship with a partial correlation analysis.

Conclusion: In order to increase the effect of direct marketing, the hotel needs to improve cooperation with offline travel agents from various types of existing markets therefore Ayodya Resort Bali remains a priority.

Keywords: room occupancy, internet marketing, direct marketing

INTRODUCTION

Tourism is the overall activities associated with the entry, stay, and movement of foreign residents within or outside a particular country, city, or region (Primadany, 2013). Increasing tourist visits to Bali from year to year make a tight competition, and one of its effect is fluctuations in the occupancy of rooms in a hotel. Hotel is a business entity engaged in accommodation services that are managed commercially, by providing food, beverage and

other facilities (Darsono, 2011). The hotel occupancy is a condition to what extent rooms sold, compared to the total number of rooms that can be sold (Suastika, 2017).

To observe current development the hotel needs to develop marketing strategies by online and offline to increase the occupancy in order to gain profits. Not only understanding in theory how the strategy was made but also examining the development of the era that is known at this time technological advances in marketing becomes one of the things that should be mastered to increase occupancy and revenue in a hotel. With this technological advancement, marketing be able to finishing via internet marketing media properly. The internet is a business that is moving fast forwarding (Ustadiyanto, 2002). Internet marketing is actually very simple, namely marketing products or services via the internet (Wong, 2013). Internet marketing is an activity carried out via internet media with the aim of obtaining profits (Shera, 2010). Although in this case technology is more influential in a marketing but it is undeniable that direct marketing also still has a role until now. Direct marketing refers to direct communications with carefully targeted individual customers to obtain an immediate response and to cultivate lasting customer relationships (Venkatesh, 2015). Direct marketing is a type of marketing activity aimed at obtaining responses from potential customers, whether via telephone, letter, e-mail, or fax communication (Bly, 2006).

Marketing activities via internet and directly carried out most of hotel industry one of them is Ayodya Resort Bali, a hotel under the management of a company owned by PT. Banigati Betegak. Internet marketing media is a contribution from direct websites, offline travel agents, and wholesalers while offline travel agents, and others (customers who do not have a prior contract between the two parties) belong to direct marketing. Ayodya Resort Bali has been using direct marketing since the establishment of this hotel and internet marketing has been used since 2008 to increase room occupancy at the hotel. Room occupancy are expressed as a percentage of the ratio of rooms sold compared to the total of all hotel rooms available or the total number of rooms that can be sold (Pramudia, 2017). The following are the room occupancy at Ayodya Resort Bali.
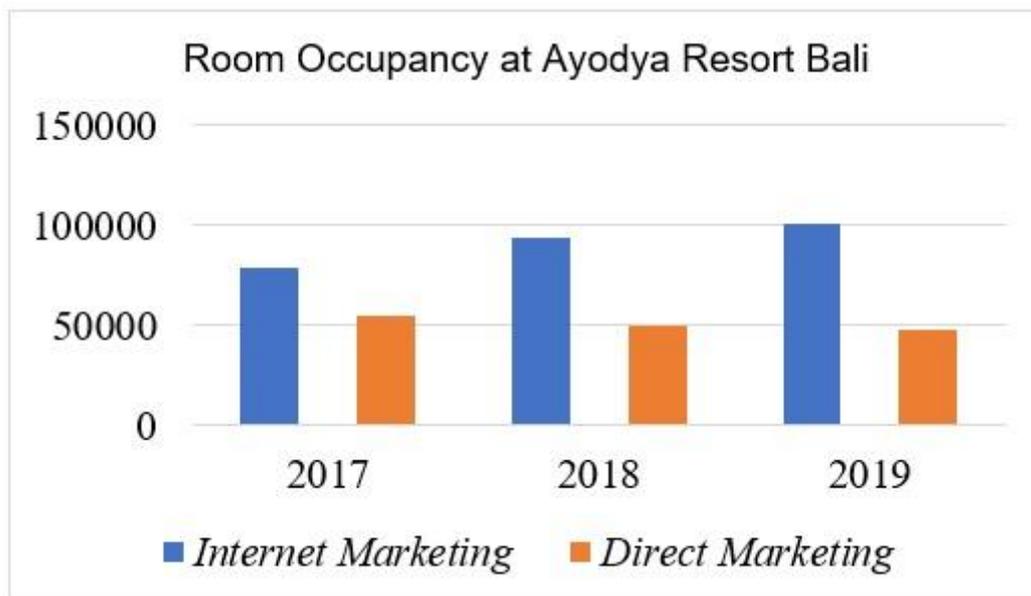

Figure 1. Room Occupancy at Ayodya Resort Bali in 2016-2019
(Source: Sales & Marketing Department Ayodya Resort Bali, 2019)

Based on Figure 1, it can be concluded that internet marketing media has increased and otherwise the direct marketing media decreasing every year. Based on the background of the problem description as above, the purpose of this study is to analyze the effect of Internet marketing and direct marketing as a marketing media to increase the room occupancy at Ayodya Resort Bali.

RESEARCH METHODS

This research was conducted at Ayodya Resort Bali, located in the Indonesia Tourism Development Corporation (ITDC) Nusa Dua Area. The data was obtained is taken from the sales & marketing department. The research of object that will be examined is Internet Marketing and Direct Marketing to increase the room occupancy at Ayodya Resort Bali by using two types of data, quantitative and qualitative. While the data source used are primary data collected from observations and interview and secondary data in the form of room night and occupancy from 2017 to 2019 sourced from e-commerce. The data used were obtained via observation, interviews and documentation studies. The technique data analysis used is multiple linear regression analysis and processed using SPSS program version 23. Variables independent are internet marketing X1 from direct website contributions, online travel agents and wholesaler, and direct marketing X2 originating from offline travel agents and other contributions which include: walk-in guests, and bookings made by government agencies, they don't even used travel agent and there is no contract of cooperation between the two parties. The following research concept for this study as per below research concept.
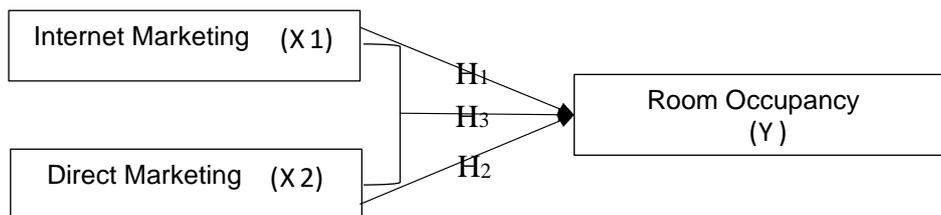
Figure 2. Research concept

RESULTS AND DISCUSSION
General Features of Distribution Channels and Room Occupancy Period January 2017-December 2019 at Ayodya Resort Bali

To find out the characteristics based on the variables used descriptive statistics analysis are presented to provide information about research variables include the number of observations, minimum value, maximum value, average value, median, and standard deviation as the Table 1 below.

Table 1. Descriptive Statistics Test

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Internet Marketing	36	6180	4197	10377	7609.03	1791.083	3207978.942
Direct Marketing	36	6127	661	6788	4221.08	1263.864	1597351.679
Room Occupancy	36	9893	5187	15080	11830.11	2095.077	4389346.216
Valid N (list wise)	36						

Based on Table 1, the N values for each variable amounted to 36 periods from January 2017 to December 2019. The internet marketing variables were able to produce a minimum of 4,197 room nights with a maximum achievement of 10,377 room nights where, on average donations were obtained around 5,818 room nights up to 9,400 room nights every month.The direct marketing variable was able to contribute at least 661 room nights and the highest achievement was 6,788 room nights with an average monthly contribution of 2,957 room nights to 5,485 room nights.Variable room occupancy is able to produce the lowest achievement of 5187 room nights to obtain the highest achievement of 15080 room nights with an average range of 9,735 room nights to 13,925 room nights per month.

The Influence of Internet Marketing and Direct Marketing as a Marketing Media to Increase the Room Occupancy at Ayodya Resort Bali

To find out the effect of internet marketing and direct marketing on room occupancy at Ayodya Resort Bali, will be examined and analyzed via several quantitative analysis tests using the SPSS version 23 program. The results of partial correlation analysis data is described as Table 2.

Table 2. Partial Correlation Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	8.827	3.690		2.392	.023			
	Internet Marketing	.005	.000	.735	13.515	.000	.768	.920	.734
	Direct Marketing	.006	.001	.561	10.304	.000	.603	.873	.560

Based on the Table 2, the result showed that has a positive and very strong relationship partially between the internet marketing and room occupancy and as well as direct marketing also have positive and very strong relationship between room occupancy at Ayodya Resort Bali. The next test was continued with the multiple coefficient correlation as in Table 3.

Table 3. Multiple Coefficient Correlation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.950[a]	.903	.897	4.05580	1.777

Based on the Table 3, the result showed that the magnitude of R value obtained 0.950 at a coefficient between 0.80 - 1,000. It can be concluded that the correlation between internet marketing and direct marketing to room occupancy has a positive correlation and is very strong simultaneously. The next test continued with classic assumption test. The results of normality test data in this study use the Kolmogorov-Smirnov test of normality as in Table 4.

Table 4. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		36
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.93821066
Most Extreme Differences	Absolute	.122
	Positive	.065
	Negative	-.122
Test Statistic		.122
Asymp. Sig. (2-tailed)		.191[c]

Based on the Table 4, the data has been distributed normally because on the column Asymp.Sig (2-tailed) higher than 5% (0.191 > 0.05). The next test was continued with the linearity test as in Table 5.

Table 5. The Result of Linearity Test

Variables	F	Sig.	Information
Internet Marketing	48.797	.000	Linear
Direct Marketing	19.438	.000	Linear

Based on the Table 5, linearity test with the curve estimation Test obtained the probability value of relations between independent and dependent variables as follows: internet marketing (X1) to room occupancy (Y) = 0,000 and direct marketing (X2) to room occupancy (Y) = 0,000. Based on the analysis results it is known that both variables obtain values probability <0.05, it can be stated the relationship of research variables is linear. The next test was continued with the heteroscedasticity as in Table 6.

Table 6. The Result of Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.522	2.242		-.233	.817
	Internet Marketing	.000	.000	.206	1.225	.229
	Direct Marketing	.000	.000	.162	.963	.343

Based on the Table 6, there is no heteroscedasticity on the data used in this study. Because the significance value of each variable more than 0.05. The next test was continued with the multicollinearity test as in Table 7.

Table 7. The Result of Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Internet Marketing	.997	1.003
	Direct Marketing	.997	1.003

Based on the Table 7, the result showed of tolerance values > 0.1 and VIF values < 10 for all independent variable. It can be concluded that there is no multicollinearity correlation between independent variables. The next test was continued with the autocorrelation test as in Table 8.

Table 8. The Result of Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.950[a]	.903	.897	4.05580	1.777

Based on the Table 8, the result showed the Durbin-Watson value is at 1,777. It can be concluded that the DW value is between -2 - +2, therefore there is no autocorrelation on the data used. The next test was continued with the multiple regression analysis as in Table 9.

Table 9. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.827	3.690		2.392	.023		
	Internet Marketing	.005	.000	.735	13.515	.000	.997	1.003
	Direct Marketing	.006	.001	.561	10.304	.000	.997	1.003

Based on the Table 9, obtained the significance of the constant value exceeds the significance level (0.05), the regression modeling can be seen as follows:

$Y = a + b_1 X_1 + b_2 X_2$ ....(1)

$Y = 8.827 + 0.005 X_1 + 0.006 X_2$ ....(2)

The results of test multiple linear regression analysis explained the constant coefficient value is = 8,827, which means that if all independent variables are assumed to be constant or 0, the room occupancy will be 8,827 ≈ 9 percent. The regression coefficient X1 = 0.005 ≈ 0.5, which means that when internet marketing is increased one hundred times, the room occupancy is 9.5 percent, assuming direct marketing is considered constant or 0 and the regression coefficient X2 = 0.006 ≈ 0.6, which means that when direct marketing is increased one hundred times, the room occupancy is 9.6 percent, assuming internet marketing is considered constant or 0. The next test continued with the test of t test as in Table 10.

Table 10. T-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.827	3.690		2.392	.023		
	Internet Marketing	.005	.000	.735	13.515	.000	.997	1.003
	Direct Marketing	.006	.001	.561	10.304	.000	.997	1.003

Based on the Table 10, the result showed that the t_{count} of internet marketing is 13,515 and direct marketing is 10.304 > t_{table} 1.692 then the t_{count} is in the rejection area of H_0 and thus the acceptance of H_a. It can be concluded that there is a positive and partially significant effect between internet marketing and direct marketing on the room occupancy at Ayodya Resort Bali. The next test continued with the F-test as in Table 11.

Table 11. F-test

	Model	Sum of Squares	df	Mean Square	F	Sig.
		ANOVA[a]				
1	Regression	5032.386	2	2516.193	152.965	.000[b]
	Residual	542.833	33	16.449		
	Total	5575.218	35			

Based on the Table 11, the result showed that there is a positive and significant effect simultaneously between internet marketing and direct marketing variables on the room occupancy at Ayodya Resort Bali because the value of F_{count} is 152,965 > F_{table} 3.28 then F_{count} is in the rejection area of H_0 and thus the acceptance of H_a. The next test continued with the determination test as in Table 12.

Table 12. Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.950[a]	.903	.897	4.05580	1.777

The results of the analysis test of determination obtained a value of R square at 89.7 percent, which means internet marketing and direct marketing contribute to the room occupancy at 89.7 percent. The next test continued with the effective contribution analysis as in Table 13.

Table 13. Effective Contribution Analysis

Variable	Koefisien Regresi (Beta)	Koefisien Korelasi (Zero Order)	R square
Internet Marketing (X1)	0,735	0.768	90.3%
Direct Marketing (X2)	0,561	0.603	

From the results of calculations done on the contribution of the effectiveness of internet marketing and direct marketing can reach 90.3 percent and the rest of it's taken up with room complimentary.

The influence of internet marketing to increase room occupancy at Ayodya Resort Bali

The segment that provides the highest influence on room occupancy on internet marketing variables is wholesaler. Ayodya Resort Bali is an independent hotel without using a franchise from well-known brands such as starwood, marriot and others, in terms of marketing this hotel is experiencing difficulties because Ayodya Resort Bali does not yet have its own brand like other hotel chains that are well known throughout the world, this hotel needs to do marketing from zero therefore Ayodya Resort Bali is more inclined to the wholesaler segment with the marketing wholesaler can be more easily done than using other segments because the wholesaler segment uses agents where many guest groups will book rooms via wholesalers whereas if via online travel agents usually choose the right room according to the wishes of consumers. Another advantage of using a wholesaler is that the hotel does not need to make a promotion to attract consumers because it has made an agreement and provides several benefits with the wholesaler so that it can attract more consumers.

The influence of direct marketing to increase room occupancy at Ayodya Resort Bali

Direct marketing media that provide the highest influence is offline travel agent because in addition to selling rooms offline travel agents also offer a variety of tour packages for tourists, usually these offline travel agents are booked by guest groups and have much cheaper room rates, apart from that the advantages of offline travel The agent also provides

various types of promotions both on weekdays or on certain celebrations. While the influence of the other is not so significant on the room occupancy because when viewed in modern times such as the current interest of tourists coming directly to the desired hotel has decreased and it is impractical and can pose a risk to consumers if the desired room is up before sold. In addition, booking a room from a government agency may not necessarily be due to a reservation, the government agency should conduct a meeting.

The most dominant influence to increase the room occupancy at Ayodya Resort Bali is internet marketing

This can be proven in the results of the calculation of effective contributions obtained from each independent variable where, effective contribution internet marketing gets the highest value of 56.45 percent which means internet marketing is able to influence the level room occupancy of 56.45 percent. The influence of internet marketing can be said to have the most dominant influence because the contributing segments in it are direct websites, online travel agents (OTA) and wholesalers. The influence of wholesalers is able to provide 181,630 room nights for the room occupancy at Ayodya Resort Bali. Citied from a journal that discusses the internet marketing also said that the development of internet marketing that is promising it can be seen from the growth of users which is increasing every year. From 2000 which only supported 2 million internet users jumped dramatically in 2007 and 2008 to reach 25,000,000. And at the end of 2009 it had already shown 30,000,000 internet users in Indonesia (Andriyanto, R. D., & Haryanto, J. O. 2010).

CONCLUSION

Based on the results of analysis that has been done using multiple linear regression analysis on internet marketing data, direct marketing using room night and room occupancy period January 2017 to December 2019 at Ayodya Resort Bali with several variables that affect room occupancy in Ayodya Resort Bali consists of internet marketing and direct marketing variables. The effect of internet marketing can increase the room occupancy rate at Ayodya Resort Bali which is implemented in three ways, namely direct websites, online travel agents and wholesalers, each of which contributes to the room occupancy rate, namely direct website by 2.59 percent, online travel agent by 16.16 percent and wholesaler for 36.90 percent so it can be concluded that the contribution of internet marketing to the room occupancy rate at Ayodya Resort Bali is 55.65 percent.

The effect of direct marketing can increase the room occupancy rate at Ayodya Resort Bali which is applied in two ways, namely other (walk-in guests and bookings made by government agencies) and offline travel agents. Each segmentation has a very clear contribution difference, namely for the other only contributing 2.22 percent and offline travel agents by 31.61 percent. So the effect of direct marketing on the occupancy rate of the rooms is 33.83 percent.

Internet marketing variables give the most dominant influence to increase the room occupancy rate at Ayodya Resort Bali because it gets the highest value on the calculation of the effective contribution (SE), which is 56.45 percent. This increase is due to internet marketing media which can provide more room nights than direct marketing media, this is due to the contribution of the wholesaler segment.

Based on the resulted as above, with seeing the rapid development, this should be maximized by handling truly considered in the future by always monitoring developments that occur not only in the Nusa Dua area but able to see trends that are happening in the world. The hotel side should analyze of direct marketing media used consistently then the media able

to increase in the following years by maintaining good cooperation with the offline travel agent therefore Ayodya Resort Bali remains a priority as an accommodation in the Nusa Dua Region/ 5-star hotel like as well as providing several promotions to tourists who come via other segments.

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Commission of Online Travel Agent to Increase Room Occupancy at The-Ritz-Carlton Bali

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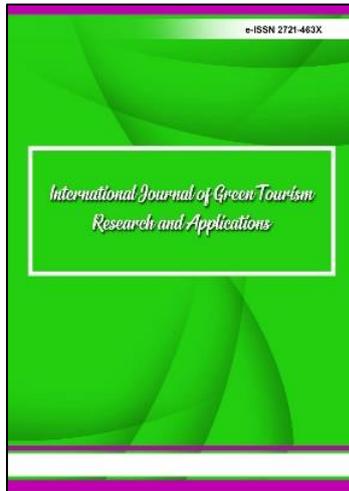
Abstract

Purpose: This study focuses on analyzing the commission given to online travel agent to the room occupancy at The Ritz-Carlton, Bali. The purpose of this study are to analyze the contribution of the commission of online travel agent to the room occupancy and find out which OTA (Online Travel Agent) that contributed the most to the room occupancy at The Ritz-Carlton, Bali.

Research methods: The methods of data collection applied for this research are observation, interview, documentation, and literature study. The data analysis techniques used are quantitative analysis techniques analyzed using SPSS Program to find out the influence of the commission given to OTA and qualitative descriptive analysis to interpret data information through words.

Results and discussion: The results showed that the commission for OTA contributed to the room occupancy and there was a positive and significant influence partially by giving commission to Agoda.com with Sig. value 0.029, Booking.com with Sig. value 0.020, CTRIP with Sig. value 0.018, and Expedia with Sig. value 0.014 to the room occupancy at The Ritz-Carlton, Bali. Besides, simultaneously by giving commission to Agoda.com, Booking.com, CTRIP, and Expedia positively and significantly influences the room occupancy with Sig. value 0.00. Those OTA give contribution about 56.6 percent toward the room occupancy at The Ritz-Carlton, Bali. The OTA that contributed the most in affecting the room occupancy is Expedia with the smallest significant value at 0.014. Expedia's room production directly contributes greatly to increasing room occupancy at The Ritz-Carlton, Bali because the percentage of commission fees to Expedia is effective as a motivation to provide high room production and also consistently increases every year

Conclusion: The suggestion given to management is the commission to each OTA needs to be evaluated more to maximize room occupancy as not to burden the hotel expenses.

*Keywords***: commission, online travel agent, room occupancy

INTRODUCTION

The tourism industry has supported the potential and continuous growth sector. For the sixth consecutive year, the tourism industry has outpaced the growth of the global economy (World Travel & Tourism Council, 2017) and has been exceeding important economic sectors such as the oil exports, food production, and automobiles (UNWTO, 2016). Tourism is defined as an activity that involves traveling, in which people are out of their homes (Holik, 2016. Fifty percent of foreign tourists who came to Indonesia are those from the millennial generation (CNN Indonesia, 2019). The dominance of tourists aged between 15 to

44 years old, numbering more than 116 million tourists and is the productive age of developing countries (Husein et al., 2015). This phenomenon shows that the millennial generation is a great potential for various industries in the future and the tourism industry as well. Millennial generation behavior known as active socialists in online media and their daily lives are greatly influenced by technological and internet developments. Therefore, fast and accurate information is a form of information that is needed by the public along with the development of information technology. To be able to compete in this digital era, the hotel industry now makes extensive use of the internet for distribution channels.

The Ritz-Carlton Bali as one of the 5-stars hotel in Sawangan, Nusa Dua Area under the world-famous International hotel chains Marriott International is still competing tightly to build the properties to win the market especially in the Nusa Dua area. The Ritz-Carlton, Bali use online distribution channel as one of the strategies to gain more room sold every season by increasing the occupancy rate of its room. The phenomenon of online users has a significant influence on online hotel bookings, especially in changing the hotel business model to be more based on digital data (Wachyuni, Suci et al., 2018). Information technology as a marketing tool is crucial to the success of marketing lodging services in the digital era (Darma, 2018). This marketing activity is often referred to as Digital Marketing, it is an attempt to market a brand or product through the digital world or the internet to reach consumers and potential customers quickly and at the right time (Redtreeasia.com, 2018).

Gede Gunawan, Director of Market Management Indonesia, Agoda.com in (Jannah, 2017) suggested that to remain competitive in the industry no longer only rely on conventional marketing. The difference between online travel agents from offline travel agents is their production activities are carried out online or in real-time by prioritizing comfort and convenience for consumers so that the reservation process will be easier and faster. The choice of payment methods offered is diverse, ranging from ATM transfers, credit cards, internet banking, SMS banking, and mobile banking. The online travel agent also provides convenience in terms of room reservations with online reservation form facilities equipped with room availability that is easily understood and directly processed through the site to the destination hotel or restaurant. In general, the hotel in collaboration with an online travel agent makes monthly payments according to an agreed commission with a percentage calculation with the price of the room per night (Christanto, 2014).

The Ritz-Carlton Hotel Bali cooperates well with various online travel agencies to maintain the room occupancy. Four online travel agencies that have been continuously providing production for the last 3 years from 2017 to 2019 in sold the room; they are Agoda.com, Booking.com, CTRIP, and Expedia. The partnership between The Ritz-Carlton, Bali and the online travel agent is based on a contract agreement that consists of the price, children policy, payment policy, cancellation policy and also commission. Commission is as an incentive and remuneration paid to the online travel agent for services that have been sold by every online travel agent. Each online travel agent gets different commissions according to the contract in the range of 10-15 percent for each room sold per night.

The data for the last three years (2017 until 2019) shows that the online travel agent with high commission does not rule out the possibility to provide small production and vice versa. Expedia that given 15.5 percent commission can sold the highest room significantly every year, Booking.com that given 12.7 percent commission sold room increasingly every year, Agoda.com that given 12 percent commission from every room sold gave less contribution and decreased for every year than CTRIP that only given at 10 percent commission. On the other hand, by giving commissions those are too high for online travel

agents will also burden hotel expenses. Based on the background described above, this research will propose two questions (1) What is the contribution of commission to Online Travel Agent to the room occupancy at The Ritz-Carlton, Bali and (2) Which Online Travel Agent that contributes the most to the increasing of the room occupancy at The Ritz-Carlton, Bali.

RESEARCH METHODS

This research was conducted within 4 months carried out at the Sales and Marketing Department especially in Reservation Section by taking the object of online travel agent commissions and increasing the room occupancy at The Ritz-Carlton, Bali. The independent variables (X) in this research are Agoda.com's Commission (X_1), Booking.com's Commission (X_2), CTRIP's Commission (X_3), and Expedia's Commission (X_4) measured by the commission fee paid from the total room price sold. While, the dependent variable (Y) is the Room Occupancy (Y) at The Ritz-Carlton, Bali measured in the form of percentage.

Types and sources of data used are qualitative and quantitative data with primary and secondary data. The sources of data are primary data and secondary data. The method of sample determination is using purposive sampling technique which means sampling technique with certain considerations (Sugiyono, 2017) with the sample, namely Reservation Manager and Revenue Analyst at The Ritz-Carlton, Bali. Data collection methods in this study through observation, interview, documentation, and literature study.

The data analysis techniques used are mix method consisting of quantitative analysis and qualitative analysis. The quantitative analysis technique on this study though some analysis there are classical assumption test, partial correlation analysis, multiple correlation analysis, t-test, F-test, multiple linear regression analysis and determination coefficient test analyzed using the assistance of Statistical Package for the Social and Science (SPSS) Program version 25. While, the qualitative descriptive analysis technique used to interpreting the data collected through the explanations. The steps of the analysis are data reduction, data display, and conclusion drawing. The hypothesis that can be described in this study is based on the research concepts on the Figure 1 below.
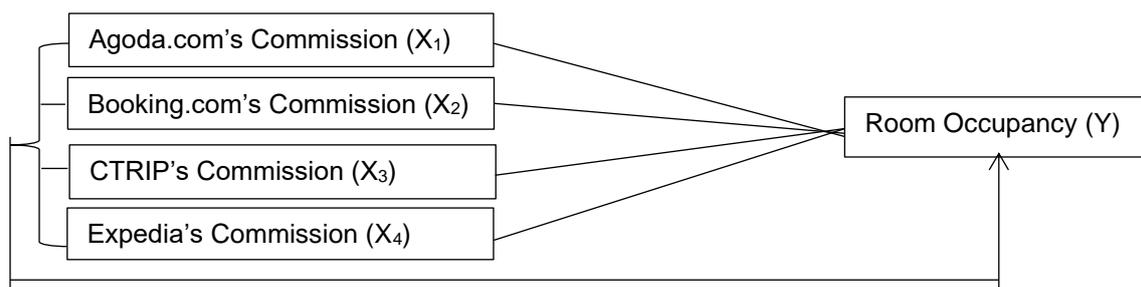

Figure 1. Research concept

Based on the Figure 1 above, the hypotheses to be tested based on the data obtained are as follows:

H_1 : There is a partial and significant influence between giving commission to each Online Travel Agent: Agoda.com, Booking.com, CTRIP and Expedia to the room occupancy at The Ritz-Carlton, Bali.

H_2 : There is a simultaneous and significant influence between giving commission to Agoda.com, Booking.com, CTRIP and Expedia to the room occupancy at The Ritz-Carlton, Bali.

RESULTS AND DISCUSSION

The Contribution of Commission to Online Travel Agent to the Room Occupancy at The Ritz-Carlton Bali

To find out the contribution of commission to online travel agent and the online travel agent that contributed the most to the room occupancy at The Ritz-Carlton Bali, the data examined and analyzed through some steps of quantitative analysis using Statistical Package for the Social and Science (SPSS) Program version 25. The first step should be done the classical assumption test and the first test is normality test. The result of normality test of the data in this research through Kolmogorov-Smirnov Test of Normality and the result described as Table 1.

Table 1. The Result of Normality Test

Description	Unstandardized Residual
Kolmogorov-Smirnov Z	.068
Asymp. Sig. (2-tailed)	.200[c,d]

(Source: Data processing result SPSS 25, data processed, 2020)

Based on the Table 1, it shows that the significance value is at 0.200 and it can be concluded that the data has been distributed normally because the value of Asymp. Sig. (2-tailed) is higher than 0.05 (0.2000 > 0.05). The next test continued by heteroscedasticity test and the result as Table 2.

Table 2. The Result of Heteroscedasticity Test

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,272	2,389		2,626	,013
Agoda.com's Commission	-,001	,026	-,007	-,038	,970
Booking.com's Commission	,021	,012	,323	1,793	,083
CTRIP's Commission	-,056	,029	-,364	-1,952	,060
Expedia's Commission	,002	,007	,047	,262	,795
a. Dependent Variable: ABRESID					

(Source: Data processing result SPSS 25, 2020)

Based on the Table 2 shows all of the results of significance values for independent variables are more than 0.05 or (α) > 0.05. It can be concluded that the data do not have heteroscedasticity symptoms. After heteroscedasticity test is multicollinearity test that can be seen as Table 3 below.

Table 3. The Result of Multicollinearity Test

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Agoda.com's Commission	,849	1,178
	Booking.com's Commission	,827	1,210
	CTRIP's Commission	,771	1,296
	Expedia's Commission	,826	1,210
a. Dependent Variable: Room Occupancy			

(Source: Data processing result SPSS 25, 2020)

Based on the Table 3, it shows that all the results of tolerance values were lower than 0.10 or Tolerance > 0.10 and the VIF value were lower than < 10 or VIF < 10 means that between all variables there is no multicollinearity symptoms happened. After multicollinearity test, there is autocorrelation test with the result as Table 4 below.

Table 4. The Result of Autocorrelation Test

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,784[a]	,615	,566	8,69374	1,345

(Source: Data processing result SPSS 25, 2020)

Based on the Table 4, it shows the result of Durbin-Watson value is at 1,345. It means that the value is in between -2 until +2. The basis decision making used is $-2 \leq DW \leq +2$ and based on the result, it can be concluded that no autocorrelation happened on the data used. The next step is correlation pearson product moment and the result is as Table 5 below.

Table 5. Correlation Pearson Product Moment

Coefficients[a]				
		Correlations		
Model		Zero-order	Partial	Part
1	Agoda.com's Commission	,403	,379	,254
	Booking.com's Commission	,548	,403	,273
	CTRIP's Commission	,588	,409	,278
	Expedia's Commission	,481	,423	,290
a. Dependent Variable: Room Occupancy				

(Source: Data processing result SPSS 25, 2020)

Based on the Table 5, the results of correlations partial values shows that there is a positive and weak relationship partially between the Agoda.com's commission and room occupancy at The Ritz-Carlton, Bali. Besides that, there are a positive and moderate relationship partially between the Booking.com's, CTRIP's, and Expedia's commission and room occupancy at The Ritz-Carlton, Bali. After partial correlation through correlation pearson product moment, there is multiple correlation with the result as Table 6 below.

Table 6. The Result of Multiple Coefficient Correlation

Model Summary[b]					Change Statistics
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	,784	,615	,566	8,69374	,000
b. Dependent Variable: Room Occupancy					

(Source: Data processing result SPSS 25, data processed, 2020)

Based on the Table 6, shows that all independent variables are positively correlated as the value of sig. F Change is 0.000 < 0.05 and the R value at 0.784 which is between 0.60-0.799, indicates that interpretation of coefficient correlation strength is strong. Therefore, it can be concluded that there is a positive and strong correlation simultaneously between Agoda.com's, Booking.com's, Expedia's, and CTRIP Commission to the room occupancy. The next step is t-test to determine the hypothesis partially the influence of each independent variable to the dependent variable that verified through comparing the result of t-$_{count}$ with t-$_{table}$ and significance value < 0.05. The result of t-test shows as Table 7 below.

Table 7. The Result of t-test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	39,155	4,329		9,044	,000
	Agoda.com's Commission	,106	,046	,276	2,283	,029
	Booking.com's Commission	,051	,021	,301	2,455	,020
	CTRIP's Commission	,130	,052	,316	2,494	,018
	Expedia's Commission	,032	,012	,319	2,601	,014
a. Dependent Variable: Room Occupancy						

(Source: Data processing result SPSS 25, 2020)

Based on the Table 7, the result shows that the entire hypotheses are accepted means that there is a simultaneous and significant influence between giving commission to Agoda.com, Booking.com, CTRIP, and Expedia to the room occupancy at The Ritz-Carlton, Bali. The next step is F-test to know whether all independent variables simultaneously affecting the dependent variable significantly by comparing the result of F_{count} with F_{table} and the result of significance values is lower than 0.05 for all of the independent variable with the result as the Table 8 below.

Table 8. The Result of F-test

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3747,309	4	936,827	12,395	,000[b]
	Residual	2343,017	31	75,581		
	Total	6090,326	35			
a. Dependent Variable: Room Occupancy						
b. Predictors: (Constant), Expedia's Commission, Agoda.com's Commission, Booking.com's Commission, CTRIP's Commission						

(Source: Data processing result SPSS 25, 2020)

Based on the Table 8, the results shows that the Sig value is at 0,000 < 0.05 and it shows that the value of F_{count} is at 12.395 and the F_{table} is at 2.66 means the value of $F_{count} < F_{table}$ means that there is a simultaneous and significant influence between giving commission to Agoda.com, Booking.com, CTRIP and Expedia to the room occupancy at The Ritz-Carlton, Bali. The next step is the multiple linear regression analysis to identify the influence significance of commission given to Agoda.com, Booking.com, CTRIP and Expedia toward the room occupancy at The Ritz-Carlton, Bali. Based on the result of the analysis, the model of multiple linear regressions in this research described as follows:

$$Y = a + b_1.X_1 + b_2. X_2 + b_3.X_3 + b_4.X_4 \quad\text{..(1)}$$
$$Y = 39.155 + 0.106X_1 + 0.051X_2 + 0.130X_3 + 0.032X_4 \quad\text{..........................(2)}$$

Based on the multiple regression model above, it can be concluded that the constant value at 39.155 determines that the room occupancy at The Ritz-Carlton, Bali would be 39.15 percent in the condition the value of commission given to Agoda.com, Booking.com, CTRIP, and Expedia is 0. Coefficient value of Agoda.com's Commission at 0.106 determines that the room occupancy at The Ritz-Carlton, Bali would increase at 0.10 percent if the commission fee given to Agoda increasing at IDR 1,000,000 with the assumption that the Booking.com, CTRIP, and Expedia's commissions keep stagnant. Coefficient value of Booking.com's Commission at 0.051 determines that the room occupancy at The Ritz-Carlton, Bali would increasing at 0.05 percent if the commission fee given to Booking.com increasing at IDR 1,000,000 with the assumption that the Agoda.com, CTRIP, and Expedia's commissions keep stagnant. Coefficient value of CTRIP's Commission at 0.130 determines that the room

occupancy at The Ritz-Carlton, Bali would increasing at 0.13 percent if the commission fee given to CTRIP increasing at IDR 1,000,000 with the assumption that the Agoda.com, Booking.com, and Expedia's commissions keep stagnant. Coefficient value of Expedia's Commission at 0.032 determines that the room occupancy at The Ritz-Carlton, Bali would increasing at 0.03 percent if the commission fee given to CTRIP increasing at IDR 1,000,000 with the assumption that the Agoda.com, Booking.com, and Expedia's commissions keep stagnant. The result of determination coefficient test by the value of R square (R^2) at 0.615 calculated to as following details:

$$D = R^2 \times 100 \text{ percent} = 0.566 \times 100 \text{ percent} = 56.6 \text{ percent} \dots\dots\dots\dots\dots\dots\dots(3)$$

The result indicated that the contribution of commission fees given to Agoda.com, Booking.com, CTRIP and Expedia simultaneously affecting the room occupancy at The Ritz-Carlton, Bali at 56,6 percent and the leftovers at 43.4 percent affected by the other sources that is not researched in this thesis.

Online Travel Agent that Contributed the Most to the Increasing of the Room Occupancy at The Ritz-Carlton Bali

The online travel agent that has the most contribution to the increasing of the room occupancy at The Ritz-Carlton, Bali can be shown by the online travel agent that has the lowest significance value which is Expedia with the Sig value at 0.014. Agoda.com has significance value at 0.029, Booking.com at 0.020, and CTRIP at 0.018. All the travel agents researched on this thesis has contribution to the room occupancy, however Expedia gave the most contribution because the amount of percentage of commission fee given to them also the highest and the contribution of room sold always increasing every year. It is effective for them as the motivation to sell the room and by the reputation; features and strategy that they have that succeed the business. Therefore, it will be affected directly to the increasing of the room occupancy The Ritz-Carlton, Bali. It means that the management of the The Ritz-Carlton, Bali need to extend and maintain the cooperation with Expedia and use the same strategy to do cooperation with the other potential online travel agent.

CONCLUSION

The conclusion can be obtained such as there are four top online travel agencies that continuously gave contribution for the last 3 years from 2017 to 2019 in selling the room, there are Agoda.com, Booking.com, CTRIP, and Expedia. The result of analysis showed that the contribution of giving commission to Agoda.com has a positive and partially significant influence on the room occupancy at The Ritz-Carlton, Bali at 0.106. The reason is because Agoda.com gave the contribution of the room occupancy and increasing the commission fee will increase the motivation to sell the rooms. The contribution of giving commission to Booking.com has a positive and partially significant influence on the room occupancy at The Ritz-Carlton, Bali at 0.051. The reason because Booking.com gave a good and consistent contribution to the room occupancy every year. The contribution of giving commission to CTRIP has a positive and partially significant influence on the room occupancy at The Ritz-Carlton, Bali at 0.130. The reason because by the small percentage of commission at the moment, CTRIP can still make a good contribution to room occupancy and expected to increase for the next year. The contribution of giving commission to Expedia has a positive and partially significant influence on the room occupancy at The Ritz-Carlton, Bali at 0.032, the reason because the high contribution of rooms sold by Expedia and Expedia received the highest percentage of commission by The Ritz-Carlton, Bali. The contribution of giving commission to Agoda.com, Booking.com, CTRIP, and Expedia has a simultaneous and

significant influence on the room occupancy at The Ritz-Carlton, Bali at 56.6 percent and the leftovers at 43.4 percent affected by the other sources that is not researched in this research. The online travel agent that contributed the most to the room occupancy at The Ritz-Carlton, Bali is Expedia with the smallest significant value at 0.014. Expedia's room production directly contributes greatly to the increasing of room occupancy at The Ritz-Carlton, Bali because the percentage of commission fee to Expedia is effective as a motivation to provide high contribution of room sold and consistently increasing every year.

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