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Japanese Language Interference by Hotel Staf in Badung Regency in Serving Japanese Travelers

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ABSTRACT

This study intended to determine the forms of Japanese language interference and the factors that caused them during the service of the Japanese tourists in several hotels in Badung Regency. The methods used in this study were the referral method, survey method and proficient method. The results of the study indicated that there were several forms of hotel and restaurant staff interference in serving Japanese tourists in several hotels in Badung Regency including: (a) pronunciation of Japanese sound units which were influenced by the dialect of the mother tongue of hotel staff, (b) morphological and syntactic, since in Japanese there are *kenjougo*, *songkeigo* (language level), and (c) vocabulary (lexical interference), in various forms, occurring in basic words, groups of words and phrases. This, if left directly or indirectly will affect the satisfaction of Japanese tourists, which in turn will lead to complaints to the hotel concerned and the world of Bali tourism in general.

Keywords: interference, Japanese, service, hotel staff, Badung Regency.

INTRODUCTION

Bali, as one of the world-class tourist destinations, still remains the main destination for tourists both domestic and foreign tourists each year. The latest data on the number of foreign tourists who came to Bali in February 2018 according to the Central Bureau of Statistics of Bali Province was recorded at 452,423 visits. This figure increased by 26.35 percent compared to the record in January 2018 (m to m). When compared to February 2017 (y on y), there was a decrease in the number of foreign tourists visiting by 0.34 percent.

Based on citizenship, the latest data in the same month show the number of foreign tourist visits to Bali, namely: China as the most visitors (143,567), Australia at number two (70,946), India at number three (26,514), Japan at number four (21,647), and England at number five (16,455). These data showed that Japanese tourists still ranked fourth in the low season. This might change as the spring break in Japan at the

beginning of May each year, known as the Golden Week, which may significantly increase the number of Japanese tourists.

The visit of Japanese tourists to Bali, who annually rank at least the top five, required good quality services when using hotel, restaurant and other public facilities while in Bali. Some elements of service, according to Parasuraman (in Tjiptono, 2002: 69), in the service industry related to tourist services include: Communication, namely communication or the relationship between service recipients and service providers, Competence, namely the ability or skills of service providers needed by everyone in the company to provide services to recipients of services, courtesy, namely courtesy, respect, attention and similarity in personnel relations.

According to the statement above, the hotel staff are human resources consisting of knowledge, language skills (Japanese), and attitudes which are all also supported by facilities at each of these hotels. The services refer to the stay of Japanese tourists at several hotels in Badung Regency such as: Conrad Bali Hotel in Tanjung Benoa, Ayodya Hotel in Nusa Dua, Watermark Hotel & Spa in Jimbaran, Four Season Jimbaran, and Kartika Plaza Hotels in Kuta that have a Japanese market base as the object of research.

Japanese is the most important element in serving Japanese tourists who stay in each of the hotels that have the Japanese market mentioned above. For this reason, hotel staff who have Japanese language proficiency in serving Japanese tourists should pay attention to Japanese language rules specifically used in Japanese tourist services as long as they use the facilities in their place of stay both on arrival, during their stay (in house guest), and when making transactions to check out.

The services to Japanese tourists who use facilities in several hotels in this study, in using Japanese specifically for hospitality, from the initial assessment in the field there were still Japanese language interference by hotel staff towards the tourists. Interference is a mistake caused by a tendency to familiarize the pronunciation (utterance) of a language with other languages, including pronunciation of sound units, grammar, and vocabulary.

Some examples of interference as initial data obtained in eight of several hotel staff in the context of serving Japanese tourists from the time of arrival (check in),

during their stay at the hotel (in-house guest) or when making transactions when leaving the hotel (check out). Some of these utterances include:

ちょっと待ってください。(Chotto matte kudasai: Please wait a moment).
子供は何人ですか。(Kodomo wa nannin desuka: How many children do you have?).
ありがとうございました、バリはまた来てください。(Arigatou gozaimashita, bari wa mata kite kudasai: Thank you, please come again to Bali).
お皿は掃除することができますか。(Osara wa shoujisuru kotoga dekimasuka: May I clean your table?).お支払いはカードで払いません。(Oshiharai wa kaado de haraimasen: We do not accept payment with credit card).

Some of the utterances used by the hotel staff are not in accordance with Japanese rules used in serving Japanese tourists. Some parts that do not comply with the rules can be described as follows.

1. ちょっと待ってください。(Chotto matte kudasai: Please wait a moment).
2. 子供は何人ですか。(Kodomo wa nannin desuka: How many children do you have?).
3. ありがとうございました、バリはまた来てください。(Arigatou gozaimashita, bari wa mata kite kudasai: Thank you, please come again to Bali).
4. お皿は掃除することができますか。(Osara wa shoujisuru kotoga dekimasuka: May I clean your table?).
5. お支払いはカードで払いません。(Oshiharai wa kaado de haraimasen: We do not accept payment with credit card).

The five sentences delivered from several different hotel staff in several hotels that were the object of this research in sentences 1, 2 and 3 are context sentences that are used in everyday life as ordinary Japanese in connection with communication with colleagues who are already familiar, family, or boss to subordinates. Whereas the 4th and 5th sentences indeed express politeness for service but not entirely polite. This, if left directly or indirectly, will affect the satisfaction of Japanese tourists, which in turn will lead to complaints to the hotel concerned and the tourism in Bali in general.

Based on the facts above, this study intends to know the forms of Japanese interference. So that in the end by knowing the forms of Japanese language

interference at the hotel staff, a solution can be found to improve the interference in order to provide the best service for Japanese tourists' satisfaction upon arrival, during their stay, and give an impression of returning to their country.

This research was conducted for 1 year consisting of 8 months. In the current year of the study, the authors conducted observations about the forms of interference of hotel staff in Badung Regency, followed by designing books as teaching materials for Japanese Hospitality as the outcome of this research. Books are designed based on observations of deviations that hotel staff often do in serving Japanese tourists. Based on this form of deviation, a book was prepared as a guide for hotel staff in serving Japanese.

Based on the description in the background above, two problems can be formulated as to how the forms of interference with Japanese hotel staff in Badung Regency when serving Japanese tourists. The purpose of this study is as follows. (1) The general objective is to understand the overall matters relating to tourist services in the world of hospitality, especially in the service of Japanese tourists; and (2) The specific objective in this study was to determine the Japanese language interference of hotel staff in Badung Regency in serving Japanese tourists.

This study uses several literature that has relevance to the topic raised both in the form of books in Indonesian and foreign languages (Japanese and English) and other published literature that will later be used to dissect the issues raised in this study. Some of the literature includes:

1. JAL ACADEMI Co. Ltd. 2003. *Japanese for Hotel Staff 「サービス日本語—ホテルスタッフ編—」*
2. Kusherdyana. 2013. *Pemahaman Lintas Budaya: dalam Konteks Pariwisata dan Hospitalitas*. Bandung: Alfabeta.
3. Udoyono, Bambang. 2008. *SUKSES Menjadi Pramuwisata Profesional*. Jakarta: Keisaint Blanc.
4. JICA (Japan International Cooperation Agency). 1986. *Percakapan Sederhana dalam Bahasa Jepang*. Tokyo: Divisi Urusan Latihan JICA.
5. Morrisan. 2013. *Teori Komunikasi: Individu Hingga Massa*. Jakarta: Kencana Prenada Media Group.

6. Davies, Roger J and Osamu Ikeno. 2002. *The Japanese Mind: Understanding Contemporary Japanese Culture*. Tokyo: Tuttle Publishing.
7. Djadjasudarma, Fatimah. 2017. *Wacana & Pragmatik*. Bandung: Redika Aditama.
8. Agusnawar. 2002. *Pengetahuan Operasional Kantor Depan*. Jakarta: PT. Perca.
9. Endar Sugiarto. 2004. *Operasional Kantor Depan Hotel*. Jakarta: PT. Gramedia Pusat Utama.

RESEARCH METHODS

The research location was located in Badung Regency by targeting hotels with Japanese markets in the Jimbaran, Nusa Dua and Kuta areas. To focus more on data collection, 4 hotels were chosen, namely: (1) Conrad Bali Hotels, (2) Ayodya Hotels, (3) Hotel Watermark, and (4) Fourseason as research locations. The four hotels were chosen because there were a GRO Japanese division or Front Office staff and restaurant staff who could speak Japanese in handling services to Japanese tourists. Besides that, the hotel had a reputation among Japanese tourists so that the number of Japanese tourist occupancy in the hotel was ranked high. With this in mind, it would facilitate the discovery of research data.

This research was a descriptive-qualitative study that explained Japanese language interference spoken by hotel staff. The types of data sources in this study were primary data, namely data obtained directly from informants at the research location. The informants used were local staff at the front office of the Hotel. The selection of informants was based on the following criteria. (1) Indonesian citizenship, (2) able to speak Japanese, (3) working at the front office of a hotel at least 2 years, (4) aged between 30-50 years, (5) willing to become informants.

The informants were selected to obtain data in the form of deviations from Japanese phrases used by local staff in serving Japanese tourists in four hotels in Badung Regency. Research instruments needed to capture data about Japanese language deviations Front office staff at the hotel. To support the data collection process, several research instruments were used. The research instrument was a recording device to record speeches carried out by informants.

The first step taken in collecting data was to determine the informants who would be asked for information according to the criteria that have been determined. After determining the informant category, steps were taken to collect data in order to obtain more diverse data. Several methods were used to obtain more in-depth information. There were three methods used to get the data, namely the referral, survey and proficient methods.

The method of referring to this was done by observing the Japanese language speech of local staff at the hotel to find interference expressions. In this method two techniques were used, namely basic techniques and advanced techniques. The basic technique used tapping techniques, namely the implementation of referral methods by tapping the use of one's language or several people (Jati Kesuma, 2007: 43). At this stage listening was carried out by tapping the speech from the informant when it comes in contact with Japanese tourists. In addition to basic techniques, advanced techniques were also used. The following were the advanced techniques used to collect data: (1) Listen freely in conversation, in the process of finding data the researcher was not directly involved in the conversation with the informants so as not to interfere with communication between informants and Japanese tourists and to obtain data that was natural. (2) Record. Record technique was a data collection technique by recording language usage (Jati kesuma, 2007: 45). At this stage the observation of the Indonesian language speech of Japanese people was recorded using a recording device in the form of a sound recorder. This was done to make it easier to listen to the dialogue that occurred during the observation process. The recording process was carried out without the knowledge of the informant so as not to disturb the reasonableness of the ongoing communication activities.

In addition to the referral method, in this study survey methods were used in data collection. The researcher distributed questionnaires or a structured list of questions to informants to obtain information relating to this research. The survey questionnaire contained a list of open and closed questions. Informants were asked to provide answers or comments according to the experience of the informants, in addition to being asked to give comments, informants were also asked to choose the most suitable answer from the multiple choice. In this method the researcher conducted a

conversation and asked a number of questions to the informant to dig deeper information. The technique used was proficient as soon as the researcher conducts a conversation by dealing directly with the informant. This method was used to get more varied data.

The data obtained from informants in the form of observations, recording and results of interviews were then selected and classified to be used as data corpus. After the data had been collected, they were then analyzed using the intralingual equivalent method because the data were analyzed by connecting intralingual elements. In addition, a translational equivalent method was done by using other languages outside the language studied as a determinant because in this study analyzing data using other languages as an influence on deviations in Japanese. The techniques used were basic techniques and advanced techniques. The basic technique was using the determinant technique while the advanced technique used the comparative connection technique, namely data analysis techniques by comparing linguistic units analyzed with a determinant in the form of an appeal relationship between all determinants that were relevant to all elements of the specified linguistic unit (2007: 53). In the comparative connection technique, analyzing data by comparing data about Japanese language interference with other languages that enter Japanese so that the differences and similarities were identified to find distorted forms of Japanese. The stages carried out to produce the results of the analysis were as follows: 1. The entire data was analyzed by connecting elements in Japanese with other languages that enter Japanese so that forms of Japanese language deviation were found; 2. Data obtained from the results of questionnaires and interviews were analyzed using a qualitative descriptive analysis model. This method was used to describe and explain and find interference in Japanese language usage that occurs in hotel staff in Badung Regency. After the data was analyzed, the results of the analysis were presented in a qualitative descriptive method.

DISCUSSION

Interference is a mistake caused by a tendency to familiarize the pronunciation (utterance) of a language with other languages, including pronunciation of sound units, grammar, and vocabulary. The term interference is first used by Weinreich (Chaer and

Leonie Agustina, 2004: 121) that to refer to a system change in a language due to the presence of the language with other language elements performed by speakers who are bilingual. Bilingual speakers are speakers who use two languages alternately; and multilingual speakers, if there are, of course speakers who can use many languages in turn. However, the ability of each speaker to speak mother tongue and foreign languages varies greatly. There are speakers who speak their mother tongue and foreign languages equally well, but some do not; in fact, there are those whose abilities towards foreign languages are very minimal.

Some forms of hotel and restaurant staff interference in serving Japanese tourists in several hotels in Badung Regency. Based on the data collected in the field during observations can be described as follows.

(1) Pronunciation

Regarding the interference of Japanese pronunciation experienced by some hotel staff in serving Japanese tourists can be seen in the results of the interview excerpts as follows below. The opinion expressed by I Made Alus Marsidia, staff of the Conrad Hotel in Tanjung Benoa on Wednesday, August 1, 2018 regarding Japanese pronunciation in serving Japanese tourists, he said: "The obstacle is almost me with Japanese vocabulary, Japanese tourists have different pronunciation. Some words have pronunciation that is almost the same but have different meanings, for example the word "*Byouin* (hospital) and the word *biyouin* (beauty salon) are often wrong in communicating with Japanese guests. How to deal with using known pronunciation or with more understandable vocabulary ".

An interesting experience was experienced by the informant above when several groups of Japanese female tourists approached his desk. One of them asked: "こんにちは。すみません、この美容院はルに美容院があります". Hearing the tourists' questions was answered with: " Then some of the Japanese tourists laughed and one of them holding his hair said "美容院だよ、エアーカットです". After emphasizing the statement, the hotel staff understood the intentions of tourists, namely to find a beauty salon to cut their hair. Other hotel staff on behalf of Made Rampin from Ayodya Resort and Spa in Nusa Dua, when interviewed on Monday, September 10

2018 said: "Constraints of pronunciation can be said to be a difficult thing because the mispronunciation can have different meanings such as the word" biyouin with byouin ", not to mention words that have vowels za, zi, zu, ze, zo; eg the word mizu (water), often pronounced a misu so that if we say something wrong Japanese tourists will be confused and ask again. Besides that, each Japanese tourist also said the same words in different words, making me confused too.

Still regarding the pronunciation of Japanese intonation, Rizal Rizaldi as one of the Wsenses Restaurant staff who can speak Japanese at the Water Mark Kuta Hotel, when interviewed on Thursday, September 18, 2018 regarding Japanese pronunciation while serving Japanese tourists at the restaurant where he worked said: "Constraints in pronunciation for me are still many who can speak Japanese, including myself, being carried away by the dialect of each local language, sticking to Javanese, Balinese and other regional languages according to the mother tongue of each restaurant staff."

The dialect of each hotel staff, for example, the above informant when speaking Japanese with a "z" tone is considered difficult for him, for example when tourists say: "すみません、水ありますか?" he replied: "はい、みずはもらいます". In the context of this conversation because tourists have understood what they mean, without repairing or reprimanding the hotel staff's mistakes, the tourists will go to the restaurant asking for water.

The opinions of other hotel staff on behalf of Ni Putu Wahyunita staff of the Japanese Guest Relation Officer at Fourseasons Resort Jimbaran regarding Japanese pronunciation in serving Japanese tourists, when interviewed on Monday, October 8, 2018 said the following opinion. "The pronunciation problem that I often experience is the short length of pronunciation as well as words that contain tones (za, zi, zu, ze, zo). Sometimes when we say the word mizo (got) we say miso (a kind of soup), and other words which if the pronunciation is wrong will mean different things. This causes miscommunication in serving Japanese tourists. "

Based on the results of interviews from several informants above who still have the same relevance about the occurrence of interference caused by pronunciation of sound units, it can be said that the pronunciation of foreign languages (Japanese) in serving tourists in several hotels and restaurants in the Badung Regency area by hotel staff is

still strongly influenced by the mother tongue dialect of the hotel staff so that tourists sometimes still need to be sure of the meaning of the words spoken by the hotel staff. The hotel staff in serving Japanese tourists by using Japanese as a foreign language, shows that they still experience problems in terms of pronunciation. This is in accordance with the opinions of Ervin and Osgood (Chaer and Leonie Agustina, 2004: 121) that the ability of foreign languages of the hotel staff is much lower or not the same as the ability of their native language which is called plural language skills. Speakers who have this plural ability usually have difficulty in using their foreign language (Japanese) because it will be influenced by the speaker's mother tongue.

The fact above is in line with the opinion of Jendra, (2007: 146) that interference in terms of the perpetrators is individual and is considered a symptom of deviation in language life because the absorption element actually exists in the recipient's language. The culprit who carries the absorbed element is certainly a bilingual person and is rarely carried out by an eucharist. Productive or receptive interference contained in individual language actors is called interference treatment or performance interference.

An individual who is learning a second / foreign language at the initial level often interferes with treatment, but even for a long bilingual person sometimes the interference of treatment depends on the person concerned, while the outside factor has little effect. Interference treatment at the beginning of a person learning a second language or a foreign language is called developmental interference or learning interference which in each foreign language is called developmental interference or learning interference.

With regard to the dialect of the mother tongue (area) which is intertwined when the hotel staff when communicating with Japanese tourists is strengthened by Jendra, (2007: 147) with an example that Indonesian speakers from Bali, Aceh, or Lombok speak Indonesian with the words- the word containing the phoneme sound / t / will be pronounced the fopem with / t / apicoalveolar retroflex, short of a bit more behind the tip of the speaker tongue compared to the correct speech. Such phonological interference is called replacement interference or substitution interference. The reason is called because the phrase / t / is replaced with a greeting that matches the 'tongue' of the son

of Bali, Aceh, or Lombok. Examples of Indonesian words / brick / 'brick' are pronounced by the sons of Bali, Aceh and Lombok / bata /; word / but / pronounced / but /, etc.

Seeing this fact, when hotel staff communicate with Japanese tourists who are influenced by a thick dialect, it will be difficult for Japanese tourists to understand the intent of the hotel staff. But on the contrary for Japanese people who can speak Indonesian it is rather difficult to pronounce the phoneme / l / so that if there are words containing the phoneme it will be pronounced like phoneme / r /. Examples of words / buy / will be spoken / give /, word / see / will be pronounced / seen / /. This type of phonological interference is called under differentiation interference.

Besides interference because of the pronunciation, if seen from the interview results of some informants above, it is also in line with the opinion of Chaer and Agustina (2004: 160-161) which states that interference that occurs in the interpretation process is called receptive interference, which is in the form of using Japanese with dialect language Balinese (mother tongue). Whereas interference that occurs in the representation process is called productive interference. Receptive interference and productive interference found in bilingual speaker language behavior are called interference treatments. Interference treatment usually occurs in those who are learning a second language, therefore interference is also called learning interference or development interference. This is because the informants are still in the stages of learning Japanese so the pronunciation is not perfect.

In addition, in communicating with Japanese tourists, hotel staff also insert other words such as English if they do not know Japanese. This situation is called phonological interference. Phonological interference occurs when the speaker expresses the words of a language by inserting the sounds of a language from another language. this aims to facilitate communication so that services for Japanese tourists run well. Phonological interference in accordance with the opinions of experts and the reality on the ground by hotel and restaurant staff in serving Japanese tourists is related to the influence of sound from other languages, in this case the informant's mother tongue. Interference in Japanese occurs because of the influence of regional languages, for example in the Balinese language which is difficult to pronounce existing words: tsu, ze, zo and other words, when speaking Japanese for example the word

"tsua" (tour) is often pronounced with the word "chua" so that the tourists don't understand what the hotel staff is saying. Other words such as those containing vowel "ze" with the word "zenzen" (not at all) are often pronounced "sensen" so that the meaning changes even has no meaning at all.

(2) Interference in Grammar

Viewed from a grammatical point of view, (Nababan, 1984: 123) divides interference events into four types, one of which is that interference occurs when the bilingual identifies the first morpheme or grammar then uses it in a second language. With regard to interference at the point of view of grammar for hotel staff in the tourist area of Badung Regency, some of the results of interview excerpts can be shown below.

Ibu Kartini as a Room Service staff at Ayodya Resort and Spa in Nusa Dua when interviewed by telephone on Monday, November 12, 2018 regarding Japanese grammar used when serving Japanese tourists said her opinion as follows.

"In the field of grammar, Japanese is different from English and Indonesian, often having problems regarding the order of S-P-O-K because it is still carried by the mother tongue, namely Indonesian. One example is if you want to say "I want to drink beer", then if you follow the rules of Indonesian grammar in Japanese it will be: "Watashi wa nomimasu o biiru". Indeed Japanese tourists will understand the meaning but Japanese grammar is wrong because the truth is: "Watashi wa biiru o nomimasu". Not to mention in Japanese there are coarse, ordinary, and smooth languages especially those used in the service of Japanese tourists in Hotels and Restaurants. "

Kadek Suarjana, one of the staff of the Belldesk Ayodya Resort and Spa Nusa Dua who can speak Japanese when interviewed on Monday, November 05 2018 regarding Japanese grammar said: "Most Japanese tourists don't speak English so we have to use Japanese even though sometimes we mix with English even with a body language. Another obstacle concerning the grammar that I experienced when communicating with Japanese tourists experienced many obstacles, especially in Japanese, the language service was subtle, I did not understand Japanese specifically in hotel services. "

In daily services, especially those related to goods, when this informant (Kadek Suarjana) does not understand the language fully he will use mixed language. One of the things he has ever revealed to Japanese tourists is: "your みません、これ all your 荷物ですか". With the context of this sentence, tourists understand what is meant by the informant, and tourists answer: "はい、そうです。ありがとうございました。 Gede Widiastara as one of the Japanese GRO staff at Ayodya Resort and Spa Nusa Dua gave his opinion regarding Japanese grammar when interviewed on Monday, November 5, 2018 stating his views as follows. "Japanese is not the mother tongue of hotel staff, so as good as any can speak Japanese, some are imperfect especially in pronunciation that is influenced by the Balinese language and Indonesian. but we always strive to provide the best service, both with limited language followed by body language, a good facial expression that makes a good impression for Japanese tourists. Obstacles to grammar are clear because they differ greatly from mother tongue, but I always try to explain so that Japanese tourists understand the intentions conveyed. There are times when my Japanese language translates directly like Indonesian grammar, for example, I ask a guest: "なんですかお名前は?" Whereas the truth is: "お名前は何ですか?".

Another hotel staff on behalf of Ni Putu Wahyunita as one of the Japanese GROs in Fourseason Jimbaran, when interviewed on Thursday, November 22, 2018 regarding Japanese grammar in its use to serve Japanese tourists in their daily assignments he said his opinion as follows. "Obstacles to grammar are clear because in Japanese there is kenjougo, sonkeigo. When Japanese tourists speak politely to me, I am confused about the answer. In addition to the grammar for Japanese, service in hospitality is different from Japanese grammar in general. To overcome this, sometimes when I get stuck, I use other terms in English, I can even write on paper so that it becomes clearer in accordance with what Japanese guests mean. "

Ni Putu Artista Ayu as one of the Japanese GROs at the Grand Hyatt Nusa Dua stated her opinion regarding Japanese grammar when interviewed on Wednesday, November 21, 2018 as follows. "Obstacles to grammar are clear because they differ greatly from mother tongue, but I always try to explain so that Japanese tourists

understand the intentions conveyed. In addition, in the grammar used in hospitality services, namely the presence of keigo, kenjougo, and special language of hospitality ".

Various opinions of hotel staff above, in general about the constraints concerning Japanese grammar are still influenced by Indonesian grammar (mother tongue) so that interference with Japanese tourists occurs. Some of the results of excerpts of interviews with informants such as for example if you want to say "I want to drink beer", then if you follow the rules of Indonesian grammar in Japanese it will be: "「私は飲みますを」 Watashi wa nomimasu o biiru". Indeed Japanese tourists will understand the meaning but Japanese grammar is wrong because the truth is: "「私はビールを飲みます」 Watashi wa biiru o nomimasu".

The opinions of other informants related to morphological and syntactic interference suggest that grammatical constraints are clear because in Japanese there is kenjougo, songkeigo. When Japanese tourists speak politely to hotel staff, hotel staff are confused to answer. In addition to the grammar for Japanese, service in hospitality is different from Japanese grammar in general. This situation is in accordance with the opinion of Jendra (2007: 147-148) which states that one of the fields of interference is the field of morphology and syntax. The field of morphology studies the structure of word formation in grammar. Single or complex words are composed of morphemes as the smallest unit. Symptoms of interference in the field of morphology involve many affixes (affixes). Indonesian has many symptoms of interference, both internal interference that comes from relatives and from foreign languages. Some examples, for example, the formation of words laughing, haphazard, trapped, are interference in Javanese language affixes into Indonesian. The words greatness, expensiveness, exhaustion are interference with the + -an affixes of the Javanese language into Indonesian. Javanese affixes can actually be replaced with affixes, while + - an can be replaced with a word too so that words of laughter, confusion and catching can be replaced by laughing, falling apart, trapped.

Morphology and syntax are two fields including grammar (grammar). The syntax field includes a level of language that is lower than the discourse. In fact, language will practically be spoken or written naturally and naturally in the form of a sentence (syntax). Both morphological and syntactic fields are language devices which are rather

difficult to be affected by interference. Therefore, two categories called grammar are considered as elements or closed lists; while other language devices such as the field of sound (phonology) and vocabulary (lexicon) are more easily affected by other languages so that both fields are called open lists (open lists).

Although the syntactic field includes parts that are difficult to influence, interference as a common symptom of language also enters this syntactic interference. This indicates that the influence of language to influence syntax is so deep (intensive). Syntactic level which includes groups of words (phrases), clauses (clauses) are parts that may be subject to interference.

(3) Lexical Interference

Vocabulary interference (lexical interference) occurs in various forms, for example occurs in basic words, levels of groups of words and phrases. With regard to Japanese language vocabulary interference (lexical interference) for hotel staff in serving Japanese tourists in the Badung tourist area, some of the results of interview excerpts can be described below. The opinion expressed by I Made Alus Marsidia, staff of the Conrad Hotel in Tanjung Benoa on Wednesday, August 1, 2018 regarding vocabulary said: "The obstacle that I often experience is the existence of different vocabulary in the mention of one thing even though it has the same meaning. One reason is because in Japanese there are a number of different words but have the same meaning, for example the word "「食べる」taberu" (eating) can be Japanese guests refer to the word "「食事する」shokuji suru", "「召し上がる」meshi agaru "so that if our vocabulary is limited so that if it is pronounced in other words that have the same meaning then we do not know the meaning".

Made Rampin from Ayodya Resort and Spa in Nusa Dua, when interviewed on Monday, September 10, 2018 said: The vocabulary constraints are the limited vocabulary mastered especially in the field of service in hotels. Japanese vocabulary also has basic words and follows changes according to the context of the sentence, for example the word "taberu" which means eating can be "tabemasu", "tabete", "meshi agarimasu" according to use and the interlocutor. This is what confuses me besides because in Japanese there is a level of speech which is coarse, medium, and subtle.

Ibu Kartini as a Room Service staff at Ayodya Resort and Spa in Nusa Dua when interviewed by telephone on Monday, November 12, 2018 regarding Japanese vocabulary said her opinion as follows. "In the area of room service, we encountered problems in the vocabulary relating to the food menu, constraints in the field of word units such as one bottle and the other. Menus written in Japanese do not yet exist. We don't have Sequence of Service in Japanese. There are no specific guidelines. There is no Japanese SOP yet. " With this situation, we strive to serve Japanese guests as they are. Some obstacles arise, for example, in giving choices or advising guests to choose menus with Japanese as they are used, it is not a standard of Japanese used in service.

The Japanese sentence used in daily service in room service such as when offering drinks to Japanese tourists, for example, just by saying: "「すみません、飲み物は何ですか」sumimasen, nomomono wa nandesuka? (What do you want to drink? "If you follow the Japanese language rules for tourism services, you should be:" what drink? "

Rizal Rizaldi as one of the Waiter Restaurant staff at Water Mark Kuta Hotel, who can speak Japanese, when interviewed on Thursday, September 18 2018 regarding Japanese vocabulary saying: "The vocabulary constraints, many do not know, especially this is not my mother tongue, and usually since elementary school I have learned English. Usually the vocabulary is asked to the guest, so I write it down and remember, besides that the items in the restaurant are therefore easy to remember in Japanese. The use of vocabulary is very limited, for example I do not know the language of respect to be used in service standards. If I ask to wait just say: "Chotto matte kudasai", even though the truth is: "Shoushou omachi itadakemasenka". The guest doesn't matter the important thing they understand ". Ketut Sanawinaya Staff Hotel Ramada Tanjung Benoa, when interviewed on Tuesday November 13 2018, said: "Constraints on vocabulary experienced are vocabulary that I know is limited to dictionary languages and some service languages in hotels and even then disconnected".

Some of the results of interview excerpts regarding Japanese lexical interference of hotel staff in service to Japanese tourists can be said that lexical interference can

occur in various forms, for example occurs in basic words, groups of words and phrases. As for example what was revealed by several hotel staff including: the word "「食べる」 taberu "(eating) could be Japanese guests refer to the word" 「食事する」 shokuji suru "," 「召し上がる」 meshi agaru "so that the hotel staff vocabulary limited if spoken in other words that have the same meaning then they don't know the meaning ". In sentence form for example: "「飲み物は何ですか」 Nomimono wa desuka?". Of course the vocabulary used is not the standard of Japanese used in service because the correct one according to the standard is: "om お飲み物は何になさいますか om Onomimono wa nani ni nasaimasu ka?". Even though hotel staff use vocabulary or phrases that they consider to be correct and understandable by Japanese tourists, what the hotel staff actually says is not the standard language of service.

Some of the above facts are in accordance with the ideas of Chaer and Leonie Agustina (2004: 126) that in terms of "language purity", interference at any level (phonology, morphology, and syntax) is "disease", because it "corrupts" language. In this case for Japanese tourists served by satff hotels and restaurants that have a mother tongue not Japanese will feel that their Japanese is "damaged". So, it needs to be avoided. As with everyday language in our Indonesian environment, people who are purist in Indonesia certainly cannot accept the formal forms of words such as chaos, expensiveness, tenderness, and ecclesiastical; and sentence arrangements such as, "Mr. Director's house is flooded too," or "That dish has been eaten by me". Likewise, the use of other language elements in Indonesian is also considered a mistake.

However, when viewed from an effort to develop language, interference is a blessing, because it is a very important mechanism to enrich and develop a language to reach the level of being the perfect language to be used in all fields of activity. Hockett (1958) said that interference is one of the biggest, most important, and dominant symptoms in language. Hopefully the contribution especially from interference is in the field of vocabulary. Languages that have a broad socio-cultural background and usage (such as English and Arabic) and therefore have a relatively very large vocabulary, many members will contribute vocabulary to developing languages and those who have contact with the language. In this process the language that gives or affects is called the

source language or donor language; and the language that is received is called absorbent language or recipe language, while the element given is called the absorption or transport element. In the history of its development, Indonesian language originating from the Malay language absorbed many elements of language, both from foreign languages (Arabic, Chinese, Sanskrit, Dutch, English, and so on), as well as from Nusantara languages. All of these absorption elements, especially lexical uptake, help build the vocabulary of Indonesian language so that the language used today has been able to fulfill its function as a modern language, which can be used for various domains in the life of the Indonesian nation.

Due to the existence of languages that are "rich" with vocabulary (such as English and Arabic), and developing languages whose vocabulary is not large, the question arises whether only "rich" languages can be donors, and "poor" languages only become recipe, or vice versa: "poor" languages can also be donors to "rich" languages. According to logic, indeed only rich language has the opportunity to become a donor; while poor languages only become recipes, and do not have the chance to become a donor language. However, in reality, because language is closely related to the culture of its native speakers, it can be said (not in line with Soewito's opinion) that even poor languages can become vocabulary donors to rich languages, especially for vocabulary related to the culture and nature of the donor language environment.

Referring to the description of the discussion above, one day the possibility of some Japanese vocabulary will be adopted into Indonesian, especially in terms of service in the tourism world. The following are words that are often spoken or heard by Indonesian people such as: "Tsunami, Honda, Sayounara, Aji no moto, Yamaha, Shimizu", and other words as part of the process of languages that have a socio-cultural background and usage that wide (Japanese) and therefore have a relatively very large vocabulary, many members will contribute vocabulary to languages that develop in this case the Indonesian language and who have contact with the language.

CONCLUSION

Based on the description in the discussion section, some conclusions can be drawn as follows. Some forms of hotel and restaurant staff interference in serving

Japanese tourists in several hotels in Badung Regency include areas: (a). The pronunciation of the Japanese unit of sound is still strongly influenced by the dialect of the hotel staff so that tourists sometimes still need to be sure of the meaning of the words spoken by the hotel staff, (b). Morphology and syntax, because in Japanese there is *kenjougo*, *songkeigo*. Besides that, in grammar for Japanese, service in hospitality is different from Japanese grammar in general, and (c). Vocabulary (lexical interference), can occur in various forms, for example occurs in basic words, groups of words and phrases.

Factors that cause the interference of hotel staff and restaurants in the Badung tourist area in serving Japanese tourists include: (a). Speaking resources, namely hotel and restaurant staff who have the ability to speak Japanese as a foreign language other than their native language, both Balinese and Indonesian as a person with bilingual abilities but still have limited knowledge of Japanese (resources) so that speakers search for ways others to be able to convey the message to be conveyed to tourists, (b). Dialect speakers, there are situations in which the habits of hotel staff and restaurants in the mother tongue of the recipient language are being used, due to lack of language control and lack of mastery of the recipient's language. This can happen to bilingual people who are learning a second language in this case Japanese as a foreign language, (c). The academic level of speakers as formal education on Japanese mastery is used in serving Japanese tourists. With the academic level they have, their ability to be bilingual is different, (d). The speakers' environment is the presence of speakers (hotel staff) both in their daily lives and at work so that it influences their Japanese interference in serving Japanese tourists. In addition to Japanese as a foreign language, in its mastery the environment contributes both in their daily lives and in the work environment, and (d). The condition of the interlocutor is that Japanese tourists use dialect languages such as dialects which make speakers misperceive in serving them, causing interference. Apart from that there are words whose equivalent does not fit Indonesian. Japanese tourists not only convey their will with words, but also with gestures and gestures and hand gestures. Most often use indirect language, both verbally and non-verbally.

Based on the results of the discussion and conclusions above, some suggestions can be stated as follows. (1) For tourism actors to provide time, facilities and infrastructure to hotel staff and restaurants to deepen Japanese language and culture to minimize interference in serving Japanese tourists. (2) For hotel and restaurant staff, in addition to mastering the field of tourism science must also increase knowledge about Japanese language and culture through non-formal and formal education at the university level. (3) For researchers in the field of service to Japanese tourists to further examine the impact and implications of these services for the development of tourism in Bali. (4) The regional government must provide facilities in developing the quality of hotel and restaurant staff in the Badung tourist area so that what is considered by Japanese tourists can be realized.

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Best Practice of Green Rural Tourism: Lesson from Sangkan Gunung, Karangasem

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ABSTRACT

The objective of this study was to find out the best practice and the factors influence the best practice of Sangkan Gunung rural tourism operator in Karangasem Regency, Bali. The research method employed was structured observation, documents analysis and in depth interview. The findings reveal that, green initiatives help to cut down the running cost and Sangkan Gunung rural tourism adopts the best practice that suit its operation and environment. The Pilot project in Sangkan Gunung rural tourism proposes to regard sustainability issues in the context of rural tourism product quality, integrating sustainability aspects into a running and well recognized rural tourism quality scheme. Promotion of sustainable rural tourism products goes along.

Keywords: rural tourism, green operators, best practice

INTRODUCTION

Tourism is one of the important pillars of many national economies. Practicing the tourism has a multiplier effect on several industries, being interdependent with the food industry, communications, and transport industry (Hibbert et al, 2013). Worldwide, all rural areas face the same problems: economic decline, environmental degradation, poverty of population or gradual loss of national identity. Its population is aged, young people preferring to migrate to cities. In this context, the villages are struggling to maintain its viability (Sales et al 2013; Adanacioglu, 2017; Ahmad et al, 2018; Chambers, 2018). Tourism is one of the sectors that can contribute to resuscitate villages. Practicing rural tourism was developed in response to human needs, subjected to daily increasing stress, to recreate the economic needs of these areas and the concern to preserve the environment and tradition (MIH, 2014).

This paper aims to analyze the trends and changes rural tourism in Bali, Indonesia, namely how tourism activity has evolved, but the direction it is going, too. For this, the existing data will be used and studied. Studying this theme is justified by the actuality of the topic, given that attempts to maximize the benefits

from tourism in a way that nature and heritage anthropogenic authentic to not suffer, but also the need to develop the localities and rural areas where only tourism and agriculture are productive domains (Stange & Brown, 2013; Pickel-Chevalier & Ketut Budarma, 2016; Astawa et al, 2018). Rural tourism is a viable alternative in a society preoccupied with sustainable development which is moving increasingly towards forms of ecotourism (Radic & Peri, 2015). In addition to protecting nature, heritage conservation and preservation of tradition and stimulating the authenticity of the village, rural tourism brings the socio-economic benefits for the local population (Zamfir & Corbos, 2015; Zhong & Morrison, 2015).

Rural tourism can meet tourist needs without harming the environment. It appears as a suitable alternative for the daily man increasingly stressed and pressured economic and social (Sipe & Testa, 2018). Rural tourism is a "strategy" viable recovery of the villages, from several points of view: attracting earnings in areas where it is practiced; generating employment; contributing to the development of rural areas; supporting the rejuvenating of villages population; preserving and protecting the natural environment; keeping alive tradition; meeting the needs of tourists (Blain & Ritchie, 2005). Tourism in general and in rural areas, in particular, is a springboard for other industries in that area, but also for society. Practicing this activity in rural areas can lead to economic development, but also to raising living standards and quality of life (Ali & Ryu, 2016). Facing the challenges of globalization and with uncertain economic conditions, rural tourism can be a "lifeline", under proper capitalization and promotion of effective heritage (Jenkins & Romanos, 2014). Therefore this study was conducted to determine the best practice of rural tourism in Sangkan Gunung Village, Sidemen District, Karangasem Regency, Bali-Indonesia.

Generally best practice means "any practice, know-how, or experience that has proven to be valuable or effective within one organization that may have applicability to other organizations" (Ali, et al, 2016). Best practice for one organization might be not considered as best practice for other organization due to several factors. This was further supported by (Ali & Amin, 2014) which informed "that no single practice work in all situations, and hence the word "best" is defined in context, is situational, and means only "best for you" ". Basically the factors influence the best practice of the operators are location or geographical condition, scale of lodging facilities, accessibility, availability of resources, policy intention, creativity of the operators and

market demand (Furqan et al, 2010). Due to limited numbers of study on this area, therefore this study was conducted to determine the factors that determine the best practice.

RESEARCH METHODS

This study is adopting case study method and employed three research methods which are content analysis, in-depth interview using semi structured format and structured observation. According to (Konu, 2015) semi structured method is the best method to gather information because it provide focus on certain issues on the same time allows the degree of freedom in getting information.

Content analysis method is used to identify the area of green initiatives and interviews were used to verify the area of best practice. Content analysis was carried out on secondary data to identify area and factors of practice in hospitality industry. The sample of literature was confined to leading hospitality journals, some online articles and website which provide relevant information regarding the operators green initiatives. Areas that emerged from content analysis was listed and used to prepare the interview questionnaire. The areas of green practice are listed below;

- Application of green products and materials
- Waste reduction management
- Energy management
- Water management and conservation
- Community service
- Indoor environmental quality
- Sustainable site planning and management

The interview questions were designed in relation to the main objective of the study which is to determine the best practice of the operator resorts. The interview questionnaire contained of several questions based on the area of green practice. Interviews were conducted face to face and lasted for one hour. Responses were digitally recorded and structured observation of the green initiatives was carried out using checklist method and supported with visual aid such as photographs and video recording.

Three case studies were selected for this study. The case studies were selected based on their green contribution to the rural tourism development. The case

studies were “Gites de France” as the cradle of rural tourism in France, “green holidays” and its main component agro tourism in Italy, mountain glaciers and crystalline lakes in Austria, “white villages” in Andaluzia, South of Spain. The case studies were located in different countries in Europe. As for this study approval for disclosing the name of the rural tourism was obtained.

While this study achieved its objectives, it is subjected to several limitations. The first limitation is time constraints in which the evaluation was conducted. Second limitation is numbers of case studies was selected are smaller. This is to focus into in-depth study of the individual case study in view of the various issues of sustainability. Third limitation was scholarly information regarding factors of best practice is still limited and in an ongoing research.

DISCUSSION

This study attempts to analyze the qualitative data from the answer of the research question from the whole observation, in-depth interview, and literature review of implementing green approach in developing tourist village of Sangkan Gunung. The research questions in this study were concerned about how green approach is be able to be implemented for developing the Sangkan Gunung rural tourism. This tourism development can be utilized by travel agents that are conducting tour programs to Eastern part of Bali including Kelungkung and Karangasem Regencies. The travel agents can bring the tourists to the area for hiking with marvelous view of rice terraces which can be handled by the local tour guides and stop in Bukit Tegeh temple, Belatuk waterfall, Sudamala spring water, and agro tourism with coffee, clove, cocoa plantation and process of making virgin coconut oil (VCO) by the local farmers. Additionally, the villagers at present have a very positive attitude to tourism, believing that tourism is strengthening cultural values and can elevate the community’s prosperity.

Background and Green Policy of The Rural Tourism

The findings show that the green policies of the rural tourism are distinctive from each other. However the main aim of the policy was similar which is to lessen the impacts of the operation on the surrounding environment. Each rural tourism received different green recognition such as sustainable, ecofriendly and green rural tourism based on their resource conservation, location and design factors. However,

Bali's tourism industry has undergone a serious makeover since the Netherlands have started promoting tourism in the Colonial times. Not much of the artistic Bali and its distinctive Hindu culture, for which the island became famous, have remained in Bali's main tourist areas. Over the last decades, tourist numbers have increased dramatically and culturally interested tourists from overseas have given way to mass tourists. Balinese artists became mass producers of cheap souvenirs, rice fields were replaced with resorts and villas, and the increased welfare of the island attracted unskilled labor to immigrate to entertain tourists.

Large-scale investment in the realm of mass-tourism continues to this day even though many government officials raise cultural tourism. The development of tourism has led to the proliferation of pragmatic lifestyles among the people to sell their land for short-term interests. This happens also due to government policies in the field of taxation with a policy of adjusting tax objects where each tourist area has a strategic value so that land and building taxes are high. This situation has caused the loss of the agricultural system in Bali with its traditional irrigation system known as subak as a base for Balinese culture. Indeed, tourism developed in Bali is based on the uniqueness and differences that the island has. The unique nature and culture of Bali, caused Bali to be admired by the world which caused tourists to come to Bali.

While standards of living and welfare in Bali have increased through tourism and many Balinese are satisfied with the development, tourism in its current form has also brought many economic, social and environmental problems. Limited and unequal benefits for the Balinese, economic fragility through overdependence on tourism, commoditization of culture and some environmental issues. There is a long-term need for the island to foster competitiveness, market development and innovation in other sectors than tourism, particularly in regions where tourism is not an essential contributor to the economy. Only the diversification of the economy can minimize negative impacts on tourism demand – which are caused by external influences – and thus strengthen the economy. Therefore, developing more alternative forms of tourism like rural tourism could help to achieve a more equal demand and thus a more stable income.

Best Practice of Sangkan Gunung Rural Tourism

The development of a formulated tourism village should be as much as possible a representation of community participation in every aspect. Likewise, the

hopes of the Sangkan Gunung community in developing tourism village in accordance with the potential of the village in the future are (1) Development of Sangkan Gunung rural tourism as much as possible involving the community as a concept of community-based tourism development (CBT) involving all components of community members actively involved in development village tourism potential becomes a tourist destination; (2) Community Based Tourism (CBT) which emphasizes more on the economic side should also be based on *Tri Hita Karana* (THK) and *Sad Kertih* (SK) local wisdom. THK is the balance of relations between the 3 elements in Sangkan Gunung village community in carrying out their lives as an effort to create a peaceful, harmonious and happy life, namely the community's relationship with the creator, the harmonious relations of fellow citizens, and harmonious relations between the community and the environment (Astuti et al, 2019; Ginaya, 2018; Mudana et al, 2018). The three harmonious relationships that led to this happiness and the six elements in the SK will foster a sense of "*paras paras sarpanaya salulung sabayantaka*" or the appreciation of the rights of local communities and to preserve the environment in the village of Sangkan Gunung. Figure 1 shows a model for developing Sangkan Gunung tourism village.

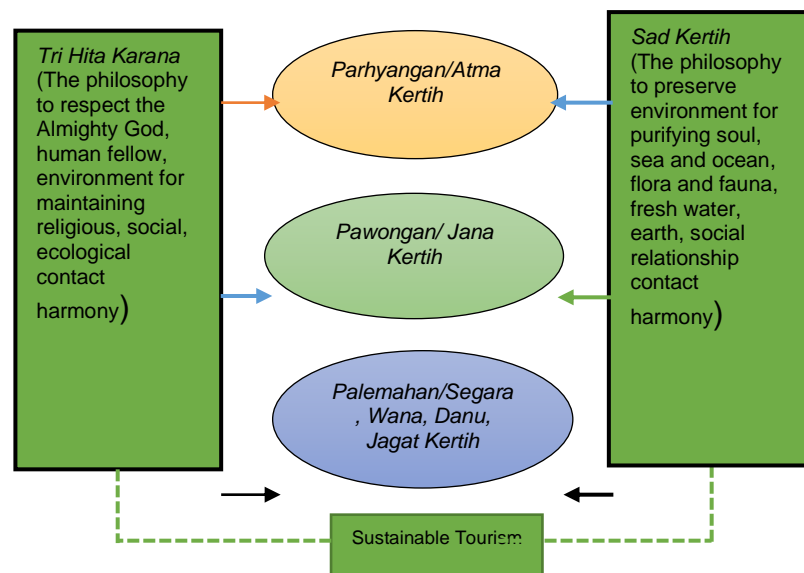


Fig. 1. The philosophical concept of THK and SK
Source: Astuti, et al, 2019

The problem identification for achieving sustainability development target, which is based on the values of THK and SK local wisdom in the development of Sangkan Gunung tourism village is based on the internal and external factors. In

general, the problems of developing Sangkan Gunung tourism village can be broadly classified into, namely limited access to the market; limited human resources in management, administration and operational competencies; limited physical facilities. Table 1 shows the internal and external potential factors influencing in sustainable development of Sangkan Gunung tourism village.

Table 1. The Potential Factors influencing in sustainable development of Sangkan Gunung tourism village

No	Factors	
	Internal	External
1.	The beauty of natural resources	There are visits of foreign and domestic tourists
2.	The uniqueness of natural resources	Strategic location from other tourist objects
3.	Preservation of natural resources	The existence of proven legal certainty Sangkan Gunung Village is designated as a tourist attraction based on Decree of the Karangasem Regent No. 470/1998
4.	The growth of creative economic activities of the local community	There is a policy of Bali Provincial government to embody green tourism
5.	Tourism activities create opportunities for the emergence of new sources of income for local communities	The need for alternative tourist destinations
6.	Accessibility	The cooperation of government, investors, communities and Support of tourism actors.
7.	Friendly community attitude	Regional autonomy imposed by the government
8.	Security of the authorities	Cultural values of the local community have taken root in the community such as mutual cooperation, trust, language, and customs

All the potential factors shown in table 1 prove that Sangkan Gunung village which is located in Karangasem Regency has great potential to be developed as a tourist village. In Bali, if people hear the name of Karangasem Regency, the thing that comes up is the tourist destination area that has already gone global, namely tourist destination of Besakih Temple which is known as the "Mother Temple of Bali", Taman Ujung and Tirta Gangga spring royal palace. In fact, Karangasem still has a lot of tourism spots that have not been honed but are very potential. One of the

unmarked green gems is Sangkan Gunung Village. This village has a view of rice fields and Telaga Waja River as it is shown in figure 2.



Figure 2. The view of paddy fields and Telaga Waja River

Another potential to be explored in Sangkan Gunung Village is the tour package for making VCO. So, tourists can follow the process of making VCO from the coconuts harvested on their trees in the village.



Figure 3. The process of making VCO in Sangkan Gunung Village

Sangkan Gunung village also has a waterfall which is called Belatuk Waterfall to be developed as a tourist attraction. Currently the access to the waterfall is still wild so it needs a construction that make it easier to be accessed. There are also several springs for *malukat* or purification rituals in the village, such as Sudamala fountain and Tunjung Kuning. Figure 2 below is a local resident who uses Sudamala spring for purification or cleaning up activities.



Figure 4. Purification *Malukat* ritual in the spring of Sudamala

Not only that, Sangkan Gunung Village also has the Bukit Tegeh, of a very steep set of stairs (moreless 350 steps) that offers tremendous views, a scenic river flowing through the valley floor and ample opportunity for both trekking. While other spots are more convenient, visitors can organize an ascent of Gunung Agung from Sideman and just more easy-going wanders through the rice fields.



Figure 5. The Bukit Tegeh Temple surrounded by tropical forest and paddy fields

Another unique tradition practiced in Sangkan Gunung Village is the “Megibung” or eating together. This together meal is unique. There is no difference, sitting in togetherness. Usually, the people who come in a celebration of traditional invitations are local people. So, in one sele, they already know each other. They eat together occasionally while joking and brainstorming. The impression is so relax, enhance friendships and get to know more, and the rice eaten together is a natural thing to be added back, while the side dishes are not allowed. So, eating together in *megibung* way ensures the participants will be very satisfied. There is no doubt or embarrassment to add more.

At the time of eating, as much as possible in order not to splatter, let alone scattered on the tray is not allowed. So, the impression does not eat the rest of the food sprinkling others. Even if the food is spilled, it must be outside the tray. Although there are no written rules in the traditions or *megibung* events, the *megibung* participants also should not spit, sputter, sneeze, yell, laugh loudly, etiquette and other manners, including when one *megibung* participants are full, cannot leave the place, start together and end together. To preserve this *megibung* event or tradition, on June 15, 2019, the Semseman Hamlet, Sangkan Gunung Village, held a *megibung* event in the hamlet village hall. It involved all components and layers of society and invitation from Tourism Department, Politeknik Negeri Bali for holding a social service in Sangkan Gunung village. In line with the implementation of green tourism campaigned by the Tourism Department of the higher vocational education is that the use of organic ingredients in making the Balinese cuisine and plastic free in serving the meal. Instead of using plastic, the green banana leaves is used to serve the typical Balinese tradition food as it is shown in figure 4.



Figure 4. Green concept of “Megibung”

CONCLUSION

The development of Sangkan Gunung Tourism Village has implemented best practice of green rural tourism along with the onslaught of massive modernization and globalization in Bali as an endeavor to counter the discourse of cultural tourism has transformed into mass tourism. While the development of tourism has brought welfare, it also led to a vulnerable economy over-dependent on tourism, unequal distribution of income across the island, commoditization of culture, pollution, waste problems and water scarcity. To achieve sustainable tourism, the management of

Sangkan Gunung Tourism Village puts forward such the efforts of the best practice green rural tourism in order to maintain natural balance such as preserving nature as a tourist attraction with activities that are oriented to nature conservation and waste management; in the socio-cultural field by maintaining local culture that includes in the daily life of local communities.

If those conditions are met, positive synergies have shown that green approach in rural areas can minimize some negative effects which lead to failure of community-based tourism. Firstly, green rural tourism is based on participating in locals' everyday life activities in their usual environment. This intangible capital keeps financial resources needed to develop tourism at a minimum as no large investments or additional infrastructure are necessary. Therefore, dependence on external financial support is small and communities are involved in the planning and implementation of tourism and directly reap the rewards. Secondly, low volume tourism with little adaptation and high participation and interaction is more likely to maintain the initial enthusiasm of locals. Thirdly, the interest of tourists in the everyday lives of locals reinforces their cultural identity and motivates villagers to learn about their own culture, helping to preserve culture and traditions. Furthermore, by strengthening the green rural tourism in the village, the culture can be enriched and new jobs created. Fourthly, the fact that tourists come to the village to interact with locals, participate in their lives and learn from them, shifts more power to the locals. Thus, best practice of green rural tourism changes the role of locals from 'servant' to 'patron' and contributes to a more equal power distribution between hosts and guests.

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The Implementation of E-Commerce Dynamic Rate to Generate Room Revenue

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ABSTRACT

This study aims to determine the e-commerce dynamic rate structure to generate room revenue and the better implementation between dynamic rate and the static rate at a 3 star hotel in Kuta, Bali. Data collection methods used in this research as follows: interviews, observation, and documentation. The data analysis technique used is the mean analysis technique, dynamic pricing method, profit margin ratio, and descriptive analysis techniques. The results of the study showed the step by step of dynamic rate structure determination and the dynamic rate is better than the static rate. This is indicated by the results of the average profit margin ratio in 2016-2018 on the dynamic rate at 39.41% compared to the static rate at 2.00%. Based on the results of the analysis, any efforts that can be made are paying attention to the dynamic rate during decreasing the Price Points (PP), thus avoiding complaints from offline travel agents and implement the dynamic rates for offline travel agents, hence generate profits with a greater profit margin ratio for the hotel.

Keywords: dynamic rate, static rate, room revenue.

INTRODUCTION

Bali as a tourist destination, having tourist visits which increase every year when viewed from the Bali Provincial Government Tourism Office statistics in the last 3 years the number of tourist visits in 2016 there were 13.571.617 persons and the last one in 2017 experienced a significant increase of 14.433.372 persons and in the year of 2018 significant increase of 15.828.464 persons. From his data show the tourism business shown growth from year to year and become the potential part of the economic sector to gain more income.

The hotel is 3-star boutique hotel located in Jalan Pantai Kuta, Kuta, Badung, Bali. Located in the behind of one-stop shopping mall Beach Walk, the hotel has been operated for almost 9 years. This hotel has 50 rooms available which are divided into 5 rooms category, they are Superior Room, Superior Room with Pool View, Deluxe Room with Pool View, Deluxe Room with Pool Access and Family Suites. Hence, the room should be occupied and get the market share from the tight

competition in every season from year to years, such as low season, high season, and peak season in the Kuta area with the different demand on a certain date in every season.

According to Wawira (2016) the hotel industry is characterized by seasonality, which plays a major role in determining customer behavior. Seasons are categorized as Low Season, High Season (Green), and Peak Season, with each associated with different expectations and demands. The result to variation in tourists' arrivals both domestic and foreign to destinations ranging from beaches, safaris, parks, that always depend on the destination, not just the country or geographic location or latitude, but the type of vacation destination it is. Therefore, the hotel divides its seasonal period consist of low season period on 06th January – 15th June and 15th September-22nd December, high season period on 16th June – 15th September and peak season period 23rd December – 05th January.

The Sales and Marketing staff will do the contracting (static contract) that based on the seasonal period for one year (an annual contract that starting on 01st April – 31st March in the following year). The challenge of the Sales and Marketing Department in the hotel is during selling the room on the low demand in the high season and to gain the maximum revenue in the high demand in the low season. Hence, the Sales and Marketing Department staff should do more analytic from this to create the best strategy to gain more revenue at the hotel in every season of the year. Below will be shown the room occupancy production from 2016 until 2018 as Table 1.

Table 1

The Room Occupancy for 2016 – 2019

Month	2016		2018		2019	
	Room Night (RN)	Occupancy (%)	Room Night (RN)	Occupancy (%)	Room Night (RN)	Occupancy (%)
January	1.138	71,35	947	62,92	934	63,89
February	978	67,26	697	50,95	949	74,14
March	1.022	67,02	929	61,93	1.024	74,26
April	854	56,90	1.002	72,40	922	66,09
May	1.039	66,39	1.067	72,98	944	67,72
June	906	60,56	937	64,09	1.030	73,78
July	1.084	69,35	975	65,92	1.166	79,37
August	1.229	79,96	1.153	78,17	1.077	72,87
September	1.114	75,94	988	68,33	1.035	71,83
October	1.170	78,42	832	62,18	956	64,77
November	1.022	71,87	965	71,27	909	61,46
December	1.047	70,22	822	54,69	805	52,14
Total	12.603	69,60	11.314	65,49	11.751	68,53

(Source: Sales and Marketing Department, 2019).

Table 1 shows the room occupancy by monthly on 2016 – 2018. Total room occupancy in the year 2016 at 69.6% with 12,603 Room Nights (RNs). Room occupancy in the year 2017 at 65,49% with 11,314 RNs and for the year of 2018 with occupancy at 68,53% with 11,715 RNs.

Based on the data from Sales and Marketing Department, there is a high demand for March 2016 with room occupancy at 67.02%, April 2017 with room occupancy 72.40% and May 2018 with room occupancy at 67.72% which is that period on low seasons with the lowest price set up on the annual contract rate. Besides that, the above table shows us for the low demand on the high seasons such us Jule 2016 with room occupancy at 69.35%, June 2017 with room occupancy at 64.09%.

From the above problem, the Sales and Marketing Department creates a strategy based on the market demand by date to gain maximum revenue in every season of the hotel. According to Shpanya (2014) dynamic pricing, also referred to as surcharge pricing, demand pricing, or time-based pricing is a pricing strategy in which businesses set flexible prices for products or services based on current market demands. Businesses can change prices based on algorithms that take into account competitor pricing, supply and demand, and other external factors in the market. The rates, and all other rate planes, basically adjust as yield is applied (up or down) to the pricing of the hotel. Meanwhile, according to Tucker (2013), hotels and other

players in the hospitality industry use dynamic pricing to adjust the cost of rooms and packages based on the supply and demand needs at a particular moment. The goal of dynamic pricing in this industry is to find the highest price that consumers are willing to pay. Another name for dynamic pricing in the industry is demand pricing. This form of price discrimination is used to try to maximize revenue based on the willingness to pay of different market segments. It features price increases when demand is high and decreases to stimulate demand when it is low. Having a variety of prices based on the demand at each point in the day makes it possible for hotels to generate more revenue by bringing in customers at the different price points they are willing to pay.. This strategy will be applied as well to generate hotel revenue, especially room revenue in the tight competition. From this strategy, sales, revenue and e-commerce staff could adjust the rate and availability that suitable with the market condition and hotel occupancy. Table 2 shows regarding the table of dynamic and static rate contribution from the year 2016 until 2018.

Table 2
Dynamic and Static Rate Contribution

Year	Dynamic Rate		Static Rate		Year to Date	
	Occupancy (RNs)	Revenue (IDR)	Occupancy (RNs)	Revenue (IDR)	Occupancy (RNs)	Revenue (IDR)
2016	12,631	4.369.470.727	422	113.940.032	13,053	4.483.410.759
2017	10,846	3.606.544.009	508	180.810.371	11,354	3.786.941.157
2018	10,125	3.578.635.456	1,647	483.043.443	11,772	4.061.678.899

(Source: Sales and Marketing Department, 2019).

In Table 2, the writer could get data from the last 3 years ago. From the year of 2016, dynamic rate contribution at 12,631 room nights with total room revenue at IDR 4,369,470,727 and static rate occupancy at 422 room nights with room revenue at IDR 113,940,032 from total production on the year 2016 for occupancy at 13,053 room nights with total room revenue at IDR 4,483,410,759. From the year of 2017, dynamic rate contribution for occupancy at 10,846 room nights with room revenue at IDR 3,606,544,009 and static rate occupancy at 508 room nights with room revenue at 180,810,371 from total production on the year 2017 for occupancy at 11,354 room nights with room revenue at 3,786,941,157. After that, from the year of 2018, dynamic rate contribution for occupancy at 10,125 room night with room revenue at IDR 3,578,635,456 and static rate contribution for occupancy at 1,647 room nights with room revenue at IDR 483,043,443 from total occupancy at 11,772 room nights with total room revenue at IDR 4,061,678,899 for the year 2018. Dakota Boutique

Hotel conducted the dynamic rate to OTAs, B2B System and for the static rate conducted to the static annual contract rate.

The implementation of dynamic rate the hotel using channel manager to distribute to any channels distribution as follows: Agoda.com, Booking.com, Traveloka.com, Expedia.com, Hotel Website, Tiket.com, Pegipegi.com, Airbnb, and Asiatravel.com, Direct Reservation, Walk-In Guest and Owner Relatives. Besides that, implemented of static rate distribution from a static contract as follow: Ctrip.com (static contract), Zen rooms, PT. Jika, Isamaya Group, Elevation Travel, Mitra Adi Perkasa, MG Holiday, My Prime Solution, Antavaya, PT. Garam Tour & Consulting, Sodexo, GTA, PT. Fensury Bali Mandiri, Millenium Indo Wisata, Bayu Buana Travel, and Darmawisata Indonesia. Therefore to get more share from any segment of the guest, the e-commerce dynamic rate will be implemented to generate room revenue based on market demands in the current tight competition.

According to Metcalfe (2017), any data or factors that consider determining the dynamic rate implementation as follow: 1) supply and demand on locality area, meaning that Supply means the number of available rooms in the locality area. The supply will become to the consideration of data during the determination of dynamic rate to gain more guest in the tight competition. 2) Segmented Dynamic Pricing meaning that Segmented is divided into or composed of segments or sections of the parts into which something naturally separates. (Webster, 2019). Therefore, segmented dynamic pricing is the dynamic pricing that which naturally separated or divided based on historical occupancy, market demand and the seasons of the hotel. The seasons of the hotel will be referred to as the static contract issued annually from the Sales and Marketing Department. The static rate at has called by Leisure Distribution Rate (LDR) that spread out to the offline travel agent period 01st November 2018 – 31st October 2019 or 01st April 2019 – 31st March 2020 based on the contracting period and their market. 3) Time-based dynamic pricing will be considered how price point that will be offered during a certain period in the limited time offer. The time based for dynamic pricing based on the occupancy in every day and decided become to ten (10) Price Point (PP). 4) Peak pricing is a form of congestion pricing where customers pay an additional fee during periods of high demand (Kenton, 2019). Peak pricing is most frequently implemented by the companies who charge higher rates during times of the year when demand is the highest. The purpose of peak pricing is to regulate demand so that it stays within a

manageable level of what can be supplied to optimize the revenue growth. 5) Competitor pricing is people, companies or product that have a business or similar product characteristic with our product, so that in the field we have to compete to win the competition, so buyers will buy our products and not buy competitor product (Jatmiko, 2015). To gain market advantage, a company should outclass competitors in either quality or cost or quick response, or a combination of one or more. The company should have specific characters of product that more valuable to a competitor. 6) Customer behavior involves the study of how people either individually or in groups acquire, use, experience, discard and make decisions about goods, services, or even lifestyle practices such as traveling period, hotel or room type, leisure responsibility, healthy food and sports activities (Perner, 2018). The decisions of guest are related to the dynamic rate determination from the hotel historical could be seen from the Length of Stay (LOS) and Booking Lead Time (BLT).

The dynamic rate is the implementation of revenue management. According to Cross (1997) revenue management is the application of disciplined analytics that predicts consumer behavior at the micro-market levels and optimizes product availability and price to maximize revenue growth. The primary aim of revenue management is selling the right product to the right customer at the right time for the right price and with the right pack. The essence of this discipline is in understanding customer's perception of product value and accurately aligning product prices, placement, and availability with each customer segment. Dynamic pricing is one of the most useful tools in e-commerce toolbox and a logical next step for companies that want to grow revenue and improve conversion rates (Metcalf, 2017). The ability to laser-target specific consumers gives companies that employ dynamic pricing a huge edge over the competition. It allows them to be more flexible, and price their inventory for the attainment of specific organizational goals. While dynamic pricing uses data in its implementation, it also produces a large amount of new, useful data that can be used to further inform your pricing strategies.

According to Metcalfe (2017), dynamic pricing has become critical in e-commerce, mostly due to automation. Whereas in a store, employees would have to physically change the pricing on thousands of items (as well as create new pricing display information), online the price of an item can be dynamically adjusted without much cost to the business. Some of the benefits that dynamic pricing provides to E-Commerce businesses as follows: Quicker, More Profitable Sales, Ability to Adjust to

Competition Pricing, Improved Flexibility, Improved Trend Understanding, Better Inventory Management, Higher Up-sell Conversion Rates. Therefore, the e-commerce dynamic rate implementation will do to generate room revenue.

RESEARCH METHODS

This research uses the mean analysis technique, dynamic pricing method, profit margin ratio, and descriptive-analysis techniques. Data were collected through observation at the hotel as Sales Executive and E-Commerce staff. The research instrument was researching the researchers assisted with research instruments in the form of voice recorders to conduct in-depth interviews with respondents. So the data collection techniques used in this study were by conducting observations, documentation, and in-depth interviews with the staff in the Sales and Marketing Department. In addition, to complete the observation the researcher collected by day to day the data from the system at Sales and Marketing Department to create the dynamic rate structure and the better implementation between the dynamic rate and static rate to generate room revenue at the hotel.

DISCUSSION

The Determination of E-Commerce Dynamic Rate Structure to Generate Room Revenue

Sales and Marketing Department staff got the hotel budget from the Accounting Department staff for one year from January until December in the whole year. A budget is a financial plan for a defined period, often one year. It may also include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows. Companies, governments, families and other organizations use it to express strategic plans of activities or events in measurable terms (Ross, 2008). In this budget will be shown the number of days in every month, room ready to sold per day, number of rooms available per month, number of room occupancy, no of guests, percentage of occupancy, percentage of double occupancy, and Average Room Rate (ARR). From this budget could analyse the target of room revenue at IDR 4.766.046.510 exclude 21% VAT or IDR 5.766.916.277 inclusive 21%VAT. Meanwhile, the target of room occupancy at 78.09% for year to date and further, for the ARR target at IDR 348.294 exlcude 21% VAT or IDR 440.878 inclusive 21% VAT.

Automated dynamic pricing can take a lot of data into account when setting prices. The largest retailers use a combination of data in their algorithms to determine the final price of an item (Metcalf, 2017). Some of the different data types that can be used in dynamic pricing strategies as follows: supply and demand based on the locality area, segmented dynamic pricing, time-based dynamic pricing, peak pricing, competitor pricing, and customer behavior.

According to Bloomenthal (2019) electronic commerce or E-Commerce is a business model that lets firms and individuals conduct business over electronic networks, most notably: the Internet. The process of transactions carried out by buyers and sellers in buying and selling various products electronically from companies to other companies by using computers as an intermediary for business transactions while according to Prarama (2015) e-commerce is the process of delivering information, products, services, and payment processes, through telephone cables, internet connections and other digital access. In the other word, E-Commerce is a process of transactions carried out by buyers and sellers in buying and selling various products electronically from companies to other companies by using computers as an intermediary for business transactions through mobile devices, e-mail, mobile connected devices, on the internet and intranet networks. E-Commerce dynamic rate at the hotel has distributed to any channels either Business to Business (B2B) or Business to Customer (B2C). The Business to Business means an activity to sell hotel rooms through online on the internet between the hotel and the distributor who has cooperated between both parties through a price agreement according to the contract rate, profit, and payment system. The implementation of Business to Business (B2B) at the hotel through Agoda, Expedia, and Ctrip as a wholesales to the other small online travel agent. In the other hands, Business to Customer (B2C) is an activity to sell hotel rooms online through the internet between the hotel to consumers to meet directly on interacting online and electronically by utilizing existing features without using distributor services as an intermediary. The implementation of the dynamic rate at Business to Customer (B2C) at the hotel through Agoda.com, Booking.com, Traveloka.com, Expedia.com, Tiket.com and the other Online Travel Agent (OTA).

The E-Commerce dynamic rate implementation in the Online Travel Agent (OTA) call Best Rate Available (BAR). The meaning of BAR is a pricing model, commonly used by hotels to provide the lowest possible rate to a consumer on a

given date (Howell, 2015). Best Room Available has called Price Point (PP). This involves hotels analyzing the current market conditions such as demand in a certain area and time of stay, to price a room accordingly. As this pricing strategy is based on ever-changing variables, the price of a room can fluctuate throughout a day. Best available rates essentially provide consumers with the most appropriate room cost at any given time by predicting the demand for rooms and lowering or raising the price accordingly.

The value of price point that distributed to Business to Customer (B2C) such as Online Travel Agent (OTA) is not the same as the hotel received. The value of room rate which is booked by the guest at the Online Travel Agent (OTA) is not the same as the hotel received value. In case book through Online Travel Agent, the guest will get an additional discount at 10% as a member or book through mobile application, also get additional discount at 10% for the guest as Online Travel Agent repeater such as on booking.com, the repeater guest called genius booker meaning that booking minimum five (5) reservation per year for their self and deduct commission at 23% for Online Travel Agent free. Hence, the rate of value will decrease slightly.

Any promotion or offer in the Online Travel Agent that has created by the Sales and Marketing Department especially by the e-commerce staff to make more attractive and as a marketing value that makes the guest willing to book. Sales and Marketing Department consider any data or factors during creating the promotion like customer behavior either booking lead time or length of stay from the guest as the previous mentioned. The guest that makes a booking for 7 days prior to arrival will get last minute booking with additional discount at 40% off. Further, the guest habits to book the room in advance will get advance promotion such as the guest book 30 days prior to arrival will get an additional discount at 43% off and the guest who willing to book 60 days or more prior to arrival will get 46% off an additional discount. The length of stay also considered gaining booking with longer guest stay. Based on the data, the Sales and Marketing Department create the minimum stay at 4 days will get additional discount 43% off which is this promotion is applicable to any time without booking in advance as previously mentioned. Any promotion created by the e-commerce staff is completed by the restriction, term, and condition in each promotion to secure the revenue and make the guest feel fair value and comfort.

According to the Leisure Distribution Rate (LDR) for the static annual contract at an offline travel agent, the segmented period becomes to low season, high season and peak season. The rate plan available is Room Only (RO) and Room with Daily Breakfast for 2 persons (RB). In the other hand, room only at dynamic rate has said RA and room with breakfast for 2 persons has said RB at a dynamic rate. The restriction at dynamic rate will be symbol by "1" means flexible cancellation which is if the guest would like to book, the guest should not settle the payment upon make booking. However, it based on the cancellation policy which is 14 days or 7 days prior to arrival the guest should settle the payment for one (one) night deposit from the total booking amount. Furthermore, the symbol of "2" means prepaid and nonrefundable as the same as term and condition at static contract, which is if the guest willing to book the room, the guest should be settled the total payment in advance and the full payment will not be refunded if the guest would like to cancel, modify, no show or shorten stay. This condition will be fair due to the guest who book the rate with prepaid and nonrefundable conditions will get the lower price if compared to the rate with flexible term and condition. Then, the value of the static rate should be smaller than the dynamic rate at Online Travel Agent. In case there is any guest would like to book through an offline travel agent, the guest will compare the price with an online travel agent. Hence, if the guest sees the price on an offline travel agent is a lower tan online travel agent, meaning that the guest will book through the offline travel agent. Therefore, the offline travel agent still gets profit from the gap between the static rate and agent offered (markup). This becomes a win-win solution between the hotel and offline travel agent for better cooperation and sustainable business each other from year to year.

The relation between the static rate and the dynamic rate is very tight and lock each other. Low season rate for Superior Room at static rate will exist at Price Point Eight (PP8) for Superior Room in dynamic rate. High season rate for Superior Room at static rate will meet to Price Point Five (PP5) at the dynamic rate and further, for Peak Season at static rate will lock at Price Point Two (PP2) on the dynamic rate. Superior Room rate at static contract at IDR 450.000 and this meet with the value of PP8 after promotion, OTA member or mobile, OTA repeater and OTA commission. Hence, the value of PP8 at IDR 1.190.000 (calculation as above example) for Superior Room with breakfast for 2 persons at IDR 445.321 inclusive of 11% tax and 10% service charge. This value is related to the target of ARR at IDR

440,878 inclusive of 11% tax and 10% service charge. The position of PP8 as Figure 1.

SUPERIOR ROOM

SPD / SPT	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible								1.040.000		
RB1	Room 2 ABF Flexible								1.190.000		

<i>Last Minute 7 Days</i>		<i>40%</i>									
RA2	Room Only Prepaid NR								624.000		
RB2	Room 2 ABF Prepaid NR								714.000		

Figure 1 The Placement of PP8 Value for Superior Room at Dynamic Rate Structure (Source: Sales and Marketing Department, 2019).

The Price Point Eight (PP8) is available for room only with flexible cancellation (RA1) at IDR 1.040.000 and room with breakfast for 2 persons with flexible cancellation (RB1) at IDR 1.190.000. The surcharge for additional breakfast for 2 persons at IDR 150.000 and this will changeable based on the number of promotion. For the last minute promotion at 40% off, room only with prepaid and nonrefundable cancellation (RA2) at IDR 624.000 and room with breakfast for 2 persons with prepaid and nonrefundable cancellation (RB2) at IDR 714.000. Hence, the gap between RA2 and RB2 at IDR 90.000.

The movement dynamic rate is based on the occupancy as shown in Table 3 Price Point (PP) at the hotel. The fluctuation from PP8 to PP7 (increasing) or from PP8 to PP9 (decreasing) will adjust by percentage from the PP8 as the benchmark. The value of PP5 meet with the room rate at high season and the value of PP2 meet with the peak season period at Leisure Distribution Rate (LDR). Therefore from PP8 to PP5 is increasing at 26% with value for RA1 at IDR 1.310.400 and for RB1 at IDR 1.460.400. After last-minute promotion 40% off, OTA member, OTA repeater and OTA commission, hence the value of PP5 for RA2 at IDR 490.377 and for RB2 at IDR 546.510. This PP5 value is mirroring with the static contract as Leisure Distribution Rate for the high season period. The same regulation for PP2 which is mirroring to the value at peak season on the static contract. The increment from PP8 to PP2 at 76%, meaning that the RA1 at IDR 1.830.400 and RB1 at IDR 1.980.400 with flexible cancellation. After last-minute promotion, 40% off, OTA member, OTA repeater and OTA commission, hence the value of PP2 for RA2 at IDR 684.972 and RB2 at IDR 741.150 which is the value is mirroring with the static rate as Leisure Distribution Rate in Figure 2.

SUPERIOR ROOM

SPD / SPT	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible		1.830.400			1.310.400			1.040.000		
RB1	Room 2 ABF Flexible		1.980.400			1.460.400			1.190.000		

Last Minute 7 Days

40%

RA2	Room Only Prepaid NR		1.098.240			786.240			624.000		
RB2	Room 2 ABF Prepaid NR		1.188.240			876.240			714.000		

Figure 2 The Mapping of LDR with Superior Room Price Point at Dynamic Rate
(Source: Sales and Marketing Department, 2019).

After the dynamic rate and static rate has synchronized each other, the rest price point will determine based on the experience, knowledge and intuition or feeling of Sales and Marketing Department staff. The movement from one PP to the other PP could not have clashed each other. Sales and Marketing Department staff determine an 8% increase from PP8 to PP7 and a 16% increase from PP8 to PP6, hence the value of PP7 and PP6 have remained lower than PP5. The movement from PP8 to PP9 at -15% decreases and from PP8 to PP10 at -30% decreases. This condition could be happening on the low demand or the hotel needs based for occupancy which still takes a look for the Average Room Rate (ARR). This is related to Table 4, that the Target of ARR for the year to date at IDR 440.878 inclusive of 11% tax and 10% service charge. Meanwhile, the Table 3, the target of room occupancy for the year to date at 78.09%, meaning Sales and Marketing Department staff will adjust the price point value of the target ARR on the half of this target occupancy, which is 39.045%. on the low demand and high supply, Sales and Marketing staff will offer the PP10 until PP 7 as a based occupancy. After that, the adjustment from PP5 to PP4 at 34% increase from PP8 and for PP3 at 44% increase from PP8. The value of PP4 and PP3 are above PP5 and below PP2. Besides that, the movement from PP2 to PP1 at 100% increase from PP8 as the top of peak period with very high demand. The fluctuation of price point will be shown in Figure 3.

SUPERIOR ROOM											
SPD /SPT	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	% Occupancy / day	90% - 100%	80% - 90%	70% - 80%	60% - 70%	50% - 60%	40% - 50%	30% - 40%	20% - 30%	10% - 20%	0% - 10%
		100,00%	76,00%	44,00%	34,00%	26,00%	16,00%	8,00%		-15,00%	-30,00%
RA1	Room Only Flexible	2.080.000	1.830.400	1.497.600	1.393.600	1.310.400	1.206.400	1.123.200	1.040.000	884.000	728.000
RB1	Room 2 ABF Flexible	2.230.000	1.980.400	1.647.600	1.543.600	1.460.400	1.356.400	1.273.200	1.190.000	1.034.000	878.000
<i>Last Minute 7 Days</i> 40%											
RA2	Room Only Prepaid NR	1.248.000	1.098.240	898.560	836.160	786.240	723.840	673.920	624.000	530.400	436.800
RB2	Room ABF Prepaid NR	1.338.000	1.188.240	988.560	926.160	876.240	813.840	763.920	714.000	620.400	526.800

Figure 3 The Determination of Superior Room Price Point at Dynamic Rate Structure
(Source: Sales and Marketing Department, 2019).

The Sales and Marketing Department create any promotion related to customers behaviors from the price point. This promotion will attract customer to make a booking based on their habits to book either booking lead time and length of stay. The promotion for booking in advance 60 days prior to arrival will get the bigger discount with the reason to make the guest feel fair and gain based occupancy with advance booking. After that, the price point will increase step by step based on the holding occupancy and market demand. The promotion offered to the guest will be shown in Figure 4.

SUPERIOR ROOM											
SPD / SPT	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible	2.080.000	1.830.400	1.497.600	1.393.600	1.310.400	1.206.400	1.123.200	1.040.000	884.000	728.000
RB1	Room 2 ABF Flexible	2.230.000	1.980.400	1.647.600	1.543.600	1.460.400	1.356.400	1.273.200	1.190.000	1.034.000	878.000
<i>Last Minute 7 Days</i> 40%											
RA2	Room Only Prepaid NR	1.248.000	1.098.240	898.560	836.160	786.240	723.840	673.920	624.000	530.400	436.800
RB2	Room 2 ABF Prepaid NR	1.338.000	1.188.240	988.560	926.160	876.240	813.840	763.920	714.000	620.400	526.800
<i>Hot Deal</i> 37%											
RA2	Room Only Prepaid NR	1.310.400	1.153.152	943.488	877.968	825.552	760.032	707.616	655.200	556.920	458.640
RB2	Room 2 ABF Prepaid NR	1.404.900	1.247.652	1.037.988	972.468	920.052	854.532	802.116	749.700	651.420	553.140
<i>Advance Booking 30 Days</i> 43%											
RA2	Room Only Prepaid NR	1.185.600	1.043.328	853.632	794.352	746.928	687.648	640.224	592.800	503.880	414.960
RB2	Room 2 ABF Prepaid NR	1.271.100	1.128.828	939.132	879.852	832.428	773.148	725.724	678.300	589.380	500.460
<i>Advance Booking 60 Days</i> 46%											
RA2	Room Only Prepaid NR	1.123.200	988.416	808.704	752.544	707.616	651.456	606.528	561.600	477.360	393.120
RB2	Room 2 ABF Prepaid NR	1.204.200	1.069.416	889.704	833.544	788.616	732.456	687.528	642.600	558.360	474.120

Figure 4 The Determination of Promotion Value at Dynamic Rate Structure
(Source: Sales and Marketing Department, 2019).

There are five (5) room types. Superior Room as a benchmark during dynamic rate determination to the other room categories. There are a supplement or additional surcharge from Superior Room to the other room category which is from Superior Room to Superior Room with Pool View, Deluxe Room with Pool View, Deluxe Room with Pool Access and Family Room with Pool Access. The table supplement for the year 2019 in Table 3.

Table 3
The Supplement from Superior Room to Other Room Type

Supplement 2019		
Room Code	Room Type	Inc. 21% VAT
RA	Room Only	0
RB	Room with Breakfast (RA + 2 ABF)	150.000
SPD	Superior Double Room	0
SPT	Superior Twin Room	0
SVD	Superior Double Room with Pool View	100.000
SVT	Superior Twin Room with Pool View	100.000
DLXVD	Deluxe Double Room with Pool View	200.000
DLXVT	Deluxe Twin Room with Pool View	200.000
DLXAD	Deluxe Double Room with Pool Access	300.000
FAMR	Family Room with Pool Access	1.000.000

Source: Sales & Marketing Department, 2019

This additional surcharge will be imparted by the other room category. From the Superior Room dynamic rate, the other room has been created with additional surcharge or supplement as above. The aim of this supplement as the effort from the Sales and Marketing Department to increase the Average Room Rate (ARR) from day to day. The rate structure at for the year 2019 as Figure 5.

DEKUTA HOTEL											
Rate Structure for year 2019-2020											
Before 21% Tax and Service											
SUPERIOR ROOM											
SPD / SPT	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible	2.080.000	1.830.400	1.497.600	1.393.600	1.310.400	1.206.400	1.123.200	1.040.000	884.000	728.000
RB1	Room 2 ABF Flexible	2.230.000	1.980.400	1.647.600	1.543.600	1.460.400	1.356.400	1.273.200	1.190.000	1.034.000	878.000
Last Minute 7 Days 40%											
RA2	Room Only Prepaid NR	1.248.000	1.098.240	898.560	836.160	786.240	723.840	673.920	624.000	530.400	436.800
RB2	Room 2 ABF Prepaid NR	1.338.000	1.188.240	988.560	926.160	876.240	813.840	763.920	714.000	620.400	526.800
Hot Deal 37%											
RA2	Room Only Prepaid NR	1.310.400	1.153.152	943.488	877.968	825.552	760.032	707.616	655.200	556.920	458.640
RB2	Room 2 ABF Prepaid NR	1.404.900	1.247.652	1.037.988	972.468	920.052	854.532	802.116	749.700	651.420	553.140
Advance Booking 30 Days 43%											
RA2	Room Only Prepaid NR	1.185.600	1.043.328	853.632	794.352	746.928	687.648	640.224	592.800	503.880	414.960
RB2	Room 2 ABF Prepaid NR	1.271.100	1.128.828	939.132	879.852	832.428	773.148	725.724	678.300	589.380	500.460
Advance Booking 60 Days 46%											
RA2	Room Only Prepaid NR	1.123.200	988.416	808.704	752.544	707.616	651.456	606.528	561.600	477.360	393.120
RB2	Room 2 ABF Prepaid NR	1.204.200	1.069.416	889.704	833.544	788.616	732.456	687.528	642.600	558.360	474.120

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SUPERIOR ROOM WITH POOL VIEW

SVD / SVT	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible	2.280.000	2.006.400	1.641.600	1.527.600	1.436.400	1.322.400	1.231.200	1.140.000	969.000	798.000
RB1	Room 2 ABF Flexible	2.430.000	2.156.400	1.791.600	1.677.600	1.586.400	1.472.400	1.381.200	1.290.000	1.119.000	948.000
<i>Last Minute 7 Days</i>		40%									
RA2	Room Only Prepaid NR	1.368.000	1.203.840	984.960	916.560	861.840	793.440	738.720	684.000	581.400	478.800
RB2	Room 2 ABF Prepaid NR	1.458.000	1.293.840	1.074.960	1.006.560	951.840	883.440	828.720	774.000	671.400	568.800
<i>Hot Deal</i>		37%									
RA2	Room Only Prepaid NR	1.436.400	1.264.032	1.034.208	962.388	904.932	833.112	775.656	718.200	610.470	502.740
RB2	Room 2 ABF Prepaid NR	1.530.900	1.358.532	1.128.708	1.056.888	999.432	927.612	870.156	812.700	704.970	597.240
<i>Advance Booking 30 Days</i>		43%									
RA2	Room Only Prepaid NR	1.299.600	1.143.648	935.712	870.732	818.748	753.768	701.784	649.800	552.330	454.860
RB2	Room 2 ABF Prepaid NR	1.385.100	1.229.148	1.021.212	956.232	904.248	839.268	787.284	735.300	637.830	540.360
<i>Advance Booking 60 Days</i>		46%									
RA2	Room Only Prepaid NR	1.231.200	1.083.456	886.464	824.904	775.656	714.096	664.848	615.600	523.260	430.920
RB2	Room 2 ABF Prepaid NR	1.312.200	1.164.456	967.464	905.904	856.656	795.096	745.848	696.600	604.260	511.920

DELUXE ROOM WITH POOL VIEW

DLXVD / DLXVT	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible	2.480.000	2.182.400	1.785.600	1.661.600	1.562.400	1.438.400	1.339.200	1.240.000	1.054.000	868.000
RB1	Room 2 ABF Flexible	2.630.000	2.332.400	1.935.600	1.811.600	1.712.400	1.588.400	1.489.200	1.390.000	1.204.000	1.018.000
<i>Last Minute 7 days</i>		40%									
RA2	Room Only Prepaid NR	1.488.000	1.309.440	1.071.360	996.960	937.440	863.040	803.520	744.000	632.400	520.800
RB2	Room 2 ABF Prepaid NR	1.578.000	1.399.440	1.161.360	1.086.960	1.027.440	953.040	893.520	834.000	722.400	610.800
<i>Hot Deal</i>		37%									
RA2	Room Only Prepaid NR	1.562.400	1.374.912	1.124.928	1.046.808	984.312	906.192	843.696	781.200	664.020	546.840
RB2	Room 2 ABF Prepaid NR	1.656.900	1.469.412	1.219.428	1.141.308	1.078.812	1.000.692	938.196	875.700	758.520	641.340
<i>Advance Booking 30 days</i>		43%									
RA2	Room Only Prepaid NR	1.413.600	1.243.968	1.017.792	947.112	890.568	819.888	763.344	706.800	600.780	494.760
RB2	Room 2 ABF Prepaid NR	1.499.100	1.329.468	1.103.292	1.032.612	976.068	905.388	848.844	792.300	686.280	580.260
<i>Advance Booking 60 days</i>		46%									
RA2	Room Only Prepaid NR	1.339.200	1.178.496	964.224	897.264	843.696	776.736	723.168	669.600	569.160	468.720
RB2	Room 2 ABF Prepaid NR	1.420.200	1.259.496	1.045.224	978.264	924.696	857.736	804.168	750.600	650.160	549.720

DELUXE ROOM WITH POOL ACCESS

DLXAD	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible	2.680.000	2.358.400	1.929.600	1.795.600	1.688.400	1.554.400	1.447.200	1.340.000	1.139.000	938.000
RB1	Room 2 ABF Flexible	2.830.000	2.508.400	2.079.600	1.945.600	1.838.400	1.704.400	1.597.200	1.490.000	1.289.000	1.088.000
<i>Last Minute 7 days</i>		40%									
RA2	Room Only Prepaid NR	1.608.000	1.415.040	1.157.760	1.077.360	1.013.040	932.640	868.320	804.000	683.400	562.800
RB2	Room 2 ABF Prepaid NR	1.698.000	1.505.040	1.247.760	1.167.360	1.103.040	1.022.640	958.320	894.000	773.400	652.800
<i>Hot Deal</i>		37%									
RA2	Room Only Prepaid NR	1.688.400	1.485.792	1.215.648	1.131.228	1.063.692	979.272	911.736	844.200	717.570	590.940
RB2	Room 2 ABF Prepaid NR	1.782.900	1.580.292	1.310.148	1.225.728	1.158.192	1.073.772	1.006.236	938.700	812.070	685.440
<i>Advance Booking 30 days</i>		43%									
RA2	Room Only Prepaid NR	1.527.600	1.358.400	1.129.600	1.045.600	984.400	919.200	854.000	788.000	667.000	546.000
RB2	Room 2 ABF Prepaid NR	1.613.100	1.443.880	1.214.660	1.130.660	1.065.460	999.260	934.060	868.060	747.060	626.060
<i>Advance Booking 60 days</i>		46%									
RA2	Room Only Prepaid NR	1.447.200	1.273.536	1.041.984	969.624	911.736	839.376	781.488	723.600	615.060	506.520
RB2	Room 2 ABF Prepaid NR	1.528.200	1.354.536	1.122.984	1.050.624	992.736	920.376	862.488	804.600	696.060	587.520

FAMILY ROOM WITH POOL ACCESS

FAMR	PRICE POINT (PP)	PP 1	PP 2	PP 3	PP 4	PP 5	PP 6	PP 7	PP 8	PP 9	PP 10
	Occupancy / Day (%)	100 % - 90 %	90 % - 80 %	80 % - 70 %	70 % - 60 %	60 % - 50 %	50 % - 40 %	40 % - 30 %	30 % - 20 %	20 % - 10 %	10 % - 0 %
RA1	Room Only Flexible	4.080.000	3.590.400	2.937.600	2.733.600	2.570.400	2.366.400	2.203.200	2.040.000	1.734.000	1.428.000
RB1	Room 2 ABF Flexible	4.380.000	3.890.400	3.237.600	3.033.600	2.870.400	2.666.400	2.503.200	2.340.000	2.034.000	1.728.000
<i>Last Minute 7 days</i>		40%									
RA2	Room Only Prepaid NR	2.448.000	2.154.240	1.762.560	1.640.160	1.542.240	1.419.840	1.321.920	1.224.000	1.040.400	856.800
RB2	Room 2 ABF Prepaid NR	2.628.000	2.334.240	1.942.560	1.820.160	1.722.240	1.599.840	1.501.920	1.404.000	1.220.400	1.036.800
<i>Hot Deal</i>		37%									
RA2	Room Only Prepaid NR	2.570.400	2.261.952	1.850.688	1.722.168	1.619.352	1.490.832	1.388.016	1.285.200	1.092.420	899.640
RB2	Room 2 ABF Prepaid NR	2.759.400	2.450.952	2.039.688	1.911.168	1.808.352	1.679.832	1.577.016	1.474.200	1.281.420	1.088.640
<i>Advance Booking 30 days</i>		43%									
RA2	Room Only Prepaid NR	2.325.600	2.046.528	1.674.432	1.558.152	1.465.128	1.348.848	1.255.824	1.162.800	988.380	813.960
RB2	Room 2 ABF Prepaid NR	2.496.600	2.217.528	1.845.432	1.729.152	1.636.128	1.519.848	1.426.824	1.333.800	1.159.380	984.960
<i>Advance Booking 60 days</i>		46%									
RA2	Room Only Prepaid NR	2.203.200	1.938.816	1.586.304	1.476.144	1.388.016	1.277.856	1.189.728	1.101.600	936.360	771.120
RB2	Room 2 ABF Prepaid NR	2.365.200	2.100.816	1.748.304	1.638.144	1.550.016	1.439.856	1.351.728	1.263.600	1.098.360	933.120

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Supplement 2019		
Room Code	Room Type	Inc.21% VAT
RA	Room Only	0
RB	Room with Breakfast (RA + 2 ABF)	150.000
SPD	Superior Double Room	0
SPT	Superior Twin Room	0
SVD	Superior Double Room with Pool View	100.000
SVT	Superior Twin Room with Pool View	100.000
DLXVD	Deluxe Double Room with Pool View	200.000
DLXVT	Deluxe Twin Room with Pool View	200.000
DLXAD	Deluxe Double Room with Pool Access	300.000
FAMR	Family Room with Pool Access	1.000.000

Figure 5 The Dynamic Rate Structure on 2019-2020
(Source: Sales and Marketing Department, 2019).

According to the Figure 5, the dynamic rate structure will be implemented to e-commerce channels distribution either in Business to Business (B2B) and Business to Customers (B2C) that will contribute to room night production. The dynamic rate in Business to Business (B2B) such as Hotelbeds, MG Bedbank, and Mandira Abadi Reservation, CTrip. For the implementation of the dynamic rate at Business to Customer (B2C) as follows: Agoda.com, Booking.com, Expedia.com, Traveloka.com, Tiket.com, Pegpegi.com, Asiatravel.com, Rajakamar.com, Hoterip.com, Orbitz Worldwide, and Budgetplace.com.

During the implementation of e-commerce dynamic rate to channels, distribution should take concern for the parity rate as fair treatment. According to Ros (2016), Rate parity is a legal agreement between a hotel and the OTA, providing the same rates for the same room on all the distribution channels. In the case of OTAs – it provides the same rates on all the booking platforms as well as on the hotel's own website. That means the hotel has to have the same price for a room, no matter where the client books it and no matter the commission the hotel pays to the OTA. The higher that commission is, the less money the hoteliers earn. The OTAs want rate parity to make sure the hotels will not give any discounts to the customers, and therefore in a way “steal” them. But on the other hand, from the hoteliers' point of view, rate parity is a way the OTAs ensure that the hotels don't have any weapon to attract direct bookings. It is just as bad for them as the name bidding policy. If customers knew that the rates on the hotels' websites could be lower, they would surely more often go to those websites.

The Better Implementation between the Dynamic Rate and Stratic Rate

Sales and Marketing Department involves the use of performance data and analytics, which serve more accurately, predict demand and other consumer

behaviors. This allows making more sensible decisions regarding pricing and distribution, in order to maximize revenue and results which is referred to the company profits. As a concept, revenue management actually began in the airline industry, where companies found ways to anticipate consumer demand in order to introduce dynamic pricing. However, it is applicable in any industry where different customers are willing to pay different prices for the same product, where there is only a certain amount of that product to be sold, and where that product must be sold before a certain point in time

To carry out effective production of the Sales and Marketing Department, a business must also have some way of forecasting demand and consumer spending habits, hence informed adjustments can be made. For instance, hotels can use past data or history of the hotel, existing bookings, weather forecasts, and other industry data to inform their revenue management strategy. Businesses and individuals across the globe perform for-profit economic activities with an aim to generate profits. Several different quantitative measures are used to compute the gains (or losses) a business generates, which make it easier to assess the performance of a business over different time periods or compare it against competitors.

Profit margin is a profitability ratio that measures the amount of net income earned of sales generated by comparing the net income and net sales of a company (Shaun, 2019). In the context of profit margin calculations, net profit and net income are used interchangeably. The profit margin ratio directly measures what percentage of sales is made up of net income. In other words, it measures how much profits are produced at a certain level of sales. This ratio also indirectly measures how well a company manages its expenses relative to its net sales. That is why companies strive to achieve higher ratios. They can do this by either generating more revenues why keeping expenses constant or keep revenues constant and lower expenses. From the results of room night production from the dynamic rate and the static rate. The contribution of the dynamic rate and static rate will be shown in Table 4.

Table 4.
Room Night Production from Dynamic Rate and Static Rate

Year	Dynamic Rate					Static Rate					Year to Date	
	Room Nighths (RNs)	Room Revenue (IDR)	Room Expenses (IDR)	Net Income (IDR)	Profit Margin (%)	Room Nighths (RNs)	Room Revenue (IDR)	Room Expenses (IDR)	Net Income (IDR)	Profit Margin (%)	Room Nighths (RNs)	Total Room Revenue (IDR)
2016	12,618	4,353,409,270	2,523,600,000	1,829,809,270	40.83%	347	128,174,118	69,400,000	58,774,118	1.31%	12,965	4,481,583,388
2017	10,893	3,619,135,779	2,178,600,000	1,440,535,779	38.04%	461	168,053,312	92,200,000	75,853,312	2.00%	11,354	3,787,189,091
2018	10,932	3,784,996,195	2,186,400,000	1,598,596,195	39.36%	838	276,682,704	167,600,000	109,082,704	2.69%	11,770	4,061,678,899
Total	34,443	11,757,541,244	6,888,600,000	4,868,941,244		1,646	572,910,134	329,200,000	243,710,134		36,089	12,330,451,378
Average	11,481	3,919,180,415	2,296,200,000	1,622,980,415	39.41%	549	190,970,045	109,733,333	81,236,711	2.00%	12,030	4,110,150,459

(Source: Sales and Marketing Department, 2019).

Table 4 shows the room night production from dynamic rate and static rate that contribution from the year 2016 until 2018. The dynamic rate contribution is higher than the static rate. On the year 2016, total revenue for the dynamic rate at IDR 4.353.409.270 and for the static rate at IDR 128.174118. Further, on the year 2017, the total room revenue for the dynamic rate at IDR 3.619.135.779 and for the static rate at IDR 168.053.312 and then on the year 2018 for the dynamic rate at IDR 3.784.996.195 and for the static rate at IDR 276.682.704. From this data, the Sales and Marketing Department could analyze which one the most profitable and better to be implemented will be shown in Table 5.

Table 5
The Better Implementation between Dynamic Rate and Static Rate

Year	Dynamic Rate		Static Rate		Year to Date
	Net Income (IDR)	Profit Margin (%)	Net Income (IDR)	Profit Margin (%)	Net Room Sale (IDR)
2016	1,829,809,270	40.83%	58,774,118	1.31%	4,481,583,388
2017	1,440,535,779	38.04%	75,853,312	2.00%	3,787,189,091
2018	1,598,596,195	39.36%	109,082,704	2.69%	4,061,678,899
Total	4,868,941,244		243,710,134		12,330,451,378
Average	1,622,980,415	39.41%	81,236,711	2.00%	4,110,150,459

(Source: Sales and Marketing Department, 2019).

According to Table 5, the better implementation is the dynamic rate with profit margin ratio in three (3) year at 39.41% compared to the static rate at 2.00%. From year to year, the production of dynamic rate is higher than the static rate and it refers to the higher profit margin ratio of dynamic rate compared to the static rate by year to date. The profit margin ratio for the year 2016 at 40.83% compared to static

rate at 1.31%, further the profit margin on the year 2017 for dynamic rate at 38.04% compared to static rate at 2.00% and then on the year 2018, the profit margin ratio for dynamic becomes at 39.36% compared to static rate at 2.69%. Therefore, the dynamic rate is profitable for the hotel, meaning that dynamic rate implementation is better than the static rate for sustainable business from year to year.

CONCLUSION

The Determination of E-Commerce Dynamic Rate Structure to Generate Room Revenue at the hotel depends on the budget from the company and analyze through the target of revenue, the target of occupancy and the target of Average Room Rate (ARR) for the year to date in average. Further, any data or factors that consider determining the rate structure as follows: supply and demand based on the locality area, segmented dynamic pricing, time-based dynamic pricing, peak pricing, competitor pricing, and customer behavior. The Sales and Marketing staff do the Superior Room as the benchmark for the other room category as Figure 1. Furthermore, the dynamic rate is better than the static rate. According to the data from the year 2016 – 2019, the average profit margin ratio of the dynamic rate at 39.41% compared to the static rate at 2.00%. Therefore, the dynamic rate is profitable for the hotel, meaning that dynamic rate implementation is better than the static rate for sustainable business from year to year.

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Providing Hotel Incentives to Increase Employee Loyalty

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ABSTRACT

The background of this research was based on of importance of providing incentives to employees at 4-star hotel in Seminyak, Bali. The purpose of this research to determine whether the provision of incentives can increase employee loyalty at the hotel. The data was collect by interviews, observation and documentation, incentive variable and employee loyalty is by using questionnaire and percentage. The data source were used primer and secondary data. The data will analyzed used qualitative descriptive and quantitative descriptive. This research of this study indicate that the providing of incentives by the hotel able to improve employee loyalty. This is indicated from the results of questionnaire as many as 85,2% answered strongly agree and agree, while 14,8% answered disagree. The suggestion in this study is that giving incentives to the hotel is good, but it need to increase the nominal amount of incentives provided so as to increase employee loyalty. Employee need to increase loyalty of that work so that hotel revenue will be increase, and incentives are also increased.

Keywords : providing incentives, employee loyalty.

INTRODUCTION

Human resources are a central factor in a company (Atmaja & Heriyanto, 2014), therefore companies are required to improve company performance and human resources that are owned so that the company will survive in the face of competition from other companies (Ayu & Sinaulan, 2018).

In addition to improving employee performance, companies must maintain and increase loyalty from their employees, because employee loyalty can have a positive impact on the growth of the company (Rachel et al, 2010). Employee loyalty can be generated by paying attention to employee welfare both materially and non-materially. Efforts that can be done by the company to maintain employee loyalty are by providing adequate incentives (Ratnasari, et al, 2013). Efforts that can be done by the company to maintain employee loyalty are by providing adequate incentives (Ratnasari, et al, 2013). Incentives also aim to maintain and maintain high-potential employees to remain in the company (Meiditami & Sunoharyo, 2018).

There are several factors that influence employee loyalty including job satisfaction, incentives obtained, a comfortable workplace, career development,

provision of employee training, guaranteed health and safety, and a supportive work atmosphere. Every company wants employees who have high loyalty, one of which is the hotel researched. The hotel has 125 employees with details: Front Office as many as 19 employees, 30 House Keeping employees, Food & Beverage as many as 31 employees, Accounting 14 employees, Engineering as many as 11 employees, Sales Marketing as many as 5 employees and Personnel as many as 15 employees. The number of employees is still experiencing an increase and a decrease, this is because there are still employees entering and leaving. The level of entry and exit of employees can be used as a label in employee loyalty. To clarify the amount of entry and exit of employees at the hotel can be presented in table 1.

Table 1
The Number of Turn-Over Employee In 2016-2018

NO	DEPARTMENT	2016		2017		2018	
		Masuk	Keluar	Masuk	Keluar	Masuk	Keluar
1	Front Office	0	0	0	2	2	0
2	House Keeping	0	0	0	0	1	1
3	Food & Beverage	1	1	2	2	1	0
4	Accounting	1	1	0	0	0	0
5	Engineering	2	1	1	1	1	1
6	Sales & Marketing	0	1	1	0	0	0
7	Personel	4	2	3	2	3	1
TOTAL		8	6	7	7	8	3

(Source : The hotel (data processed), 2019).

In Table 1 it can be seen that, for three consecutive years there are still employees who leave or resign. So that the hotel must make efforts to increase employee loyalty. In this case the company strives to increase employee loyalty through the provision of incentives. Based on this description the author is interested in conducting research on the provision of incentives and how to analyze incentives in increasing employee loyalty. So the authors are interested in conducting research on the analysis of incentives in increasing employee loyalty.

RESEARCH METHODS

The research conducted at a 4-star hotel in Seminyak, Bali. The research uses qualitative descriptive and quantitative descriptive. The data was collected by

interviews, observation and documentation, incentive variable and employee loyalty is by using questionnaire and percentage. Data on this research is the number of turn over employees. This research is done using Microsoft Excel for analysis and get the percentage of employee loyalty.

RESULTS AND DISCUSSION

The hotel researched has 89 rooms with various categories such as 78 superior rooms, 6 deluxe rooms, 4 super deluxe rooms, 1 suite room. The types of incentives applied at the hotel such as:

a. Incentives for employee

The types of incentives for employees applied by the hotel:

1. *Service*

Service money is non-wage income which is an addition to the previously set rate in services for hotels and restaurants.

2. *Employee Married*, incentives given to employees who are getting married or are married. The employee will be given 3 days of work leave and direct cash is given to employees.

3. *Maternity Leave*, is giving work leave to female employees who are pregnant. Work leave will be given when the womb is 9 months old. Pregnant female employees will be given 3 months of work leave. Employees who take maternity leave will still get a full salary and service charge.

4. *Baby born*, incentives given to employees who have wives who are giving birth receive work leave for 2 days.

5. *Death*, namely donations given to employees whose family members die (biological parents, husband / wife / children, sadaura kandug). There are several types of incentives provided, namely:

a. *Death of parents*

The incentives given to employees when employees experience the disaster of parents die, employees will be given leave for two days and cash directly given to employees along with bouquets of flowers.

b. *Death of husband, wife and kid*

Incentives provided to employees if one of the family of the employee dies, such as a husband or wife and child. The employee will be given 3 days of

work leave and cash directly given to employees along with bouquets of flowers.

c. Death of brother or sister

The incentives given to employees if the siblings of the employee die get leave for 2 days.

b. Incentives for *Best Employee*

The best employee incentive is given to employees who achieve work performance given every once a year named Star Of The Year. Employees who follow Star Of The Year are employees selected from each department who have work performance and loyalty to work. The selected employees from each department will take the test and be selected by the hotel management to get 1 employee as Star Of The Year. Employees who earn Star Of The Year will receive rewards in the form of incentives as much as basic salary and get an award certificate.

Incentives are a factor for employees to increase the loyalty and dedication that each employee has. The provision of incentives is intended to meet the needs of employees and their families, thus the management of the hotel hopes that every employee is able to provide loyalty and dedication to the company.

From the results of interviews with Human Resource Managers it was said that the hotel strives to increase employee loyalty by providing incentives to employees and given directly to the hotel to employees.

To strengthen the results of interviews with Human Resource Managers, researchers conducted interviews with employees as respondents, with the number of respondents as many as 90 people from employees who had been selected from each department and provided questionnaires and questions to be answered by respondents.

The questionnaire distributed by the researchers consisted of 12 statements and 5 regular questions that could be answered by the respondents consisting of 4 (four) categories namely Strongly Agree, Agree, Disagree, and Strongly Disagree with a predetermined weight value.

Table 2
Results of Questionnaire

	SS	S	TS	STS
The incentives that have been given can increase my loyalty	47	40	3	0
The incentives that have been given can make me obey regulations without supervision	45	27	15	3
The incentives that have been given can make me feel at home working in this company	50	30	10	0
The incentives that have been provided are enough to meet my life's needs	47	25	15	3
The incentives that have been given are feasible	48	29	13	0
The incentives that have been given are in accordance with my work at this company	46	28	16	0
I am satisfied with the incentives / bonuses given to me	49	28	10	3
The incentives that have been given are in accordance with my loyalty	47	29	14	0
By being given incentives my loyalty to the company increased	47	32	10	1
The incentives that have been given are in accordance with my discipline in this company	45	27	18	0
The incentives that have been given are in accordance with my dedication to this company	49	27	11	3
The incentives that have been given are in accordance with my ability to work together and help other colleagues at work	52	26	12	0
Total	572	348	147	13
Percentage	53,0%	32,2%	13,6%	1,2%

Based on the results of questionnaire data processing conducted by researchers, it can be seen that the percentage of data above can be measured by the percentage score criteria based on predetermined intervals. From the results of the data obtained from the distribution of questionnaires to employees who have been selected from each department, from 90 respondents the average answer is 53.0% strongly agree that incentives can increase employee loyalty at the hotel, 32.2% of respondents answered agree that giving incentives can increase employee loyalty, 13.6% answer disagree that giving incentives can increase employee loyalty and 1.2% answer strongly disagree that giving incentives can increase employee loyalty.

Based on these data, it can be seen that the results which are summed up strongly agree and agree, reaching 85.2%, from the results it can be seen that the incentives or bonuses given are able to play a role in increasing employee loyalty at the hotel, while the data added is no agree and strongly disagree that it reaches 14.8%,

from these results it can be seen that there are still employees who do not agree to giving incentives to increase employee loyalty at the hotel.

Table 3
The Results Of Question Processing

	Percentage	
	Yes	No
Has the incentive / bonus received been satisfactory	83,3	16,7
Are the incentives / bonuses given by the company fair	68,9	31,1
Are the incentives obtained according to the work done	67,8	32,2
Whether the incentives received are able to increase loyalty to the company	70,0	30,0
Is the provision of incentives by the company good	66,7	33,3

From the results of interviews conducted to respondents at the hotel by asking open questions as many as 5 pieces and obtained results that as many as 83.3% of respondents said the incentives or bonuses received were satisfactory, this means employees are satisfied with incentives that have been given by management, the results of this closed question are the same as the results of the questionnaire that has been distributed, so that it can be seen that employees are consistent with the incentives provided. From the results of the closed questions, it was also found that 68.9% of respondents said that the incentives provided by the company to employees were fair, and further questions were obtained as much as 67.8% of respondents said that the incentives or bonuses provided were in accordance with the work carried out by employee. From the next closed question the results obtained as much as 70.0% of respondents said the incentives given to employees were able to play a role in increasing employee loyalty, and the results of the last closed question received as much as 66.7% of respondents said the incentives provided by management to employees were good .

From the results of the discussion it can be seen that the incentives provided by the management of the hotel to employees averagely 53.0% answered strongly agree and 32.2% answered agree, the two results of the questionnaire if added to 85.2%, this showed that giving incentives to employees was able to increase the loyalty of these employees, and above 60% of employees said that the incentives

provided were very satisfying and were fair in accordance with the work carried out so as to increase loyalty from the employees.

CONCLUSION

Based on the discussion and the results of the research in the previous chapter, it can be concluded that providing incentives can to increase the employee loyalty. The incentives that have been given by the management of the hotel to employees are able to increase the loyalty of the employees, this can be seen from the results of questionnaires distributed to 90 employees reaching 85.1%. From these results it can be seen that the provision of incentives is very capable of increasing employee loyalty.

From the results of questionnaires there are still employees who disagree that incentives can increase employee loyalty. So for that the company must be able to provide an atmosphere and a good work environment in order to maintain and increase employee loyalty.

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The Effect of Organizational Culture on Employee Satisfaction in Mercure Resort Sanur

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ABSTRACT

When the organizational culture works optimally at a hotel it should have a significant effect on the satisfaction of all parties, including employee satisfaction. Thus the hypothesis of this study confirms that organizational culture significantly influences employee satisfaction at Mercure Resort Sanur, Denpasar, Bali. All primary data were obtained through 48 respondents using the instrument in the form of a questionnaire. All data were analyzed quantitatively to determine the magnitude of the influence of organizational culture on employee satisfaction Mercure Resort Sanur. The results showed that the organizational culture of employee satisfaction at Mercure Resort Sanur had a significant effect. The significance level of the organizational culture of employee satisfaction at Mercure Resort Sanur reaches 0.002, smaller than alpha 0.05. Thus, the research hypothesis is proven.

Keywords: organizational culture, employee satisfaction, Mercure Resort Sanur.

INTRODUCTION

Indonesia is an archipelago consisting of islands that have natural beauty, unique culture and customs in each region (Suryaningsih, 2012). To build a good tourism sector, in each region, efforts must be made to support the tourism sector so that the attractiveness and uniqueness of an area can be exposed and attract tourists. Traveling activities are the target of tourism activities (Pradana, 2017).

At present, the tourism sector plays an important role in national development, besides that it is also a source of foreign exchange (Suryaningsih, 2012). The role of government is also very important in the business of income generation, one of which is in the tourism sector. Considering tourism activities are labor intensive and at the same time as spreaders of equitable development in certain areas.

Regional tourism in Bali is very well known both in Indonesia and abroad. Bali tourism is known because the island of the gods has a variety of tourist attractions (Suryaningsih, 2012). The diverse attractions include Bali's tourist attractions, traditional arts, customs, Balinese traditional architecture and of course the tropical nature in Bali that attracts tourists to visit Bali. The island of Bali is known for its

unique Balinese culture (Ruastiti *et al*, 2018). Balinese culture has become a uniqueness in the development of Bali tourism (Karmini *et al*, 2019).

The development of Bali tourism is increasingly rapid along with the growth of Bali's business and tourism business that is welcomed by tourist visits to Bali. Not a few residents of Bali are involved as tourism actors in the development of Bali tourism such as being a hotel employee, restaurant employees, tour guides, traders in the art market and craftsmen. Not a bit of effort and tourism business in Bali requires professional tour operators to win the market in tourism.

Professionalism requires the establishment of competencies through human resource management. Human Resource Management is a strategy in implementing management functions, namely planning, organizing, leading and controlling (POAC) in every operational activity or function of human resources starting from the process of withdrawal, selection, training and development, placement which includes promotion, demotion and transfers, performance appraisal, compensation, industrial relations to termination of employment to increase the productive contribution of human resources to achieving organizational goals more effectively and efficiently (Sofyandi, 2009: 6). The relationship between tourism potential and HR management at Mercure Resort Sanur has an important role in the hospitality business to support the acceleration of tourism development and the expansion of economic opportunities.

Mercure Resort Sanur's organizational culture applies Accor Hotels Values in everyday life which is also combined with Mercure Touch which consists of Guest Passion, Respect, Innovation, Trust, Spirit of Conquest and Sustainable Performance, where it is explained that as a hotel employee Mercure Resort always prioritizes guest comfort each, always innovating to compete in the tourism business in the field of hospitality, always believing in the ability of employees so that the spirit of conquering all problems arises, achieving satisfying employee performance on an ongoing basis. In addition, in the management of HR (Human Resources) this requires employees to keep abreast of Accor Hotels standards in seeking training to always be held both internally and externally so as to achieve the quality of employees who have competitiveness both locally and globally. The increasing competition in tourism requires hotel business owners Mercure Resort Sanur to try to maintain the quality of service and enhance its excellence in the context of hospitality

business partnerships. In addressing global economic opportunities in the tourism sector, Mercure hotels feel called to maintain service quality by improving the quality of human resources in the local organizational culture.

Robbins and Coulter in Ardana *et al* (2009: 167) argues that "organizational culture or organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of members of the organization". Culture builds on practice and value (Pradana, 2018). In most organizations, shared values and shared practices have developed rapidly along with the times and greatly influenced the mechanism of an organization. The linkage of service quality with organizational culture is very important because where a hotel is required to be able to create a conducive organizational culture for the work environment and optimal quality of service quality to guests.

Corporate leaders in both profit-oriented and non-profit oriented organizations are obliged to pay attention to and be morally responsible for the job satisfaction of their employees (Ida Ayu and Agus S, 2008). The organizational culture that works well can increase work satisfaction of an employee. Job satisfaction is a combination of psychological, physiological and environmental conditions that causes a person to be honest and satisfied with his work (Neog and Barua, 2014). High employee job satisfaction will have an impact on improving employee performance and productivity in achieving organizational goals.

The organization requires competent and integrity personnel for social security (Pradana, 2019). Likewise, various types of organizations including internal factors that influence the nature of the employees themselves, such as competence, skills, attitudes, mental maturity, commitment, integrity, awareness, and motivation (Ida Ayu and Agus S, 2008). While the environmental external factors in question are good and harmonious relations between the hotel and the local community. In addition, the hotel must be able to receive well and positively the arrival of new employees in accordance with established regulations. If both the internal and external factors of the environment have gone well, then it can determine employee job satisfaction.

Employee job satisfaction indicates whether or not their desires are fulfilled for the work undertaken if the work environment of an employee does not get what is expected. Among them, can be in the form of justice in the opportunity of promotion,

good income, co-workers and pleasant superiors and satisfaction with the work itself can be ascertained the poor performance of employees.

The appearance of the results of employee performance on the condition of 4-star class Mercure hotels is the starting point of research conducted on the impact of organizational culture and physical environment on employee job satisfaction at Mercure Resort Sanur. The physical environment of a 4-star hotel that is almost perfect in a hospitality business should mediate the achievement of adequate employee satisfaction in the synergy of organizational culture in a hotel. However, it turns out that most of the employees still often complain about their duties related to the factors of work themselves, salaries, bonuses, promotion of work and work environment so as to produce a performance that is not optimal. It became phenomenal when such employee complaints were interpreted not as a problem in implementing organizational culture at Mercure Resort Sanur. In this regard, it is interesting to reveal that the extent to which organizational culture influences the level of employee satisfaction at Mercure Resort Sanur.

Mercure Resort Sanur's organizational culture with the concept of Family Business that has the value to create service standards and has produced core values that should be followed by every employee who works at Mercure Resort Sanur to achieve the mission of the hotel. The core values are applied as follows:

1. Guest Passion, which is a guest who becomes a reference for Mercure Resort Sanur in determining the goals of the vision and mission to be achieved.
2. Sustainable Performance, namely Mercure Resort Sanur will not reduce service quality under any conditions.
3. Spirit of Conquest, how to instill in employees at the hotel for curiosity and learn something new about the ideas they have.
4. Innovation, namely hotels apply local culture, building architecture and existing facilities.
5. Trust, we support and respect each other. We believe in our commitment.
6. Respect, we enjoy a blend of all life and we are proud of the differences that exist. We give priority to whoever the guest is and do not look at anything.

According to Riani (2011), organizational culture includes ways of thinking, feeling and reacting based on the organization or those in parts of the organization. The strength that plays a role in maintaining organizational culture is the practice of

selection in final decisions, top management, and socialization of employees in the culture of the organization. Wood, *et al* (2001: 391), organizational culture is expressed as a trusted system and value developed by organizations where it guides the behavior of members of the organization itself. Therefore, organizational culture summarizes the basic patterns that are accepted together as a review to apply, behave, be stylish, adapt and unite all parts of the organization. So it can be affirmed that the organizational culture in this study is how the origin of certain procedures is organized, then developed and used based on cultural values and shared interests as references by members of the next organization.

Robbins and Judge (2008) suggested that job satisfaction is a general attitude of an individual to his work. Work requires interaction with co-workers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often far from ideal and other similar things. This means that an employee's assessment of his satisfaction or dissatisfaction with work is a complicated addition of a number of elements of work that are discrete or distinguished and separated from each other.

Sylvana (2002: 4) suggests that job satisfaction is part of the motivation process. The satisfaction of organizational members can be related to the performance and results of their work and the rewards and penalties they receive. Therefore, the level of job satisfaction in the organization can be indicated by results such as the attitude of members of the organization, changes in the work of members of the organization, absenteeism or absenteeism, delay, and the usual occurrence in an organization.

Koesmono (2005: 28) suggests that a manager will be very concerned about aspects of job satisfaction because it has a moral responsibility whether it can provide a satisfying environment to its employees and believes that the behavior of satisfied workers will make a positive contribution to the organization. Managers feel their business and performance are successful when fairness in awards provides a level of job satisfaction and performance. A balanced work situation will increase feelings in control of work life and general job satisfaction, so managers have a responsibility to increase the work satisfaction of their subordinates in order to make a positive contribution to the organization.

Mangkunegara (2005: 120) suggests that there are two factors that influence job satisfaction, namely the factors that exist in the employee and the work factor. The factors that exist in employees are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perception, and work attitudes. While the work factors are the type of work, organizational structure, rank (class), position, quality of supervision, financial guarantees, opportunities for promotion, social interaction and work relations.

RESEARCH METHODS

The research was conducted at Mercure Resort Sanur. Mercure Resort Sanur is a four-star hotel located in the Sanur area and is about 11 km from Ngurah Rai Airport. The full address of the Mercure Resort Sanur is on Mertasari Street, Sanur, Denpasar City, Bali, Indonesia.

This research is centered on organizational culture and employee satisfaction. Formally, this study seeks to prove the level of significance of the influence of organizational culture on employee satisfaction which ideally has a significant effect on the system.

Primary data is obtained from respondents by using questionnaires based on determining the sample of the population. The population of this study came from all sales marketing and guest experiences Mercure Resort Sanur. Determination of the sample was carried out quota and random with the formula $n = N: (N \times d^2) + 1$ and succeeded in obtaining a total of 48 respondents. The primary data set was supplemented by the acquisition of secondary data from the document study. All data were analyzed quantitatively using multiple linear regression analysis using the formula, analysis of the coefficient of determination based on the formula $D = R^2 \times 100\%$ and the SPSS program.

DISCUSSION

This study is actually a statistical analysis using the SPSS program, obtaining the following results. It uses multiple linear regression analysis techniques with interaction tests in calculating statistics. The dependent variable used in this study is Employee Satisfaction while the independent variables are Organizational Culture

and Physical Environment. From the results of multiple linear regression tests, the regression equation can be obtained as follows.

Table 1. Results of Multiple Linear Regression Analysis

Employee Satisfaction = 0,893 + 0,259 Organizational Culture
--

R2 test or determination test is an important measure in regression because it can inform whether or not the estimated regression model or in other words the number can measure how closely the regression line is estimated by the actual data. The coefficient of determination (R2) reflects how much variation of the dependent variable Y can be explained by the independent variable X. The test results of determination (R2) in table 2.

Table 2
Determination Analysis Results (R2)

Model Summary ^b	
R Square	Adjusted R Square
.628	.612

a. Predictors: (Constant), LFK, BO

b. Dependent Variable: KK

Based on table 1, the R2 number is 0.628 or (62.8%). This shows that the percentage of contribution to the influence of organizational culture and physical work environment on job satisfaction is 62.8%. In other words, the variable of job satisfaction can be explained or influenced by organizational variables of the organization and the physical work environment of 62.8%, while the remaining 37.2% is explained or influenced by other variables not examined.

The statistical test F basically shows whether all the independent variables intended in the model have a simultaneous influence on the dependent variable. Testing is done using significance level 0.05 ($\alpha = 5\%$) with a significant value ≤ 0.05 , the hypothesis is accepted. The following are the results of the F test as follows.

Table 3
Simultaneous Analysis Results

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	288.427	2	144.213	37.990	.000 ^b
	Residual	170.823	45	3.796		
	Total	459.250	47			

a. *Dependent Variable:* Kepuasan Karyawan

b. *Predictors:* (Constant) Budaya Organisasi.

Based on the significant results above it shows a value of 0,000 and less than 0.05. This regression model can be used to predict employee satisfaction or it can be stated that organizational culture (simultaneous) affects employee satisfaction. Thus, the hypothesis on H3, namely "organizational culture and physical environment has a positive effect on employee satisfaction at Mercure Resort Sanur simultaneously" was accepted.

The statistical test T basically shows how far the influence of one independent variable individually explains the dependent variable. Testing is done using significance level 0.05 ($\alpha = 5\%$) with a significant value ≤ 0.05 , the hypothesis is accepted. The following results from the statistical t-test are as follows:

Table 4. Results of Partial Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1		B	Std. Error	Beta		
	(Constant)	-.893	3.591		-.249	.805
	Budaya Organisasi	.259	.077	.419	3.355	.002

a. *dependent variable:* employee satisfaction

The test between each independent variable with the dependent variable shows the following results.

The variable of organizational culture shows the parameter coefficient value of 0.259 with a significance level of 0.002 (smaller than alpha 0.05). This means that the organizational culture variable has a significant effect on the employee satisfaction variable. So that it can be stated that the H1 hypothesis is

"organizational culture has a positive effect on employee satisfaction at Mercure Resort Sanur, accepted".

The following can be presented in the discussion of the results of research on the effect of organizational culture on employee satisfaction. Given the initial phenomenon that occurred at Mercure Resort Sanur, such as organizational culture that has had an influence on employee satisfaction is actually a matter that must be corrected. Repairs are needed especially in terms of indicators that are in accordance with the respondent's statement. The hypothesis of the organizational culture variable can be affirmed namely organizational culture has a positive effect on employee satisfaction at Mercure Resort Sanur significantly (H1), which in this study turned out to be accepted. With another meaning, the research hypothesis is proven. It can be reviewed in table 4 regarding the variable organizational culture which has a significant level of 0.002 smaller than alpha 0.05. This means that organizational culture consisting of risk-taking, individual/team orientation, stability , and final objectives have a significant influence on employee satisfaction.

CONCLUSION

Based on the results of the analysis in the previous chapter on the discussion of organizational culture and physical environment on employee job satisfaction at Mercure Resort Sanur, the overall conclusion that can be drawn from this study is that organizational culture has significant influence on employee satisfaction. The significance level is 0.002 which is smaller than alpha 0.05. Thus, it is understood that despite employee complaints in Mercure Resort Sanur, organizational culture turned out to still have a significant effect on employee satisfaction at Mercure Resort Sanur.

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The Impact of Hotel Staff Appraisal to Career Development

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ABSTRACT

The purpose of this research is to analyze the impact of staff appraisal to the employee career development and how to manage employee career development at a 5-star hotel in Nusa Dua, Bali. The data used in this research are quantitative data and qualitative data obtained from passive participation observations, obviously or disguised observations, interview, documentation, literature review, and secondary data named Performance Management Objectives. After obtaining the data then tested the validity test and reliability test used SPSS 17. From the 391 employees were taken 198 samples respondents (hotel employees) using Slovin method. The data analysis technique used is Descriptive Statistics Analysis and Qualitative Descriptive Analysis. The results reveal that staff appraisal gave a positive impact to the employee career development. It is because the staff appraisal assists in employee career development and it can be used by the employees as a reference of their performance. Thus, the staff appraisal using Performance Management Objectives has an impact on employee career development through the promotion process which is 12 employees of the hotel are doing promotion in 2019.

Keywords: hotel staff appraisal, career development, performance management objectives.

INTRODUCTION

Human Resources Department is the most responsible department in order to manage the human resources, collaboration with other departments in determining the number of employees the hotel must have. According to Noe (2008) as cited in Johari et al., (2012: 399), HRM practices play a key role in attracting, motivating, rewarding and retaining employees. There are some steps to manage the human resources, one of them is performance appraisal or staff appraisal. According to Dessler (2008) as cited in Abdulkadir et al., (2012: 125) defined performance appraisal as any procedure that involves (i) setting work standards, (ii) assessing the employee's actual performance relative to those standards, and (iii) providing feedback to the employee with the aim of motivating him or her to eliminate performance deficiencies or to continue to perform above par.

According to Murerwa (2017: 66), performance appraisals may be used on employee "traits" – abilities and attitudes that can be listed on an organization-wide

form along with ratings for each trait. Armstrong (2006) as cited in Daoanis (2012: 56), describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges. The hotel is located in Nusa Dua area has Human Resources Department that manages staff appraisal for employees every year using Performance Management Objectives. According to Alireza (2000) as cited in Jabeen (2011: 198), the effectual instrument of assessment in the supervision of recruits if it works acceptably and sensibly, the association's determination which arrive for their labor force to accomplish their concentration. Performance Management Objectives is an instrument to measure the performance of employees that is separated by grade. By knowing the Performance Management Objectives, employees need to have their own plan about their career and develop their career. According to Zheng and Kleiner (2001) as cited in Johari et al., (2012: 402), career development is a formal approach taken by an organization to ensure that people with the proper qualifications and experience are available when needed. Career development of employees plays an important role in enriching the human capital component of a company. It is being strategically used to leverage organizational talent, and to attract and retain a competent workforce (Ulrich, 2014 as cited in Pujiwati, 2016: 176).

Performance Management Objectives is included by 6 competencies. The rating score in every competency is starting by 1 to 3 which is 1 score is the lowest or called by D (Did Not Meet Expectation), 2 score is M (Meet Expectation), and 3 score is E (Exceeded Expectation). An example of a case an employee with a position in Commis II getting a D rating (Did Not Meet Expectation) for Evolve & Excel competency in 2017, it means employee should learn, adapt, and innovate, act as a dedicated professional, also pursue personal achievement and development. But in reality from the results of the appraisal, the employee did not have the desire to learn, not proactive to improve his abilities. In 2018, the employee showed no improvement in performance, so when there was an opportunity for higher level promotion named Commis I, the employee has not got the opportunity to participate it. This is very unfortunate considering that the employee has worked for 5 years with the same position which is Commis II.

Referring to the case above, it is important to conduct a research that related to the impact of staff appraisal to the employee career development. This research is

aimed to analyze the impact of staff appraisal to the career development and to know how the management of career development at the hotel is.

RESEARCH METHODS

The research location is a 5-star hotel in Nusa Dua, Bali. The research object is the employee of the hotel who have done staff appraisal in 2017 using Performance Management Objectives. The populations in this research were all employees of the hotel who is entitled with the Performance Management Objectives, totally there are 391 employees. Thus, from 391 employees Slovin method is used to determine the number of samples to be taken, with the formula $n = N/(1 + N e^2)$ whereas n (Number of Samples), N (Number of Population), e (Error Tolerance). Then, $391/(1 + 391 \times 0,05^2) = 198$ samples respondents used in this research. The data used in this research are quantitative data and qualitative data obtained from passive participation observations, obviously or disguised observations, interview, documentation, literature review, and secondary data named Performance Management Objectives. After obtaining the data then tested the validity test and reliability test used SPSS 17. The data analysis technique used is Descriptive Statistics Analysis and Qualitative Descriptive Analysis. According to Sugiyono (2010: 206), descriptive statistic is statistic used to analyze data by describing or describing collected data as they are without intending to make conclusions that apply to the general or generalization. Descriptive Statistic Analysis used to analyze the validity test, reliability test, and the tabulation data that proceeded in Microsoft Office Excel 2007. According to Sugiyono (2014: 244), qualitative descriptive analysis technique is to provide a review or interpretation of data collected so that it becomes more clear and meaningful than just the numbers. In this research, Qualitative Descriptive Analysis used to analyze the steps of employee career development at the hotel.

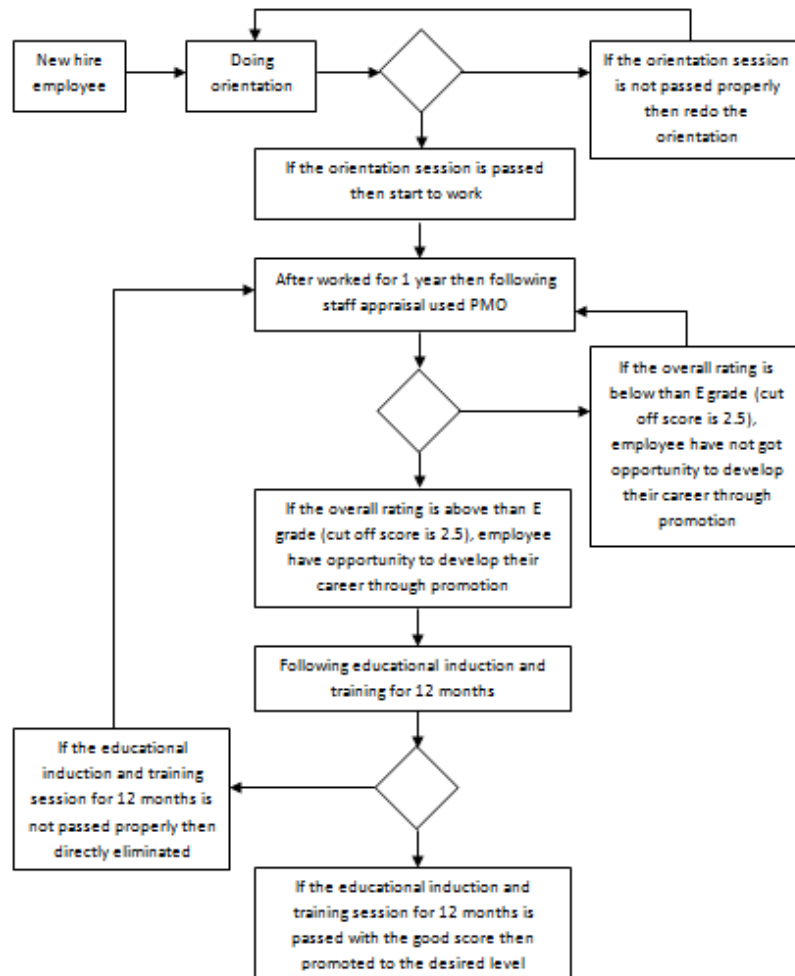
Total of respondents are 198 respondents that consist of 13 departments such as Front Office Department with 7 respondents or 4% of total respondent, Housekeeping Department with 45 respondents or 23% of total respondent, F&B Service Department with 35 respondents or 18% of total respondent, Culinary Department with 30 respondents or 15% of total respondent, Butler Department with 20 respondents or 10% of total respondent, Steward Department with 9 respondents or 5% of total respondent, Sales and Marketing Department with 7 respondents or 4

% of total respondent, Revenue Management Department with 5 respondents or 3% of total respondent, Human Resources Department with 1 respondent or 1% of total respondent, Administration and General Department with 3 respondents or 2% of total respondent, Loss Prevention Department with 11 respondents or 6% of total respondent, Finance Department with 6 respondents or 3% of total respondent, and Engineering Department with 19 respondents or 10% of total respondent. The highest number of respondent is come from Housekeeping Department which is 45 people or 23% of total respondent and the second is F&B Service Department which is 35 people or 18% of total respondent. The reasons of taking a lot respondents from both departments were due to Housekeeping Department has many numbers of staff that needs to ensure the cleanliness of 123 luxury guestrooms completed with the public area and outlets that belong to the hotel, also F&B Service Department become the second highest number as respondent because the hotel has 2 restaurants, 2 bars, and 1 deli, which make F&B Service has many number of staff to service guests. Based on the employment level the percentage of respondent majority comes from staff level which is 87% of total respondent and minority comes from supervisor level which is 13% of total respondent. This because of the number of the staff level is more than supervisor level.

The instrument validity and reliability test using SPSS 17 revealed that 198 respondent's data are valid because 6 indicators of instrument are above 0.3. According to Sugiyono (2010: 178), the research instrument is valid if the correlation of each factor is positive and the amount is 0.3 and above. And the instrument is reliable because the Chronbach's Alpha of instrument is 0.690 which is more than 0.60, the reliability of a construct variable is said to be good if it has a Cronbach Alpha value ≥ 0.60 (Ardika, 2018: 27).

DISCUSSION

The appraisal of the hotel employees started when the employees hired, follow is the process of staff appraisal until the career development that can achieve by the employees as Picture 1.



Picture 1
Steps of Career Development
(Source: Research Result, 2019).

Based on interview with Manager, Learning and Development of the hotel, explained that the new hire employee will get orientation which is consisting of hotel tour orientation, educational and skill induction, and hotel knowledge. At the last session of orientation, the new hire employee will be tested and asked by Human Resources about how much did the employee understand about the orientation session and they must make a resume about the orientation. The purposes are to know how fast the new hire employee receives the orientation induction about hotel, and if there is any induction not received properly by the new hire employee, then they must redo the orientation session. Orientation session is important things due to by doing orientation, the new hire employee hoped to be understand about their job description, hotel knowledge, and fast adapt with the hotel culture. After worked for 1 year, the employee will do staff appraisal about their performance with the aim to develop their career used

Performance Management Objectives. In every competency of Performance Management Objectives have scores that will be calculated at the end to get the overall rating of employee itself. The score of every competency in Performance Management Objectives are 1 score for D (Did Not Meet Expectation), 2 score for M (Meet Expectation), and 3 score for E (Exceeded Expectation). The scores from 6 competencies then calculated and it is divided by 6. The result will ensure whether the one get the opportunity to develop their career through promotion or not. Follow is the range score of overall rating of Performance Management Objectives as Table 1.

Table 1
Range Score of Performance Management Objectives.

No	Grade	Range Score
1	O (Outstanding)	2.8 – 3.0
2	E (Exceeded Expectation)	2.5 – 2.7
3	M (Meet Expectation)	1.6 – 2.4
4	D (Did Not Meet Expectation)	1.0 – 1.5

Source: Performance Management Objectives 2017.

The range score of Performance Management Objectives based on Table 1, the highest is grade O (Outstanding) with the range score 2.8 until 3.0. Then followed by grade E (Exceeded Expectation) with the range score 2.5 until 2.7, and grade M (Meet Expectation) with the range score 1.6 until 2.4, and the lowest is D (Did Not Meet Expectation) with the range score 1.0 until 1.5. To do career development or to be a candidate of promotion, the minimum grade must met is E (Exceeded Expectation) as the cut off grade with the score minimum 2.5. Thus, to get the result of Performance Management Objectives in 2017 of 198 respondents, follow are the analysis steps:

1. Data of 198 respondents are inputted to Microsoft Office Excel 2007.
2. Find the Total (PMO 2017) by calculated every competency scores of 198 respondent's data.
3. Find the average of every competency scores of 198 respondent's data.
4. Do validity test and reliability test to the data used SPSS17.
5. Data valid and reliable means that data is eligible to use.
6. Sort the data by Average and order to Largest to Smallest.

After the steps above are applied, from 198 respondents who have done to staff appraisal using Performance Management Objectives in 2017 the results are 30 respondents or 15% from 198 respondents got grade O (Outstanding), 65 respondents or 33% from 198 respondents got grade E (Exceeded Expectation), 103 respondents or 52% from 198 respondents got grade M (Meet Expectation), and for grade D (Did Not Meet Expectation) is 0. This means from 198 respondents there are 95 respondents or 48% from 198 respondents got opportunity to develop their career to be candidate of promotion and there are 103 respondents or 52% from 198 respondents have not got the opportunity to be candidate of promotion as follows Table 2.

Table 2
 Result of Performance Management Objectives in 2017

No	Grade	Range Score	Number of Respondent	Percentage
1	O (Outstanding)	2.8 – 3.0	30	15%
2	E (Exceeded Expectation)	2.5 – 2.7	65	33%
3	M (Meet Expectation)	1.6 – 2.4	103	52%
4	D (Did Not Meet Expectation)	1.0 – 1.5	0	0
Total			198	100%

Source: Secondary data proceeded, 2019.

Thus, from 103 respondents who have not got opportunity to be candidate of promotion will continue their performance, following training hours as usually and doing staff appraisal for next year as a mandatory for all staff of the hotel. Based on interview with the Manager, Learning & Development of the hotel, actually that there is no special training for the employee who gets overall rating below than grade E (Exceeded Expectation), because it is still good as long as the staff did not get grade D (Did Not Meet Expectation). The one who get grade D (Did Not Meet Expectation) will arrange some session for interview and screening by Human Resources Department to find out the reason of getting grade D (Did Not Meet Expectation). After find out the reason or problem, Human Resources Department will consider whether the employee will get demotion or mutation. The Manager, Learning & Development of the hotel also explained that usually there is a small chance that someone can get grade D (Did Not Meet Expectation), except the employee is not working based on Job Description, Standard Operational Procedure, or misbehavior.

There are 95 respondents in 2017 got opportunity to be candidates of promotion based on Table 2. Thus, 95 respondents interviewed by Human Resources

Department together with each Department Head whether the staff wants to develop their career by promotion and take responsibilities bigger than previously level or not. Those who want to develop their career will take the opportunity and following some educational induction and training for 12 months or 1 year and there is minimum score needed to achieve by the candidates. This educational induction and training is implemented aimed at ensuring mental readiness of promotion candidates as a leader or carry out tasks at the desired position. Ensuring mental readiness of candidates as a leader is important because when the candidates promoted to the higher level, they will not only manage their self but also manage their colleague's performance as well as their task. The candidates who already promoted to the higher level need to lead more than 2 people, by that reason they need to have mental readiness as a leader. Besides ensuring mental readiness of promotion candidates as a leader, the candidates also need to ensuring mental readiness to carry out tasks. It is important because when the candidates got promoted, their responsibilities are bigger than before. The promotion candidates who did not met the minimum score after 12 months or 1 year educational induction and training will directly filtered and did not promoted to the highest position desired at that moment. Based on Career Track Participants List 2018/2019 there are 21 people willing and have opportunity to develop their career and become candidates of promotion. From 21 participants, there are 13 participants from staff level following Supervisor Track Level, 6 participants from Supervisor Level following Asst. Manager Track Level, 1 participant from Supervisor Level following Manager Track Level, and 1 participant from Asst. Manager Level following Manager Track Level. To ensure the candidates are passing the process of promotion or career development successfully and to manage the career development of employee in the hotel, the training will depend on the promotion level that desires to achieve as follows:

1. Supervisor Track (Staff to Supervisor)

In the Supervisor Track, educational induction and training that must be done by the participants are Core Functional Skills, Leadership Skills, Project Leadership, Complimentary Functional Skills (Same Department), Complimentary Functional Skills (Different Department), Mandatory Training Program, Supplementary Training Program, and Activity Planner.

2. Manager Track (Supervisor to Manager)

Manager Track has some educational induction and training need to conducted by participants such as Core Functional Skills, Building Relationship, Generating Talent and Organizational Capability, Leadership, Learning and Applying Professional Expertise, Managing Execution, Projects, Complimentary Functional Sills (Same Job Family), Complimentary Functional Sills (Different Job Family), Mandatory Training Program, Supplementary Training Program, and Activity Planner.

Every Career Track have some basic skill, leadership skill, and project that has graduate standard score needed to achieve so the one can pass the program. The one who got the highest point as the result of Career Track Program is the one will get promotion later. But in other side, promotion or career development also need to consider the organizational chart in every department itself. For example, Housekeeping Department has many supervisors because of there are many staffs and places need to handle that could not operate only by 1 supervisor. But in other side, Human Resources Department together with Housekeeping Department also needs to consider whether as many supervisor of housekeeping has it is possible to finish the job successfully or not. It means that all positions need to have well planned to replace and considering to the opportunity. Below are the documentation of educational induction and training for promotion candidates as Picture 2.



Picture 2
Educational Induction and Training 2018, and Career Track Graduation 2019
(Source: The hotel, 2019).

Based on the Picture 2, the Career Track Graduation is mandatory activity for the candidates of promotion. After finished the educational induction and training for 12 months, the candidates will graduate and receive appreciation directly from

Managing Director and Hotel Manager of the hotel. The appreciations are certificate and competency test results form that signature by Managing Director and Hotel Manager. In Career Track Graduation will expose those who succeed and get a promotion, from 391 employees. The employee who will get promotion will be promoted immediately or 6 months later, it is because need to consider the readiness of the employee to take on target position. After that process, there are 12 staffs who are promoted to a higher level in 2019 as shown in the Table 3.

Table 3
Staff Promotion in 2019

No	Previous Position	Currently Position	Department
1	Spa Trainer	Supervisor	Spa
2	Tradesman	Supervisor	Engineering
3	Pool Attendant	Supervisor	Recreation
4	Hostess	Supervisor	F&B Service
5	Waiter	Supervisor	F&B Service
6	Waiter	Supervisor	F&B Service
7	Asst. Manager	Manager	Steward
8	Housekeeping Supervisor	Asst. Manager	Housekeeping
9	Security Supervisor	Asst. Manager	Loss Prevention
10	AP/ Clerk	Asst. Manager	Finance
11	Engineering Supervisor	Asst. Manager	Engineering
12	FB Supervisor	Asst. Manager	F&B Service

(Source: Human Resources Department, 2019).

Based on Table 3, as planed in 2019 there are 12 staffs got promotion or do career development after passed selection session by staff appraisal using Performance Management Objectives in 2017 and some educational induction and training for 12 months. There are 1 staff from Spa Department, 2 staffs from Engineering Department, 1 staff from Recreation Department, 4 staffs from F&B Service Department, 1 staff from Steward Department, and 1 staff from Housekeeping Department, 1 staff from Loss Prevention Department, and 1 staff from Finance Department. The application of staff appraisal to the career development applied at the hotel is giving positive impact and effective based on the results of interviews with the Director of Human Resources - Complex of the hotel. It is because of the 391 employees at the hotel turns out there are 12 employees who are doing promotions in 2019. Beside the function of staff appraisal assists in employee career development and it can be used by the employees as a reference of their performance.

CONCLUSION

The conclusion that is able to be given is staff appraisal used Performance Management Objectives in 2017 is impacting the career development in 2019 positively. The result as revealed that the Performance Management Objectives 2017 helps Human Resources Department in order to do selection for promotion process easier in 2019. As planned, in 2019 there are 12 staffs got promotion or do career development after passed selection session by staff appraisal using Performance Management Objectives 2017 and done educational induction and training for 12 month. To ensure the staff is passing the process of promotion or career development successfully and to manage the career development of staff in the hotel, Human Resources Department has program named Career Track Marriott International. In this research discussed track for Supervisor Track (Staff to Supervisor), Manager Track (Supervisor to Manager). In every Career Track have some basic skill, leadership skill, and project that have graduate standard point needed to achieve so the one can pass the program. Promotion or career development is able to do beside of considering the budget, also need consider the organizational chart in every department itself.

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