The Practice of Green Hospitality at the Operational Level

(a Case of 5-Star Hotel in Bali)

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Abstract—**The implementation of green hospitality business practices also pays attention to the balance of environmental, economic, and social life. So, maintaining environmentally friendly cultural tourism is important for hotel management. The research objective is to analyze the implementation of green hospitality business practices at an operational level in a 5-star hotel in Bali. The sampling technique used is purposive sampling with a sample size of 36 respondents and 6 hotels. The data analysis method used is qualitative descriptive technique, which is an analytical one to take a picture of a phenomenon and explain the relationship. The result of this study reveals that green hospitality practices at the hotel operational level in Bali are following the committed policies: vision and mission are in line with the standard operating procedures (SOP) for each activity. Environmental conservation awareness has been implemented through energy and water efficiency, waste management has been applied by implementing reuse and recycling programs. Social concern has been implemented through Community Involvement Project (CIP) and Corporate Social Responsibility (CSR) programs. The practice of green at the operational level is positive and has resulted in supporting sustainable tourism. The uniqueness of the application of green hospitality as a competitive advantage is carried out with harmonious interactions between management and operational staff. An interesting finding from this study is that most respondents strongly agree with the fact that the hotel must build a network with other hotels implementing green business practices and integrating locals, government and private sectors and traditional villages as in the last two years they have implemented green practices. This shows that the practice of green hospitality business practices is used as a tool to improve hotel competitiveness by collaborating with surround hotels that carry the green paradigm. Further research should be carried out to support green-based tourism activities to stimulate the economy of local communities as hosts of tourism activities.**

Keywords— practice, green hospitality, operational level, 5-star hotel

I. INTRODUCTION

The development of green tourism is one of them followed by the tendency of tourists to use tourism environmentally friendly tourism products. This has led to changes in tourist consumption patterns, including among others in terms of utilization of facilities, especially hotels.

Sustainable tourism has become a vision for most of those involved in the tourism business, including in Bali [1]. General design development of tourism in Bali is a cultural tourism that is environmentally friendly and based on Tri Hita Karana (THK), which is a harmonious and balanced relationship between humans and God (cultural aspects), between humans and other humans (aspects of society) and between humans and the environment (environmental aspects) [1], [2], [3].

Zamfir & Corbos [4] states that the application of the green tourism concept takes into account the balance of environmental, economic and social life and completed by Mihalic [5] by adding environmental awareness, education, information and ethics, stakeholder participation, cooperation, consensus, leadership, and tourist satisfaction. Green tourism products and their promotions can be designed according to the target market. Positive images of green tourism destinations must be built to attract tourists [6], [7]. The implementation of green tourism has shown a positive impact on regional development. Local governments emphasize several competitive and comparative advantages for effective and efficient regional development [8], [9], [10].

Furthermore, competing in global markets increasingly requires products that are not only innovative but also

environmentally friendly [11], [23]. These important things have encouraged the implementation of business practices that minimize environmental damage [13], [14], [15], [16].

Many countries emphasize green tourism as an attraction and at the same time for sustainable regional development. As tangible evidence, the government through the Ministry of Tourism of the Republic of Indonesia has issued a Guidebook and Guidelines for the Implementation of Green Hotels in Indonesia [17]. The number of a 5-star hotel in Bali Province in 2015 is 65 hotels scattered in the Regency/City [18] and many THK award recipients are 115 hotels, and many 5-star hotels received THK Tourism Award is 57 hotels. The problem of this study is: what is the implementation of green hospitality business practices at the operational level in a 5-star hotel in Bali?

II. RESEARCH METHODOLOGY

The research was located in a 5-star hotel in Bali. The study population was a 5-star hotel. The sample size is determined by 10% of THK recipients. The sampling technique used is purposive sampling with a sample size of 36 respondents and 6 hotels. The respondents are F & B Manager, Purchasing Manager, Learning Development Manager, Director of Engineering, Public Area Manager, and CSR Manager from 6 samples hotel, namely Melia Bali, St. Regis Bali, Intercontinental Hotel, Conrad Bali, Mandapa Bali, and The Royal Pita Maha Resort.

The primary data is obtained through observations, questionnaires, interviews with respondents and Focus Group Discussion (FGD). Secondary data were obtained from Learning and Development, literature through the internet, newspapers, reading books and articles relating to this research.

The variables in this study are the practice of green hospitality and the operational level which is analyzing through the interaction between the supervisor and the green team. The data analysis method used is qualitative descriptive technique, which is an analytical one to take a picture of a phenomenon and explain the relationship among the variables.

III. RESULT AND DISCUSSION

The issue of previous hospitality business practices at the operational level at a 5-star hotel in Bali covers not only the operational level issues but also from policy levels. For this reason, the results of this study will begin with an explanation of the green hospitality business practices at a policy level which is then followed at the implementation and the operational level.

A. *Green hospitality business practices at the policy level*

Indicators in the implementation of green hospitality business practices at the policy level are a reference for the achievement covering 10 indicators. (1) environmental and social sustainability and commitment to be beneficial. This indicator is related to regulating the environment, taking into account the positive or negative influences that may arise, not only concerning waste and air pollution, but also concerning the community with a culture that essentially does not harm the environment, (2) social & environment issues, need to be included in the policy, (3) commits to constantly improve the environment, (4) annual benchmarking, by carrying out continuous and consistent internal audits regarding to standard quality. Benchmarking aims to maintain a continuous standard of quality, (5) environmental management system (EMS), related to waste management, energy and water management, (6) Tri Hita Karana, adopting the value of local wisdom to maintain the environment, EarthCheck standard, one of the standards that must be included in the policy because it is a hotel chain, certainly follows international standards, (7) other relevant legislations & regulations, relevant regulations issued by the regional governments of Bali in particular and Indonesia in general, must be related, (8) best practice, the possibility of looking for best practices conducted by other companies, which will later support the program, (9) special consideration for local employing and empowering, (10) environmental & social sustainability champion, by forming a Green Champion.

B. *Green hospitality business practices at the implementation level*

Green hospitality planning is prepared by prioritizing the environment as the main aspect, then implementing it with the best service quality but not in conflict with the environment. Staff will follow the standards set to implement green to create a quality service that is not forgotten by guests.

The uniqueness of the application of green hospitality in 5-star hotels in Bali with a varied approach. St. Regis applied it through a social and environmental responsibility model, Mandapa fully adopted the value of local wisdom, Melia Bali with the CIP and CSR program approach, one of them through a rare tree planting program in the hotel area and recruiting disabled employees, The Royal Pita Maha Resort with the application of traditional (*puri*) and modern (villa) fusion concepts in organic themes, Conrad with an approach to the integration of local values with global values standardized by local and internal Certification Institutions. While Intercontinental fully adopted the value of local wisdom as the competitiveness of the uniqueness of its products. All properties include elements of social capital in shaping the core value of each hotel.

C. *Green hospitality business practices at the Operational Level*

The application of green follows a generic system and the SIPOC chart is adopted from Al-Aomar [19], starting from reservation, reception, check-in, room, and check-out (Figure 1). Internal system reservation is in the scope of Sales & Marketing work. The linkage of the reservation section with the Sales & Market team section leads to business activities that aim to make a profit.

In the reservation stage, green is implemented as a paperless. E-mail based reservations and sourced from offline, online travel agents, direct booking, corporate and government. The correspondent from reservation explains the

hotel concept & arranges an itinerary. All guest activities are made to return to nature.
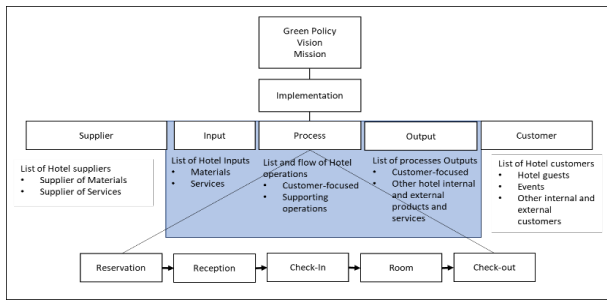

Figure 1
Implementation of Green Hospitality Business Practices in Operational Level
at 5-Star Hotel in Bali

At the reception stage, applying green through green communication. Communication with genuine care, serving from the heart sincerely. All guests are VIP, thus treating guests in welcoming green communication and green ethics, as applied by St. Regis. Reception gave a wristband during the guest check-in, then was presented with a welcome drink in the form of *loloh* and bamboo straw (Mandapa Bali case). In the room, the concept carries "local luxury" where the butler can tell a lot about Balinese culture and customs. Butlers use communication methods with similar applications to WhatsApp to make communication easier and cheaper. During check-out, guests are given souvenirs in the form of photos with traditional frames using recycled items. Melia Bali addresses the green by digitizing the check-in process in line with technological developments, to reduce paper use. The application of green communication from the moment of acceptance of reservations is one step in educating guests to behave green. This action has implications for reducing plastic waste when guests check out.

The application of green by utilizing high technology has implications for the development of quality HR to harmonize high technology with a high touch from operational staff. Positioning equality in the use of technology and human resource development such as figure 2.
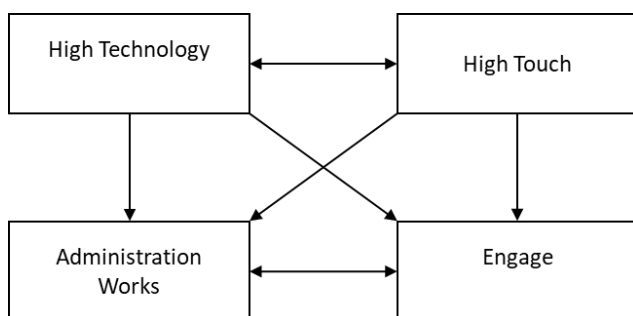

Figure 2
Relationship between Man and Machine in Operational Implementation Green Hospitality business practices at a 5-Star hotel in Bali

Human touch is more directed towards the development of a human culture that has a touch of heart in completing work for the achievement in the form of engaging where guests are positioned as part of the family. Administrative work can be done with high technology to achieve performance: faster, paperless, accuracy, security and safety. When administrative activities are underway, the moment can be used to interact with guests. High technology and human touch are like body and mind. Body, the part that can be replaced with a machine/technology. The machine is an extension of the hand of a human body. Whereas the mind, the part that cannot be replaced. Activities in the western world, humans already feel bored with activities that are technology-intensive and that has become a routine. However, Bali tourism promotes service standards with a combination of high tech and high touch. So, a touch of human service is still needed and important. Tourists get a touch of that touch in the service of green hospitality practices in Bali. Hospitality basic service needs to be developed and given to employees which have implications for the quality of service to be able to create guest comfort so that guests feel at home staying at the hotel. The hospitality business relationship with good service is very closely related to revenue.

The harmony between high tech and product advances in technology on the one hand and high touch on the other is a representation of cultured humans, so the combination of high tech and high touch is at the slice of achieving the goal of goodness. In this case, employees feel happy because in their work they are supported by technology to produce better service quality, guests feel happy because they get better quality service, the company owners are happy because revenue increases, so that employee requests are responded wisely by management and company owners (hotels).

D. The uniqueness of the application of green hospitality business practices as a competitive advantage

Green hospitality, Green hotels, also called eco-friendly hotels, ecologically friendly hotels, or environmentally friendly hotels, are defined in a variety of ways [20] (Millar & Bongulo, 2011). The specific areas of focus of energy efficiency, recycling, water conversations, and clean water practices [21] (Bohdanowicz, 2005) must have three basic criteria which are educating the tourist, purchasing activities, and management systems. The basic elements used in identifying the uniqueness of the application of green hospitality refer to the ASEAN Green Hotel Standard and EarthCheck including:

- Environmentally Friendly
  The certificate is used as a basis for positioning its hotel to practice green hospitality business practices. The application is with the proportion of 40% of buildings and 60% of supporting the land used to

provide land with a park function. The hotel also took the initiative to collect and maintain rare plants.

Environmentally friendly certificates as references vary, such: THK, EarthCheck, Master and Gold Travel Life, Healthy Hotel Certifications from Marriott & Cobalt Winner 2018, Green Hotel, Proper and Mariott's Environmentally Sustainable Hub (MESH).

- Green Product(s)

Sample hotels explore product innovation by utilizing local products and local value. *Loloh* (Balinese drink) is served for a welcome drink with the ingredients of *Cemcem, Biduh, Kayu manis* and *sembung* leaves. Using straw from paper or bamboo. At check-in, the guest was also given *tridatu* yarn (3 threads: white, red and black) as a welcome blessing. Other innovative products are presented using the concept of "afternoon Balinese wine" to introduce Nusantara drink in addition to herbs. Other products that are environmentally friendly, such as carpets from water hyacinth and bed covers from *ikat* weaving. Initiatives to make tourism more inclusive can be seen as attempts to improve the quality of human interaction and to ensure that tourism delivers benefits to those who have in the past been excluded from, or marginalized by, its production and consumption. [22] (Scheyvens, 2018).

- Energy Efficiency

Energy efficiency has been implemented through energy efficiency campaign either technological development or the use of equipment, such as: (1) VSD (Variable Speed Driver) system for chiller plant (2) replace AC split unit into AC VRV (Variable Reducing Valve) system (3) exchange gas fire boiler into heat pump system to generating hot water for main building (4) timer pool and pond pump (5) install heat recovery (AQUAFIER) to generating hot water at the villas (6) solar panel heating the aqua vitae pool (7) LED lamp (8) outsource laundry.

- Water Efficiency

The main source of water used by the hotel sample is from a natural spring that is used for ponds. Conduct comprehensive energy & water audit by utilizing technical expertise to conduct a comprehensive and detailed analysis of the building operations and systems. Steam boiler water (Steam to Electric Steam Boiler LPG Boiler), seawater converts freshwater by using SWRO and rejected water for the lagoon, cooling tower, rainwater collection tanks for feeding the BWRO (Brackish Water Reverse Osmosis) plant, low flow faucet and shower.

- Waste Management

Hazardous waste (B3 waste such as light bulb, oil, and Battery) to Hazardous stores (Temporary waste storage for B3 waste). This focus aims at separating waste from the point of origin, to avoid contamination and reducing the number of wastes by applying good practices of reducing, reuse, recycle, replace and repair. Waste management and recycling program have been carried out in a special room called temporary waste storage for B3 waste to separate between solid waste which is made

from papers, plastic, etc. Meanwhile, management of liquid has been carried out through a sewage treatment plant. Waste is sent to Surabaya for recycling purposes in collaboration with the company PT Triata Mulia Indonesia.

- Willingness to social welfare

The indicators of social welfare are the extent to which economic activity can provide benefits to the local community. The result shows that the hotel sample (Mandapa Bali) mostly employ local people. About 91% of staff are Balinese (235 people) of the total of staff (259 people), about 8% (20 people) are Indonesian which are not Balinese and only 2% (4 people) are foreign employees. While on St. Regis Bali employ local people about 81% staff are Balinese (348 people) of the total staff (431 people), about 17% (73 people) are Indonesian which are not Balinese and only 2% (10 people) are foreign employees. Even though most of the staff are Balinese, the top management is foreigners. This condition is challenging for the local people to improve their ability and skill to compete to reach a better position in tourism management. The more local people have better position in the hotel management the more direct effect of tourism for Balinese will be. Another contribution to local people through purchasing local fruit and local flower, the green menu presents dishes with Nusantara flavor with ingredients, recipes and, local chefs.

- Willingness to social culture and the community

Willingness to social culture and the community can be seen from attending the temple festival ceremony, *mepeed* (parade), make *gebogan* (offering), adopt Balinese style ornament, entrance gate, the entrance of the villa, and welcome drink accessories (picture 2 and 3). The benefit of implementing green hotel is to reduce the operational cost of the hotel which results in the
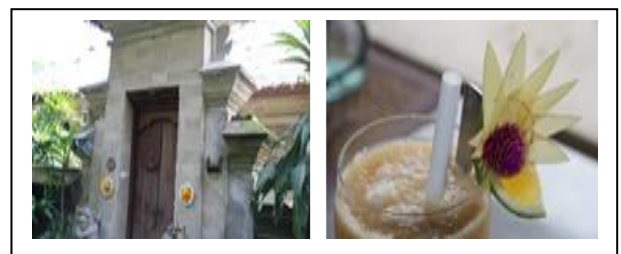
elevation of added-value to boost the revenue.
Picture 2 and Picture 3
The entrance of Villa and welcome accessories at The Royal Pita Maha Resort
(Photo doc. I Ketut Astawa)

- Interaction between supervisor and green team

Welcoming the guest, you have to be genuine and creating genuine care is certainly inseparable from the welfare of employees. Employees are paid a little higher than the wage rate of the city of Gianyar (UMK), but financial is not always a reference for work, at least

when got sick, employees are not confused about the cost of treatment. Employees receive health insurance through BPJS and BIMC. Benefits in the form of health insurance, old-age insurance, transportation allowances, and others were sources of work motivation (interview: Learning Manager, Mandapa, a Ritz-Carlton Reserve).

Pleasant supervision also received attention in the implementation of green hospitality business practices, and on the other hand, the green team was also responsible for the smooth implementation of the green practice. Synchronizing these monitoring interactions also contributes to creating a safe and comfortable working environment.

The supervisor interaction with the category "easy go along with the green team" is 100% strongly agree on St. Regis Bali and Mandapa Bali, as well as the other categories. An interesting finding from this study is that most respondents strongly agree with the fact that the hotel must build a network with other hotels implementing green business practices and integrating locals, government and private sectors and traditional villages as in the last two years they have implemented green practices. This shows that the practice of green hospitality business practices is used as a tool to improve hotel competitiveness by collaborating with surround hotels that carry the green paradigm. The concern with the environment was also carried out with the upcycle retired pillowcases as trash bags for gardening to reduce the linen waste model as done at Melia Bali.

This study found that building a solid teamwork and a harmonious team between management, operational staff and a green team is by (1) educating leaders to become leaders who are good through leader skills in communicating the green concept, (2) doing briefings related to the environment every morning , with e-mail communication, (3) conducting operational meetings, discussing environmental issues in the afternoon, (4) conducting management meetings every month, involving leaders to operational staff, with environmental issues, (5) providing an overview of global policies that are lowered into SOP of each department.

IV. CONCLUSION

Green hospitality practices at the hotel operational level in Bali are following what is proposed and agreed upon in the policies at the company's level of policy, vision, and mission and are in line with the SOP for each activity. Postma and Schmuecker [23] note that tourism is subject to massive growth. Then, the negative side of tourism such as pollution of the environment, more intensified vandalism and crime, parking problems and more. The practice of green at the operational level is positive and has resulted in supporting sustainable tourism. The uniqueness of the application of green hospitality business practices as a competitive advantage is carried out with harmonious interactions between management and operational staff.

SUGGESTION

Research relating to the use of local products to support green-based tourism activities needs to be developed to contribute to the protection of ecology, stimulating the economy of local communities and socio-culture.

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