






Sustainable Practices in West Java Hotels: Perspectives from the Hotel Association, Hotel Management, and Visitors



Indriana Damaianti^{1,2} , Yuary Farradia³ , Sujana Shafi¹ , Ameer Farhan Mohd Arzaman⁴ ,
Hayatul Safrah Salleh^{1*} 

¹ Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Kuala Terengganu 21030, Malaysia

² Faculty of Economics, Universitas Insan Cendekia Mandiri, Bandung 40162, Indonesia

³ Faculty of Economics and Business, Universitas Pakuan, Bogor 16134, Indonesia

⁴ School of Business Management, Universiti Utara Malaysia, Sintok 06010, Malaysia

Corresponding Author Email: hayatul@umt.edu.my

<https://doi.org/10.18280/ijstdp.181122>

ABSTRACT

Received: 15 August 2023

Revised: 26 October 2023

Accepted: 8 November 2023

Available online: 30 November 2023

Keywords:

hospitality industry, sustainable practice, environmental impact, green hotel, West Java

This study aims to evaluate the role of hotel associations in encouraging sustainable practices and analyze the implementation of green hotels in West Java from the perspective of hotel management and visitors. Despite many hotels making efforts to reduce their environmental impact, gaps and challenges still exist in their pursuit of sustainability. The research emphasizes the importance of collaboration among hotel associations, management, and visitors to promote sustainable practices. This study employs a qualitative approach and survey methods, executing in-depth interviews with 37 participants at the Indonesian Hotel and Restaurant Association's office in West Java, as well as six hotels, ranging from non-star to 5-star establishments. A combination of convenience and purposive sampling techniques was employed. The findings indicated that hotel associations serve as catalysts in the tourism sector, successfully fulfilling their responsibilities by adhering to standard operating procedures and promoting sustainable practices. Hotel management adopts the green concept by establishing policies that comply with standards and regulations, such as building design, energy efficiency, sustainable product selection, and effective waste management practices. Hotels can benefit from a positive brand image and the potential for financial gains through sustainability initiatives and industry trends. Visitors express their support for the implementation of green hotels through their positive perceptions. Future studies are encouraged to further investigate consumer behavior and decision-making related to the selection of green hotels, specific factors influencing travelers' choices, and variations in preferences across different market segments and regions.

1. INTRODUCTION

The tourism and hospitality industry, which contributes to approximately 40% of the service trade, is experiencing rapid growth, making it one of the most significant contributors to the global economy [1]. In 2021, West Java had the highest number of accommodation businesses in Indonesia [2].

Figure 1 shows that the majority of accommodation providers are located in West Java, with accommodation proportions making up nearly 13% of the total number of hotels in Indonesia. This indicates a significant development in the hotel industry compared to previous years, which saw an increase of 11.21%. However, the rapid expansion of the hotel industry in West Java raises concerns about potential environmental impacts. Without proper and systematic management, the increased construction of hotels could heighten the risk of environmental damage, including degradation, pollution, and global warming [3, 4]. Considering these factors, the researchers selected West Java as the study location.

Multiple media outlets have reported on environmental issues stemming from hotel operations in West Java. In Pangandaran, waste management organizations release hotel wastewater, resulting in beach pollution [5]. In Bandung, organizations discharge hotel wastewater into rivers [6], in Bogor, water catchment areas are shrinking, resulting in increased flooding [7]. Additionally, in Tasikmalaya, underground clean water sources are being exploited [8].

Green hotels, also commonly referred to as sustainable hotels, are establishments committed to minimizing their environmental footprint and promoting sustainable tourism [9]. A 2021 survey conducted by Booking.com revealed that 40% of international travelers had never experienced a stay in a green hotel, 36% were unaware of the availability of such environmentally-friendly accommodations, and 31% admitted to not knowing how to locate one. Despite the promising market potential for green hotels, understanding of consumer perceptions and behaviors towards booking and staying at these eco-friendly establishments remains limited [9].

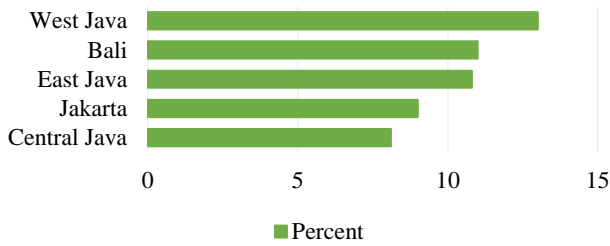


Figure 1. Number of accommodations in Indonesia

Many hotels have initiated efforts to enhance their environmental responsibility, yet they encounter various challenges in accomplishing their sustainability objectives [10]. These obstacles encompass: (1) Energy Efficiency: A multitude of hotels have yet to adopt energy-conserving technologies and practices; (2) Water Conservation: Hotels, particularly those in regions grappling with water scarcity, struggle with high water consumption; (3) Waste Management: The abundant waste generated by hotels contributes significantly to environmental pollution; (4) Single-Use Plastics: The continued provision of single-use plastic items in many hotels remains problematic. Enhancing guest awareness and involvement in green practices is a crucial factor for hotels [11]. This research underscores the vital role collaborative efforts among hotel associations, management, and visitors play in fostering progressive change within the hospitality industry.

Hotel associations serve as significant platforms linking internal and external stakeholders. The Indonesian Hotel and Restaurant Association (PHRI) provides an industry forum for professionals, particularly those within the hotel and restaurant sectors, to congregate and share visions for improving the tourism business environment [12]. From a hotel management perspective, adopting green management policies can lead to a hotel's 'green' certification as per government guidelines. However, certain management teams primarily adopt green practices to comply with regulatory requirements and avoid penalties, rather than fully endorsing the Green Hotel concept [13]. This disparity contributes to the lack of green practices implementation in some hotels.

Moreover, visitor participation in selecting green hotels is a critical factor in the success of sustainable practices. Environmentally-conscious guests often demonstrate a willingness to pay a premium for their stay [11]. However, some tourists are hesitant about choosing green hotels due to skepticism regarding the genuine motives behind green policies. The varying levels of environmental awareness among consumers lead to a diverse range of behaviors towards green hotels [14, 15].

This study aims to evaluate the role of hotel associations in advocating for sustainable initiatives, and to investigate the adoption of environmentally friendly hotels in the West Java region. The study also explores this phenomenon from the perspectives of both hotel management and visitors. The findings are anticipated to provide valuable insights with practical, managerial, and theoretical implications. The potential impact of these insights spans across market competitiveness, economic effects, sustainability, environmental considerations, tourism patterns, and digital technology, and could produce far-reaching benefits for the hotel sector in West Java.

2. LITERATURE REVIEW

A hotel is a commercial establishment providing lodging services by utilizing all or part of a building. With the primary aim of satisfying the accommodation needs of travelers and individuals, hotels have become an integral part of the hospitality industry [16]. Amidst the industry's evolution, the adoption of green practices has emerged as a potent strategy to elevate a hotel's competitiveness, capturing a larger market share and attracting sustainably-minded guest demographics [17]. Green hotels represent a burgeoning opportunity to differentiate within the market and achieve industry success [4]. However, potential compromises on quality standards, infrastructural inadequacies, and lack of government support remain substantial hurdles for small businesses seeking environmental accreditation [18]. Regardless, it's essential for businesses to ensure that incorporating eco-friendly measures aligns with their strategic objectives and makes business sense [9].

In this context, hotel associations play a pivotal role in fostering national tourism development in a harmonious and balanced manner, engaging the community, government, and private sector alike. The Indonesian Hotel and Restaurant Association (IHRA), a non-profit organization comprising hotel and restaurant owners and dedicated professionals, is committed to propelling the growth of Indonesia's tourism industry [12]. Over time, IHRA has evolved into a significant association, fostering close collaborations with both government and private sector entities. It articulates industry aspirations and challenges to develop well-structured policies addressing the industry's actual needs. With IHRA's presence in West Java, an increase in tourist visits to the region is anticipated, alongside an emphasis on environmental considerations through their roles and responsibilities [19].

Green hotels adopt environmentally friendly guidelines, engage in environmental management, and commit to environmental improvements [20]. To be recognized as such, hotels must secure certification from a state body or an independent third-party. Although certification criteria may vary, the hotel's ability to protect the environment remains the paramount factor [21]. The emergence of green hotels has catalyzed a shift in managerial perspectives, promoting effectual practices, building visitor confidence, and inspiring hotels to adopt green practices [22]. Motivations for the hotel sector's transition to sustainable management include enhancing competitiveness, building customer loyalty, retaining employees, gaining recognition and awards, complying with policies and government regulations, strengthening the brand value, and managing risks. Hotels employ various strategies to implement these policies, such as energy-saving lighting, eco-friendly cleaning products, local sourcing, water-saving showers, green infrastructure, and solar water heaters. These initiatives contribute to cost savings and measures to mitigate environmental pollution [23].

Numerous studies have delved into the hospitable and environmentally friendly aspects of the hospitality sector. Researches [3, 10, 16] specifically focuses on hotels, while Storme et al. [24], and Carlisle et al. [25] analyze the hotel sector in the context of employment and income. Case studies in Asian countries such as Malaysia and Philippines [26] underline the importance of implementing sustainability education to cultivate green competencies over the long term. Preferences in this realm are influenced by both internal and external factors. Internal factors include the moral motivations

guiding top management and the concept of gaining a competitive edge through preferred strategies. Conversely, external factors depend on the pressure levied on the organization by customers, institutions, environmentalists, communities, and all other stakeholders playing a part in this consideration [9].

The focus on environmental, social, and economic issues and academic literature on green hotels has evolved significantly [27]. The sustainability challenge in the hotel industry has, in recent years, led to an array of projects, protocols, and tools aimed at enhancing awareness for both businesses and consumers [4, 11]. Academic research on this topic has also seen an upswing. This expanding scholarly corpus employs diverse perspectives, methodologies, and theories while scrutinizing various geographical regions. Academic studies aim to provide practical solutions to hotel managers for their respective establishments.

3. METHODOLOGY

This study employed qualitative research methods to provide an in-depth description and analysis of the phenomena. An important aspect of qualitative research focuses on understanding respondents to better grasp their own experiences, meanings, and perspectives [28]. In this study, in-depth interviews were conducted to identify important elements related to the implementation of green hotels in line with sustainability goals.

This study was conducted at the offices of the Indonesian Hotel and Restaurant Association in West Java, as well as in six hotels representing a range of classifications, from non-star to 5-star hotels. The selection of hotels aimed to investigate the implementation of green hotel practices and management policies based on hotel classification. Table 1 provides a list of the participants involved in this study, their roles, and their affiliations.

Table 1. List of participants based on category

No	Participants
P1	Executive Director of the Indonesian Hotel and Restaurant Association
P2 – P7	Hotel Managers
P8 – P37	Hotel Visitors

Interviews were conducted face-to-face with 37 participants, with a duration of 20-60 minutes depending on the participant group. The participants included one executive director from the Association of Indonesian Hotels and Restaurants in West Java, six managers from hotel management ranging from non-star to 5-star hotels, and thirty visitors to hotels in West Java. Additionally, secondary data from academic journals, news sources, websites, documents obtained from sample officials, and statistical data were used to complement the primary research data. Table 2 provides a list of participants by hotel category.

A combination of convenience and purposive sampling techniques is suitable to use in this study. Convenience sampling is the first step in involving the selection of potential participants. This is a fast and efficient way to collect data because it allows for the selection of participants who are easy to reach. This is useful when the population is difficult to access or when the sample size is small [29]. Subsequently, purposive sampling was used to select local tourists as

participants. Purposive sampling refers to selecting participants based on knowledge, experience, or other criteria [30]. This is useful when the population is heterogeneous and the goal is to capture multiple perspectives and is useful for in-depth exploration [31].

Table 2. List of participants based on hotel classification

No.	No	Province	Hotel Classification
1	P2; P8-P12	West Bandung District	0-Star Hotel
2	P3; P13-P17	Purwakarta District	1-Star Hotel
3	P4; P18-P22	Pangandaran District	2-Star Hotel
4	P5; P23-P27	Cianjur District	3-Star Hotel
5	P6; P28-P32	Cianjur District	4-Star Hotel
6	P7; P33-P37	Bandung City	5-Star Hotel

The criteria for participants are divided into three groups. The first group comprises professionals from the hotel association dedicated to tourism development, the second consists of hotel industry management with decision-making authority, and the third group includes domestic tourists staying at hotels as participant representatives based on hotel classification. Respondents were selected from among visitors who live or are visiting West Java. By involving these different groups, this research aims to gather insights from various perspectives to achieve its goals.

In qualitative research, researchers hold a unique role, serving as planners, implementers of data collection, analysts, interpreters of data, and reporters of research results. In this study, the researcher takes on the role of a data collector and serves as an active instrument for data collection in the field. As such, the researcher, in their role as an instrument, conducts validation regarding research preparations before going to the research location [32]. Validation is carried out by understanding qualitative methods, mastering theories about sustainability practices, and the substance of study material.

The instruments were divided into three parts: 1) the perspective of the Indonesian Hotel and Restaurant Association on green hotels and the association's role in the progress of the hospitality industry, particularly in West Java; 2) the perspective of hotel managers on the importance of implementing the green hotel concept, management policies, and the challenges they face; and 3) visitor reactions and perceptions to the green hotels implementation in West Java.

Data collection techniques are the strategies employed to obtain the necessary data for addressing research questions. The interview technique was conducted using a semi-structured method, which allows for more freedom compared to structured interviews. Semi-structured interviews aim to explore and gather information from key informants with knowledge, experience, and personal insights who are participating in the study [33].

The interview process starts with an agreement between the researcher and the participant on the interview schedule. Interviews begin with general, open-ended questions and expand based on participants' responses. Follow-up questions are used to gather specific information, enhancing the research findings. During the interviews, the researcher records the interview data with the participants' consent, making important notes to ensure consistent and accurate transcription for data reliability. The number of interviews for each study

subject varies, with one or more interviews conducted based on the clarity of information provided and data requirements.

Thematic analysis was employed in this study, utilizing a relatively straightforward and flexible inductive approach for data analysis. The objective was to identify sustainability practices related to green hotels from various perspectives. Thematic analysis aims to recur themes within a phenomenon and code them inductively (data-driven) from raw data sources, such as interview transcripts, biographies, and questionnaires. Essentially, this method helps summarize key features of extensive datasets and guides researchers toward in-depth data interpretation [34].

The data analysis procedure follows the Miles and Huberman Model, which involves three stages: data reduction, data display, and drawing conclusions and verification [33]. Firstly, data reduction involves summarizing raw data from interviews by selecting information obtained from three groups of participants. Data selection is tailored to align with the research focus, eliminating irrelevant elements to maintain the discussion's alignment with the initial research objectives. Secondly, data display presenting data in an understandable format is crucial for effective data analysis. In this study, data was presented in narrative text forms, the relationships between categories, charts, graphs, and others. The last step is conclusion drawing and verification, in which the conclusions are drawn based on the findings and verified against the data. The initial conclusions expressed are considered provisional and subject to change if additional evidence is found in support of the subsequent stages of data collection.

Ethical considerations are important to ensure that research is conducted responsibly [35]. This study adhered to ethical considerations in the form of informed consent (agreement from the participants), confidentiality, and anonymity. The authors ensured the confidentiality and anonymity of participants to prevent harm and protect their privacy.

The limitations of this study include the time and effort required, which can restrict the sample size and scope of the study. The findings cannot be applied to the entire population due to the limited sample, which only comprises hotels and visitors in West Java. The data collected may be subjective, and the potential for bias still exists. To mitigate bias, the method triangulation process is employed. Method triangulation was involved using various appropriate methods and techniques to comprehensively conduct the research, including survey methods through in-depth interviews with a combination of convenience and purposive sampling techniques. Additionally, validity checks for the data and credibility in this research also employ triangulation techniques.

4. RESULT AND DISCUSSIONS

The participant profile consists of 37 participants who were selected from the West Java region and divided into three groups. The study included executive directors of the Indonesian Hotel and Restaurant Association in West Java, six hotel managers representing non-star to 5-star hotels, and 30 hotel visitors in West Java. The selection of West Java as the research location is based on its significant growth in the hotel business, supported by 2021 data from Statistics Indonesia which shows that West Java Province has the highest number

of hotel rooms and lodging available. Moreover, West Java Province is recognized as a tourist destination that has embraced the concept of sustainable tourism development, with initiatives such as the implementation of green hotels (2).

Table 3 explains the profile of participant which indicates that the number of male and female participants was nearly equal, with a total of 20 males and 17 females, respectively. The finding suggests that hotel managers in West Java are predominantly male. The participants' age distribution revealed that the highest number of participants fell within the 31-40 and 41-50-years age groups, with 12 in each category. This is noteworthy as the older generation is often perceived to have a higher level of awareness and concern for the environment. Regarding occupation, 13 worked as private employees, including hotel managers. The educational background of most participants was at the bachelor's degree level. In terms of monthly income, 14 reported an average income ranging from 5,000,001 IDR to 7,500,000 IDR (168 USD to 503 USD). The study also found that hotel visits were more crowded during weekends, particularly among visitors who worked in offices and could only enjoy their vacation time on weekends. On the other hand, participants who were entrepreneurs or housewives preferred to spend time with their families at hotels on weekdays. This preference can be attributed to their flexible schedules and the less crowded atmosphere at hotels during weekdays. The population of the study comprised hotel business managers and hotel visitors, with the individual as the unit of analysis.

Table 3. Profile of the Participants (n=37)

	Categories	Number of Participants	Percentage (%)
Gender	Male	20	54
	Female	17	46
Age	18-30	5	14
	31-40	12	32,5
	41-50	12	32,5
	51-60	6	16
	>60	2	5
Status of Employment	Student	3	8
	Civil Servant	5	14
	Private Employee	13	35
	Entrepreneur	9	24
Education	Others	7	19
	Senior High School	7	19
	Diploma	4	11
	Bachelor	17	46
	Master	7	19
Income	Doctoral	2	5
	<2,500,000 IDR (<168 USD)	3	8
	2,500,001 – 5,000,000 IDR (168 – 336 USD)	6	16
	5,000,001 – 7,500,000 IDR (336 – 503 USD)	14	38
	7,500,001 – 10,000,000 IDR (503 – 671 USD)	7	19
	>10,000,000 IDR (>671 USD)	7	19

4.1 The role of the Indonesian Hotel and Restaurant Association (IHRA) in West Java

The first question pertained to tourism development and strategy, along with the role of the Indonesian Hotel and Restaurant Association (IHRA). The participant emphasized the challenges faced by the hotel industry during the pandemic, including the bankruptcy of many hotels and a decrease in the number of tourists visiting due to the global impact of COVID-19. The closure of recreational venues also resulted in a decline in hotel visitors. Furthermore, there is still hesitancy among tourists to stay overnight, negatively affecting hotel occupancy. In response to the changing landscape, hotels have adapted by offering not only accommodation but also comfortable spaces for travel and work, such as staycations and remote working. It has become essential for hotels to obtain a CHSE certificate to assure guests of safety and comfort. The year 2022 is seen as a crucial period for the recovery of the tourism industry and the revitalization of the lodging sector (hotels and restaurants). This is encapsulated in the following statement:

"Many hotels have gone bankrupt due to the pandemic. In 2021, the accommodation sector managed to rebound, but it still fell short of its targets due to the significant reduction in the number of tourists the previous year, driven by the global COVID-19 pandemic. Additionally, the closure of recreational and entertainment venues has led to declining hotel visitors. Many tourists remain hesitant to stay overnight, negatively impacting hotel bookings. The hotel industry has had to adapt to the changing landscape brought on by the pandemic. Hotels are no longer just places to stay; they have transformed into comfortable spaces for leisure and work, offering options for staycations and remote work. Furthermore, hotels now need to obtain a CHSE certificate to ensure that tourists who choose to stay feel safer and more at ease. The year 2022 marks a pivotal moment for the recovery of the country's tourism industry and the revitalization of the lodging sector." (P1 - Executive Director of PHRI).

The participant also emphasized the importance of transitioning to green hotels to mitigate the negative environmental impact caused by extensive hotel development. Although the number of green hotels is still limited, there is a significant consumer base in West Java that is increasingly concerned about environmental sustainability. The concept of green hotels has gained traction, particularly during the COVID-19 pandemic, with the introduction of CHSE elements (Cleanliness, Health, Safety, and Environment Sustainability) as a priority for consumers. It has become the latest standard in tourism industry post-pandemic and will play a crucial role in tourists' decision-making process when selecting destinations. However, domestic tourists' sensitivity to environmentally friendly issues is considered relatively low. IHRA hopes that various parties can work together to increase environmental knowledge. If tourists have environmental knowledge and positive attitudes towards the environment, climate, and health, they will be more willing to purchase environmentally friendly products [3].

The success of tourism management relies on the collaboration and efforts of various stakeholders, including the local community, destination managers, government entities, and tourism practitioners. Through collaboration and the establishment of strong cooperation, sustainable tourism development can be achieved. The West Java PHRI actively collaborates with the government, including governors and

related agencies, to tap into the potential of human resources and support the progress of sustainable tourism.

Researchers have not found any papers that specifically discuss the hotel association's perspective. However, it is explicitly in line with the studies of Acampora et al. [9], and Lin et al. [36] where the concept of environmentally friendly practices not only helps improve the corporate social responsibility image of green hotels but also enhances operational efficiency by focusing on health tourism market and establishing unique market characteristics.

4.2 Hotel management perspectives on green hotel implementation

The first question posed to the hotel manager participants focused on green hotel implementations. Subsequently, in-depth discussions took place regarding the strategies and policies adopted by hotel management, the significance of environmentally friendly certification, the challenges encountered, and the efforts made by hotels to overcome these challenges.

The study emphasized the importance of embracing the concept of green hotels. Interviews were conducted with six hotel managers representing a diverse range of hotels, spanning from non-star to 5-star classifications. The aim was to gain insights into the various management strategies and policies employed by hotels of different classifications. Table 4 presents a comprehensive list of the participating hotel managers, with the hotel names represented by initials to ensure privacy and security. The interview results revealed that nearly all hotel classifications included in the study had already obtained the CHSE certification, while others were in the process of acquiring it. CHSE certification plays a vital role in assuring tourists and the public that the hotel's products and services adhere to rigorous protocols related to cleanliness, health, safety, and environmental sustainability.

Table 4. List of hotels representing participation

No.	Province	Hotel Classification	CHSE Certificate
1	West Bandung District	0-Star Hotel	√
2	Purwakarta District	1-Star Hotel	On process
3	Pangandaran District	2-Star Hotel	On process
4	Cianjur District	3-Star Hotel	√
5	Cianjur District	4-Star Hotel	√
6	Bandung City	5-Star Hotel	√

Management's perspectives on implementing green hotels are explored through an examination of hotel management strategies and policies. Based on the statements in Table 5, the key aspects of their approach to implement green practices in their hotels are as follows:

- 1) Emphasizing green design and amenities: The manager of the 0-Star Hotel highlights the hotel's focus on a minimalist tent design and the provision of bio-degradable and environmentally friendly toiletries. The hotel also encourages visitors to embrace the green concept by enjoying nature without excessive electronic devices.
- 2) Positive impact on guest quality and marketing: The manager of the 1-Star Hotel states that implementing green hotel practices may not directly affect room occupancy but

positively influences the quality of guests. It serves as a marketing strategy to attract responsible tourists. The hotel has already implemented the green hotel concept and aims to showcase competitiveness for West Java as a leading tourism area.

- 3) Policies aligned with the Green Hotel concept: The manager of the 2-Star Hotel mentions that the hotel has policies to building, energy efficiency, product selection, and waste management that align with the green concept. However, water efficiency policies have not been fully maximized, posing a challenge due to the hotel's location in a beach area with a reliance on clear water sources.
- 4) Potential for competitive advantage and credibility: The manager of the 3-Star Hotel emphasizes the significant potential of green hotels in the hospitality industry. Implementing eco-friendly strategies can provide a competitive advantage and enhance the hotel's credibility. Reputation plays a crucial role in attracting ecotourism and green tourist segments.
- 5) Strategic approach for industry recovery: The manager of the 4-Star Hotel highlights the hotel's long-standing implementation of the green hotel concept and its focus on unique services. The management believes that existing policies, standards, and a strategic approach can help rebuild the hotel industry affected by the pandemic.
- 6) Integration of sustainability and corporate responsibility: The manager of the 5-Star Hotel states that the hotel prioritizes corporate responsibility and integrates sustainability into its business practices. The sustainability management system monitors and manages the hotel's environmental impact throughout its lifecycle, including energy, carbon, water, and waste. This approach aligns with the hotel's vision of becoming a respected global company.

3-Star Hotel
Manager
(P5)

and waste management that aligned with the standards of the Green Hotel concept. However, policies regarding water efficiency have not been fully maximized. This is particularly challenging given our location in a beach area, where our dependence on clean water sources is often not accompanied by supportive behavior, such as water conservation."

"In our opinion, green hotels have a greater potential in the development of the hospitality industry because there are not many hotels that genuinely prioritize environmental aspects. Hotels that early adopters of eco-friendly strategies can gain a competitive advantage. Branding with green hotel practices can capture public attention and enhance the hotel's credibility. Moreover, it can enhance competitiveness among hotels, especially ecotourist-green tourists tend to pay attention to management's reputation. With a good reputation, guests will not consider price issues."

4-Star Hotel
Manager
(P6)

"The concept of a 'Green hotel' has long been implemented in this hotel. Another strategy involves offering unique services such as the Rabbit Village, private rooms, and a pool. We believe that through our existing policies and standards, we can contribute to the recovery of the hotel industry, which has been weakened due to the COVID-19 pandemic. The management applies various standards associated with the Green hotel concept, including improving the efficiency and effectiveness of the hotel business, delivering high-quality guest services, and playing a pivotal role in environmental management to enhance competitiveness in West Java."

"Being a responsible hotel. Corporate Responsibility is a fundamental element of our business practices and is integrated into our operations. We approach it as a strategic business priority, aligning with our vision of becoming one of the world's great companies by creating 'Great Hotels Guests Love.' This commitment extends to how our hotels operate within their communities and how we manage our environmental impact. We have implemented a Sustainability Management System to monitor and manage a hotel's environmental impact at every stage of its life cycle. This system continuously tracks energy, carbon, water, and waste usage, as well as the associated costs. This approach helps us maintain a significant commitment to ethical business practices and prevents our hotels from incurring unnecessary energy expenses."

Table 5. Main strategy for implementing green hotels

Participant	Response
0-Star Hotel Manager (P2)	<p><i>"Our hotel features a minimalist tent design with a predominant white aesthetic. For eco-conscious tourists, we offer biodegradable and environmentally friendly toiletries. What sets our hotel apart is our invitation to guests to embrace an environmentally friendly culture. Here, we minimize the use of electronic devices, allowing visitors to fully immerse themselves in nature. Everything constructed here adheres to the highest environmental standards."</i></p> <p><i>"The implementation of green hotels does not directly impact the increase in room occupancy. However, in terms of quality, it shows an influence, particularly with responsible tourists. Therefore, the adoption of green hotels is seen as a valuable marketing strategy for selecting target markets and branding. Our hotel has embraced the green hotel concept even though it has not yet received CHSE certification because it is still in the process. By implementing the green hotel concept, as part of our hotel's management, demonstrates our commitment to enhance competitiveness for West Java as one of the leading tourism destinations."</i></p>
1-Star Hotel Manager (P3)	<p><i>"The current trend is that everything is labeled 'green'. This hotel has started implementing the green concept, even though it is still in the process of obtaining eco-friendly certification. Our hotel has established policies related to building, energy efficiency, product selection,</i></p>
2-Star Hotel Manager (P4)	<p><i>and waste management that aligned with the standards of the Green Hotel concept. However, policies regarding water efficiency have not been fully maximized. This is particularly challenging given our location in a beach area, where our dependence on clean water sources is often not accompanied by supportive behavior, such as water conservation."</i></p> <p><i>"In our opinion, green hotels have a greater potential in the development of the hospitality industry because there are not many hotels that genuinely prioritize environmental aspects. Hotels that early adopters of eco-friendly strategies can gain a competitive advantage. Branding with green hotel practices can capture public attention and enhance the hotel's credibility. Moreover, it can enhance competitiveness among hotels, especially ecotourist-green tourists tend to pay attention to management's reputation. With a good reputation, guests will not consider price issues."</i></p> <p><i>"The concept of a 'Green hotel' has long been implemented in this hotel. Another strategy involves offering unique services such as the Rabbit Village, private rooms, and a pool. We believe that through our existing policies and standards, we can contribute to the recovery of the hotel industry, which has been weakened due to the COVID-19 pandemic. The management applies various standards associated with the Green hotel concept, including improving the efficiency and effectiveness of the hotel business, delivering high-quality guest services, and playing a pivotal role in environmental management to enhance competitiveness in West Java."</i></p> <p><i>"Being a responsible hotel. Corporate Responsibility is a fundamental element of our business practices and is integrated into our operations. We approach it as a strategic business priority, aligning with our vision of becoming one of the world's great companies by creating 'Great Hotels Guests Love.' This commitment extends to how our hotels operate within their communities and how we manage our environmental impact. We have implemented a Sustainability Management System to monitor and manage a hotel's environmental impact at every stage of its life cycle. This system continuously tracks energy, carbon, water, and waste usage, as well as the associated costs. This approach helps us maintain a significant commitment to ethical business practices and prevents our hotels from incurring unnecessary energy expenses."</i></p>
3-Star Hotel Manager (P5)	<p><i>and waste management that aligned with the standards of the Green Hotel concept. However, policies regarding water efficiency have not been fully maximized. This is particularly challenging given our location in a beach area, where our dependence on clean water sources is often not accompanied by supportive behavior, such as water conservation."</i></p> <p><i>"In our opinion, green hotels have a greater potential in the development of the hospitality industry because there are not many hotels that genuinely prioritize environmental aspects. Hotels that early adopters of eco-friendly strategies can gain a competitive advantage. Branding with green hotel practices can capture public attention and enhance the hotel's credibility. Moreover, it can enhance competitiveness among hotels, especially ecotourist-green tourists tend to pay attention to management's reputation. With a good reputation, guests will not consider price issues."</i></p>
4-Star Hotel Manager (P6)	<p><i>"The concept of a 'Green hotel' has long been implemented in this hotel. Another strategy involves offering unique services such as the Rabbit Village, private rooms, and a pool. We believe that through our existing policies and standards, we can contribute to the recovery of the hotel industry, which has been weakened due to the COVID-19 pandemic. The management applies various standards associated with the Green hotel concept, including improving the efficiency and effectiveness of the hotel business, delivering high-quality guest services, and playing a pivotal role in environmental management to enhance competitiveness in West Java."</i></p>
5-Star Hotel Manager (P7)	<p><i>"Being a responsible hotel. Corporate Responsibility is a fundamental element of our business practices and is integrated into our operations. We approach it as a strategic business priority, aligning with our vision of becoming one of the world's great companies by creating 'Great Hotels Guests Love.' This commitment extends to how our hotels operate within their communities and how we manage our environmental impact. We have implemented a Sustainability Management System to monitor and manage a hotel's environmental impact at every stage of its life cycle. This system continuously tracks energy, carbon, water, and waste usage, as well as the associated costs. This approach helps us maintain a significant commitment to ethical business practices and prevents our hotels from incurring unnecessary energy expenses."</i></p>

The strategies and policies adopted by various hotel managers to promote green practices within their establishments can serve as a reference point for understanding the efforts made by hotels of different classifications to align their operations with environmental sustainability goals. This study provides insights into the perspectives of different hotel managers regarding the implementation of green hotel strategies and policies. These key points collectively reflect the management's commitment to implement environmentally sustainable practices, including green design, responsible tourism marketing, policy alignment, competitive advantage, industry recovery, and corporate responsibility.

Table 6. Obstacles regarding green hotels implementation

Participant	Response
Hotel Managers (P2, P4)	<i>"The multitude of certification programs is often perceived as confusing, and the stringent standards in place raise doubts among managers about their ability to sustain their businesses."</i>
Hotel Managers (P3, P6)	<i>"Energy-saving practices are viewed as a cost center rather than a revenue center because, in practice, the transition to a green hotel involves the costly process of replacing and acquiring equipment with high initial investment value. Additionally, the expense associated with using green products is seen as relatively higher."</i>
Hotel Managers (P5)	<i>"From the hotel management perspective, there is still a lack of consistency in the level of awareness about sustainable practices. While hotel staff is aware of these practices, the implementation thereof is still deficient."</i>
Hotel Managers (P7)	<i>"Guests indicate that there is insufficient awareness regarding the consumption of green products. This is evident in the behavior of guests who are averse to restrictions on facilities, resource usage, area allocation, and prohibitive systems."</i>

Table 6 illustrates the obstacles confronted by hotel management when implementing green hotel practices. These obstacles encompass challenges such as confusion over certification programs and stringent standards, the substantial initial investment and cost implications associated with green product consumption, inconsistencies in the implementation of green practices among hotel staff, as well as guest attitudes and awareness regarding the adoption of green products and activities. These challenges reflect the complexities and difficulties faced by hotel management in their efforts to implement green hotels. Addressing these challenges necessitates solutions that tackle concerns about certification programs, seek cost-effective measures, enhance staff commitment and training, and raise guest awareness and education about the significance of sustainable practices, as summarized in Table 7 below.

Table 7. Potential solutions overcome the obstacles

Participant	Response
Hotel Managers (P2, P4)	<i>"Following established sustainability standards can offer a structured approach to embracing eco-friendly practices".</i>
Hotel Managers (P3, P6)	<i>"Shifting towards eco-friendly technologies and methods frequently involves substantial initial investments. Hotels might require incentives or financial assistance to facilitate these transitions".</i>
Hotel Managers (P5)	<i>"Providing sustainability training to staff and motivating them to integrate these practices into their daily routines is crucial. Without the dedication of hotel employees, sustainability endeavors can falter".</i>
Hotel Managers (P7)	<i>"Many guests lack full awareness of the hotel's sustainability initiatives and role in contributing to them. Certain guests may excessively consume resources like electricity and water, potentially undermining the hotel's sustainability endeavors. Hotel management aims to enhance guest awareness of green practices, regulate guest resource usage, and promote active participation".</i>

4.3 Visitor perceptions on green hotel implementation

Table 8 shows that a majority of the visitors (73%) have a good understanding of green hotels, while a smaller percentage (27%) do not fully comprehend the concept. The positive responses regarding visitors' understanding of green hotels indicate that their assessments of the hotels they have visited are more reliable. Among the visitors who participated in the study, 43% reported staying in hotels in West Java that have implemented the green hotel concept, while 57% had not experienced such accommodations. Regarding the acceptance of higher prices for hotels that embrace the green concept, 33% of participants agreed, and 67% disagreed. This means that there is a portion of visitors who may not be willing to pay a premium for green practices in hotels.

A majority of participants stated that they are always concerned about environmental and social issues, highlighting the conscious mindset of visitors regarding sustainability matters (67%). In terms of specific practices, 77% of participants indicated that hotels and visitors are prohibited from smoking, while 23% disagreed or were unsure about this policy. Additionally, 73% of participants mentioned that they have encountered paperless hotels, indicating the implementation of digital solutions to reduce paper usage, while 27% did not have such experiences or were unaware of paperless practices.

Table 8. Visitor perceptions to green concept based on visit experienced (n=30)

No	Themes	Agree	Disagree
1	I understand the definition of a green hotel	22	8
		Participants (73%)	Participants (27%)
2	I've stayed in hotels in West Java that implemented the green hotel	13	17
		Participants (43%)	Participants (57%)
3	High prices are acceptable for hotels that apply the green concept	10	20
		Participants (33%)	Participants (67%)
4	Always concerned about environmental and social issues	20	10
		Participants (67%)	Participants (33%)
5	The hotel and visitors are prohibited from smoking	23	7
		Participants (77%)	Participants (23%)
6	Paperless hotel	22	8
		Participants (73%)	Participants (27%)

Overall, the data suggest that a significant number of visitors have a good understanding of green hotels and appreciate green practices, such as smoking restrictions and paperless operations. However, there is some variation in terms of visitors' willingness to pay higher prices for green hotels. These findings indicate that while there is a positive reception towards green hotels among visitors, further efforts may be needed to educate and engage visitors in sustainable practices and emphasize the value proposition of green hotels.

According to the study's findings presented in Table 9, most visitors (73%) expressed their concern for environmental issues. However, 8 participants (27%) indicated that environmental issues do not affect them personally. Nonetheless, it is worth noting that visitors recognized the importance of addressing environmental issues due to their potential impact on the individuals and communities around

them. Visitors' environmental concerns indicate their interest in green hotels as a solution to various environmental problems. The result also reveals that 73% of participants agreed that environmental issues significantly affect them, and 27% disagreed or were unsure about the extent of the impact.

Table 9. Visitor perceptions to environment (n=30)

No	Themes	Agree	Disagree
1	I care about environmental issues.	22 Participants (73%)	8 Participants (27%)
2	Environmental issues affect me significantly	22 Participants (73%)	8 Participants (27%)

Generally, the data indicates that most visitors care about environmental issues, and even if they do not feel significantly affected, they recognize the importance of addressing these issues for the well-being of their surroundings. This aligns with their interest in green hotels as a potential solution to environmental challenges. Furthermore, guests' willingness to pay for green hotels is shaped by a variety of factors, including environmental consciousness, perceptions of sustainable practices in green hotels, demographics, and the impact of COVID-19 on environmental concerns. Hotel management can utilize this insight to craft efficient marketing approaches aimed at drawing in a larger customer base ready to spend more for green hotels.

5. CONCLUSIONS

The findings of the study highlight several key points including the role of the Indonesian Hotel and Restaurant Association (IHRA), the implementation of green hotel concept among hotel operators, managerial contribution, future research, visitor perceptions and appreciation, and collaboration among hotels operators and government in achieving the goals of sustainable green practices on tourism development. In practice, IHRA has been effectively carrying out its duties and functions in accordance with standard operating procedures to promote sustainable practices among hotels and restaurant operators. IHRA acts as a communication bridge between tourism operators and the government, facilitating ongoing improvement in human resources in the tourism industry to achieve the goals of sustainable tourism development.

This study can enhance the publics or stakeholder's understanding of the green hotel concept, particularly in West Java, by considering several related aspects. First, reviewing the literature is essential as it can help us comprehend the current state of green hotels. This is driven by the growing awareness of environmental issues and the imperative to mitigate tourism's adverse impact on the environment [9]. Second, understanding visitor behavior enables us to grasp their motivations for selecting green hotels and how they perceive them [37]. Third, assessing the impact of green practices is crucial. Hotels can charge higher rates to guests who are willing to pay more for staying in eco-friendly hotels [38]. Lastly, green hotels can collaborate with the government or associations. Collaborating with various stakeholders can promote sustainable business practices in the hotel industry, especially in West Java, and foster a positive image of the hotel industry.

In terms of managerial contribution, the Hotels in West Java have implemented various aspects of the Green Hotel concept, including building design, energy efficiency, water management, product selection, and waste management. The hotels also have obtained the Cleanliness, Health, Safety, and Environment Sustainability (CHSE) certification driven by government regulations and a commitment to sustainable environmental management. While some hotels have not fully obtained CHSE certification, they have still implemented green concepts in their building design and management practices. Obtaining CHSE certification is recognized as a challenging process with stringent requirements. However, despite the difficulties, several hotels choose to adopt green hotel standards because they believe these standards can help them increase profits, both economically and socially.

Green hotel standards are seen as guiding hotel management to optimize their operations and achieve sustainability goals. By implementing green practices, hotels can attract environmentally conscious guests, enhance their reputation, and potentially drive financial gains. The hotel management plays a role in establishing policies aligned with Green Hotel standards, focusing on areas such as building design, energy efficiency, product selection, and waste management. However, challenges exist in maintaining consistency, concerns about customer satisfaction, confusion in policy-making, and high costs associated with maximizing the green hotel concept. The efforts that hotel management can make are energy efficiency, water conservation, waste management, guest education, as well as investment and associated costs.

To provide a more impactful and relevant conclusion regarding the implementation of green hotels, one of the hotels in Cianjur has reduced its energy consumption by 25% through the installation of energy-saving lighting. Furthermore, hotels in Bandung have implemented a waste reduction program that not only reduces waste production but also results in savings on waste disposal costs. As the hotel industry continues its progress toward sustainability, it is our hope that these initiatives will serve as an inspiration for all stakeholders to follow suit and contribute to a greener and more responsible future for tourism in West Java.

In terms of future research, the study suggests the need for further quantitative research to develop conceptual models and expand the scope of the study. The development of a conceptual model allows for the identification of key factors impacting visitors' willingness to pay for green hotels and how green practices affect a hotel's financial performance. Expanding the research to encompass hotel employees, local communities, and government agencies offers a more comprehensive view of the challenges and opportunities in implementing green practices within the Indonesian or West Java hotel industry. The study findings indicate that a significant majority of visitors support the implementation of the green hotel concept. This can serve as a consideration for hotel managements to consistently apply the concept to their hotels. However, the study acknowledges the relatively small scope, is not without limitations mainly due to its qualitative nature and encourages future research to explore the application of the green hotel concept more comprehensively.

The study shows positive visitor appreciation for green hotels as a solution to environmental problems. Responses from hotel visitors tend to support the implementation of the green hotel concept. Those who understand the purpose of the green hotel concept and aware of the importance of being pro-environmentally, are willing to pay more if it is used to build

a sustainable environment. However, some visitors who do not grasp the concept may object to increased hotel prices.

Hotel management can employ various strategies to inform and persuade visitors who may not comprehend the concept of green hotels or might raise objections due to higher prices. These strategies include communicating the advantages of green hotels, such as reduced environmental impact, improved health and safety, and potential cost savings. Utilizing social media platforms to showcase their eco-friendly initiatives and educate visitors about the concept of green hotels is another effective approach. Additionally, offering incentives to guests who opt for green accommodations, such as discounts, can further encourage environmentally responsible choices.

Therefore, the collaboration between the hotel sector and the government is crucial in promoting and socializing green hotel programs to the broader community, increasing awareness, and support for environmental protection. Ways to foster collaboration encompass collaborating with tourism agencies from different nations, establishing government policies and financial support to encourage the adoption of green practices and the promotion of sustainable tourism, and engaging in partnerships with industry associations.

The study highlights the importance of incorporating green practices in hotel management, not only to meet certification requirements but also to harness the potential economic and social benefits associated with sustainability. It suggests that hotels in West Java recognize the value of adopting green hotel standards as a strategic approach to improve profitability while addressing environmental concerns.

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