



Evaluation of *Green Practices* at the *Front Office Department* to Support The Sustainability of the Merusaka Nusa Dua Hotel

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ARTICLE INFO

Keyword: Green Practices,
Green Hotels,
Sustainability, From Office

Received : 01, October

Revised : 09, November

Accepted: 29, December

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ABSTRACT

This study evaluates the implementation of green practices within the Front Office Department of Hotel Merukaa Nusa Dua, as part of its efforts to support environmental sustainability. The findings indicate that the implementation of these practices has been effective, notably through the use of wooden key cards, the reduction of single-use plastics, and the digitalization of the check-in process. This success is further supported by a consistent system of weekly monitoring, monthly evaluations, and internal audits. The critical role of human resources is evident in the routine training for staff and educational initiatives for guests, which have led to greater participation from all stakeholders. In conclusion, the integration of green practices at the Front Office not only strengthens the hotel's sustainability strategy but also positively impacts guest satisfaction and reduces operating costs.

INTRODUCTION

The tourism sector in Indonesia plays an important role in supporting national economic growth, with significant contributions from the Accommodation and Food and Beverage Provider sector to Bali's Gross Regional Domestic Product (GRDP) (BPS Bali, 2023). Tourism also contributes significantly to Indonesia's national Gross Domestic Product (GDP) (Dewi *et al.*, 2023), supported by the increasing number of domestic and international tourists (Dewi *et al.*, 2022). This development brings environmental challenges, such as high consumption of energy, water, and waste production in the hotel sector which affect the sustainability of Bali's ecosystem (Pakpahan *et al.*, 2022). The concept of *a green hotel* was introduced to reduce environmental impacts, especially related to carbon emissions and damage to local ecosystems, which is a relevant solution to preserve Bali's natural attractions as a leading tourist destination (Barakagira & Paapa, 2024).

Several hotels in Bali have successfully implemented *green practices* in their *front office departments*. For example, Mercure Bali Legian has utilized an efficient energy management system and conducted training for *front office staff* to encourage guests to be actively involved in reducing energy use during their stay (Wulandari *et al.*, 2023). This practice not only helps reduce environmental impact but also creates a more meaningful stay experience for guests, especially those who care about sustainability issues. However, there are still various challenges in implementing *green practices* in hotels in Bali. One of the obstacles that is often faced is the concern that reducing certain services aimed at saving energy and water can reduce guest satisfaction (Kanca *et al.*, 2023).

Some hotels have difficulty in maintaining the consistency of implementing environmentally friendly policies amidst dynamic changes in market demand (Pakpahan & Utama, 2024). Research shows that hotels that successfully implement the *green hotel concept* can actually increase customer loyalty, especially from international tourists who are more concerned about environmental issues (Barakagira & Paapa, 2024). To achieve sustainability in the hospitality industry, hotels in Bali need to integrate *green practices* into all their operations, including the *front office department*. One hotel that has implemented an environmentally friendly policy but still requires evaluation to maintain its consistency is Hotel Merusaka Nusa Dua.

Hotel Merusaka Nusa Dua is located in the ITDC Nusa Dua area, Bali, known for its white sandy Mengiat beach and beautiful tropical environment. The hotel has adopted various environmentally friendly practices in its operations to achieve sustainability in the hospitality industry. Based on an interview with *the Front Office Manager* on February 24, 2025, several initiatives have been implemented, including an automatic air conditioning system by *SensorFlow* that adjusts the temperature based on guest presence, the Boemi Merusaka organic garden that utilizes fertilizer from kitchen and garden waste, and a beach cleaning program in collaboration with *the International Coastal Cleanup* (Wulandari *et al.*, 2023). The hotel also uses a food waste management solution with *Magi Farm*, which processes around 100 kilograms of food waste

every day using black soldier fly larvae to produce garden fertilizer. The *open space concept in the lobby* without the use of air conditioning is an innovative step in reducing energy consumption, supported by replacing bulbs with more energy-efficient LEDs. In addition, the initiative to reduce plastic waste through the use of *wooden Key cards* and the provision of mineral water in glass bottles instead of plastic packaging reflects awareness of more environmentally friendly waste management. Energy saving practices are also seen from changes in staff behavior who are more aware of energy use.

There are still limitations in studies that connect role specific *Front Office Department* with effectiveness implementation *green practices* in industry hospitality . Most of study previous more focus on aspects managerial and policy environment in a way general , without explore in a way deep contributions and challenges faced by the line operational interactions direct with guest (Pakpahan & Utama , 2024). Required studies more carry on For develop a conceptual model that can measure effectiveness as well as impact from involvement *Front Office Department* in support hotel sustainability.

Green practice policies is important to measure the effectiveness of implementation, identify obstacles, and formulate improvement strategies. This evaluation can include aspects of policy success, guest participation levels, resource readiness, and the effectiveness of communication carried out by the hotel. By understanding the factors that influence the implementation of *green practices in the Front Office* , hotels can develop more effective strategies to improve implementation and gain support from all stakeholders. Based on the background that has been described, the formulation of the problem is how to evaluate *green practices carried out in the Front Office department*. Can the front office support the sustainability of the Merusaka Nusa Dua hotel?

LITERATURE REVIEW

Green Hotels

Green hotel is a concept that aims to create environmentally friendly hotel operations through reducing energy, water, and waste consumption, and implementing other sustainable practices. Hotels that adopt this concept often receive awards such as *green hotel award* from the Ministry of Tourism and Creative Economy, which encourages more hotels in Indonesia, especially in Bali, to evaluate environmentally friendly approaches in order to maintain competitiveness in the international market and meet the expectations of tourists who are increasingly concerned about sustainability. In this context, the role of *the front office department* is very important as the first line that interacts directly with guests, responsible for educating them about the hotel's environmentally friendly policies (Pakpahan *et al.*, 2024). The implementation of *green practices in the front office* includes the use of energy-saving technology, reducing paper use, and implementing digital systems in administration (Dwi *et al.* , 2024). In addition, *front office staff* play an active role in communicating sustainable

practices to guests, such as waste management, reducing plastic, and energy and water saving policies during their stay (Dewi *et al.*, 2024).

Sustainability

Ko, H. C., & Stewart, S. I. (2002) discusses key concepts such as carrying capacity, ecotourism, and the tourism area life cycle model. They analyzes different approaches to sustainable tourism management, including community-based tourism, green certification programs, and the role of government policy. While awareness of sustainability is high, practical implementation and effective measurement remain significant challenges for many destinations. Porter, M. E., & Kramer, M. R. (2011) discusses the "triple bottom line" (People, Planet, Profit) as a key framework for corporate sustainability. The research show a positive correlation between sustainability practices and financial performance

METHODOLOGY

The research was conducted on-site at the hotel, located in the Nusa Dua Tourism Area, Badung Regency, Bali. Data were collected through direct observation and interviews. The data used in this study consisted of both qualitative and quantitative information. Primary data sources included direct interviews with the Front Office Manager, Supervisor, and staff, as well as on-site observations of sustainability practices. Secondary data were obtained from internal hotel documents, photographic documentation, and relevant academic literature, including journals, theses, and books. The specific data collection techniques utilized were semi-structured interviews and documentation.

Following the framework outlined by Moleong (2020), data analysis was performed in three stages: data reduction, data presentation, and drawing conclusions. The analysis was grounded in sustainability theory to assess the effectiveness of the environmentally friendly programs and their impacts on the hotel's environmental, social, and economic aspects

RESULTS

Department *Front Office* (FO) of Merusaka Nusa Dua Hotel holds role strategic in realize vision hotel sustainability , considering FO position as point First interaction between guests and hotel operations . Based on results interview with three informant key , namely *Front office Manager* (FOM), FO staff (*Guest service agent /GSA*), and FO *Supervisor* (GSA), can identified that implementation *green practice s* in FO no just symbolic , but has become part from culture work and standards hotel operations .

Hotel Merusaka uses a variety of sustainable practices to save electricity, reduce waste, and use energy more efficiently. The hotel has used more energy-efficient LED lighting in *the lobby* and *front office areas* . In addition, the hotel has reduced plastic waste by using glass bottles instead of plastic ones, and room keys are now made of *wooden keys* . The hotel has reduced the use of paper in the registration process by using *self check-in* and *check-out machines*, and tablets in suites and villas. In the rooms, guests are encouraged to contribute to environmental initiatives by using reusable soap and *shampoo* , *eco-friendly*

toothbrushes, and environmental cards that remind them about the use of towels and glass mineral water bottles. To save energy, the hotel has sensors that detect motion and body temperature. If the door is opened, the air conditioner switches to fan mode. With TV and QR codes, hotel information is presented digitally, eliminating the need for paper.

In restaurants, mineral water is served in glass bottles and straws made from environmentally friendly cassava fiber are used, resulting in less printing on the menu. These steps demonstrate Hotel Merusaka Nusa Dua's commitment to creating a more sustainable environment and informing guests about the importance of eco-friendly practices. Here is a full breakdown of some of the initiatives that have been implemented:

1. Subtraction Use of Plastic

One of the most real things done is the elimination of plastic use in all areas of the Front Office. The FO Supervisor conveyed that to destroy has replaced key card material plastic polyvinyl chloride (PVC), with wooden key card which is more friendly to the environment. The wood material used is certified and sustainably processed, so that in addition to being aesthetic, it also supports the principle of eco-friendly hospitality. In addition, drinking water in plastic bottles has been replaced with refillable glass bottles that are sterilized regularly. The guest service agent added that guests are also given the option to refill their water bottles at refill stations available in the hotel's public areas.

2. Digitalization of Information

Digital transformation is an important element in FO's sustainability efforts. The guest directory, which used to be printed in physical form and placed on the room table, has now been replaced with a QR code system. Guests simply scan the code via their smartphone to access information about hotel services, shuttle schedules, restaurant menus, and check-out guides.

3. Efficiency and Usage Technology

FO Hotel Merusaka has also implemented machine self check-in / check-out possible for visitors to carry out administrative processes in a way independent without need for print form or document. This machine is directly connected to the hotel reservation system and has a digital identification feature. Air conditioners and other electronic equipment are operated only as needed, with automatic settings to minimize power consumption when the area is not in use.

4. "Clean As You Go" Work Culture

Implementation of green practices is not only done through device hardware, but also attached to the work culture of FO staff. The concept of "Clean As You Go" becomes the principle applied in every activity. The FO Supervisor explained that all staff are required to maintain the cleanliness of the work area. Staff are given regular training on zero waste principles, including a policy of not using single-use plastic for internal purposes, such as food containers, stationery, or document packaging. In various activities, FO also plays an active role in educating guests about the hotel's sustainability program. For example, during check-in, GSA will provide information about refill stations, policies for changing

bed linen and towels upon request, and an appeal to reduce the use of *air conditioning* and electricity when the room is empty.

Implementation *green practice s* in the Department *Front office* of Hotel Merusaka Nusa Dua is not stop at stage implementation , but rather followed with continuous evaluation and monitoring processes . The goal is to ensure that all sustainability programs are running according to standards and have a real impact on operational efficiency and increased guest satisfaction. This evaluation is carried out through three main mechanisms: internal evaluation, cross-departmental audits, and guest feedback.

1. Internal Evaluation by *Front Office Team*

Internal evaluations are conducted periodically and become part of the work routine. The FO *Supervisor* is responsible for conducting weekly monitoring of the use of consumables, such as paper, plastic, and electricity and water consumption in the *front office area* . Observation results noted in *supervisor* special and reported to General Administration and sustainability team .

2. Cross Departmental Audit

Hotels implement monthly audits cross department led by the *General Manager* (GM). In the meeting this , all *Head of Department* (HOD) including *front office* , *housekeeping*, *engineering* , and F&B, conduct joint reviews to implementation policy sustainability . Discussion covers evaluation indicator main like :

- a. Level of electricity and water savings.
- b. Effectiveness digitalization service visitor .
- c. Cross-departmental communication in support of sustainability programs.

3. Guest Feedback as External Evaluation

Evaluation of sustainability practices also comes from direct feedback from hotel guests, either through digital forms, hotel applications, or review platforms such as *TripAdvisor* and *Google Reviews* . Guests mentioned that the use of glass bottles and digital information was very helpful and in line with their environmental values. Some guests even specifically expressed their appreciation to the FO staff who patiently explained energy saving and waste management policies when they *checked in* . The following is a summary of guest *feedback* as an external evaluation:

Table 3. Evaluation of Sustainability Practices at FO Hotel Merusaka Nusa Dua

Evaluation Mechanism	Principal Executor	Frequency	Evaluation Focus	Impact / Points Critical
Internal Evaluation	FO <i>Supervisor</i>	Weekly	Use of consumables, electricity consumption, staff <i>briefings</i>	Improved operational discipline and staff awareness

Field Inspection	Manager on Duty (MOD)	Twice a week	Direct observation of green practices in the FO area	Direct identification of SOP violations
Guest Feedback	Guest & Guest Relation Officer	Every checkout	Evaluation to experience sustainability during stay the night	Validation of success green practice s

Source : Interview Results , 2025

The table above illustrates the mechanism for evaluating sustainability practices at the Front Office of Hotel Merusaka Nusa Dua which is carried out in a structured and sustainable manner. Internal evaluations conducted by the FO Supervisor every week focus on the use of consumables, electricity consumption, and the implementation of staff briefings . This mechanism has a positive impact on improving operational discipline and staff awareness of the importance of resource efficiency. Cross-department audits carried out monthly by the General Manager and Department heads also help strengthen coordination between units. Staff training is conducted routinely by the Human Capital team , and the results show a fairly good level of understanding, although it is recommended that training be conducted periodically to maintain consistency in understanding the green hotel policy. Guest education is also a strong point, where Front Office staff actively explain sustainability principles during the check-in process . Internal and external evaluations are carried out systematically through weekly monitoring by the FO Supervisor , monthly cross-department audits, and direct checks by MOD. Internal coordination between departments is also well established, but strengthening digital data integration is still needed so that the monitoring process can be carried out more efficiently and centrally. Overall, this evaluation shows that sustainability practices at FO have been implemented comprehensively and support the hotel's image as an environmentally friendly accommodation.

Table 4. Green practice evaluation recap Front office

Evaluation Aspects	Implementation Results	Evaluation Notes
Use plastic	Key card from wood , water bottles from glass	Wooden key easy damaged If wet , need a better alternative stand
Use paper	Replaced with QR code , e-brochure, and system digital check-in	Elderly guests have a little difficulty using barcodes
Efficiency energy	Using LED, equipment is turned off when idle	It's optimal, monitoring continues done

Training staff	Routinely carried out by <i>Human Capital</i> related to green hotel	Level of understanding is quite good, needs regular training
Education visitor	FO explains green hotel system now <i>check in</i>	Guests were generally supportive and impressed.
Evaluation & audit	Weekly by FO <i>Supervisor</i> , across department each month , MOD audit	Systematic and comprehensive
Internal coordination	Meeting cross department For monitoring implementation	Effective, but still needs to improve digital data integration

Source : Interview Results , 2025

Based on recap evaluation implementation *green practices* in the Department *Front office* of Hotel Merusaka Nusa Dua, visible that part big aspect has run with good and show positive results . Use plastic succeed pressed through replacement *key card* made from wood and water bottles made of glass , although found notes that *wooden key card* tends to easy damaged If exposed to water. While that , reduction use paper has also been effective done with implementation system digital information such as *QR code* and *e-brochure* , although cause A little obstacle for visitor elderly who are less used to with technology In this case . efficiency energy , usage LED lights and blackouts equipment moment is optimal, but still monitored in a way periodic For guard its effectiveness .

The results of the study indicate that the implementation of *green practices* in the *Front Office Department* of Merusaka Nusa Dua Hotel has provided a real and significant impact on the sustainability of the hotel as a whole, both in terms of the environment, economy, social, and institutional reputation. This impact is not only internal, but also external, creating a chain effect on guest perception, management efficiency, and strengthening the hotel's position at the international level.

1. Image Positive Hotel

One of impact main is creation image positive as consistent *eco - friendly hotel* in carry mark sustainability . Based on results interview with *Guest service agent* and *FO Supervisor* , many visitor international which provides response positive to steps green applied since *the check-in* process . They appreciate Key card usage from wood , removal bottle plastic , and use *QR code* For access information .

2. Operational Cost Efficiency

The implementation of *green practices* also has a direct impact on the efficiency of operational expenses. Reducing the use of plastic, paper, and electricity results in significant cost savings in the long term. For example, the digitalization of *check-in / check-out systems* and *e-directories* reduces the need for paper and printers,

while the use of LEDs and turning off electronic devices when not in use saves energy consumption.

3. Increase Guest Loyalty

Impact other is improvement loyalty Guest . Tourist with level awareness environment tall show trend For return stay at a hotel that implements sustainability principle . In the digital *feedback* received by FO, many visitor to mention that sustainability become reason main they choose Ruining Nusa Dua compared to other hotels in the Nusa Dua area .

4. Supporting Environmental Certification

The Hotel Meruka Nusa Dua has obtain two certifications important to support practice sustainability , namely Tri Hita Karana (THK) Award & Accreditation Certificate Emerald II category and CHSE (*Clean, Health, Safety, and Environment*) Certificate . THK certification reflects hotel commitment in guard harmony with God, fellow human beings , and the environment , which is principle base in implementation *green practices* , including in *the Front office* area .

An interview with the Executive Housekeeper, conducted to examine the planning of employee participation in green practices at MRC Hotel. The findings revealed that the housekeeping department provides initial training for newly hired employees to ensure they have an adequate understanding of green practices. In addition, training sessions are conducted once a month to maintain employee awareness. The structure of the green practice training program in the housekeeping department includes the introduction of the 3R concept (Reduce, Reuse, Recycle) and practical training on resource reduction. The effectiveness of training is assessed through direct observation. Current programs include the use of paper wrapping instead of plastic wrapping for flower deliveries from suppliers to the hotel, as well as a linen and towel replacement program aligned with green practice initiatives.

An interview with the Housekeeping Supervisor aimed to understand the supervision of employee participation in green practices. The findings revealed that, based on direct observation and interaction, housekeeping staff have developed an understanding of green practices over the past seven months. Although employees recognize the importance of green practices, their application has not been fully consistent due to the absence of designated waste segregation facilities. Another major challenge lies in time pressure and workload. During periods of high occupancy or peak hours, employees may prioritize task efficiency over proper implementation of green practices, such as waste sorting or ensuring all lights are turned off. Moreover, the interview indicated a lack of initiative among employees, as they tend to adhere strictly to established procedures rather than going beyond them.

Further interviews with two housekeeping employees conducted to examine the direct implementation of green practices. The findings showed that the employees were knowledgeable about green practices and the 3R concept. Their involvement in green practices has shifted their mindset, making them

more attentive to energy efficiency and more aware of environmental issues in their surroundings.

DISCUSSION

Study show that implementation *green practices* in the *Front office* in a way significant contribute to success friendly hotel management environment , in line with Sustainable Hospitality Management theory which emphasizes participation active all over department in reach sustainability term long . *Front office* as the spearhead of interaction with visitor become key in build image and awareness sustainability (Dewi *et al.*, 2022).

Implementation *green practice s* in the Department *The front office* of the Merusaka Nusa Dua Hotel reflects principles main in Sustainability Theory , which emphasizes importance balance between aspect environmental , social and economic in operational term long . Practice economical energy like use LED lights and policies "*clean as you go*" , and subtraction waste plastic through replacement card key plastic become *wooden key card* , is form not quite enough answer harmonious environment with dimensions ecological theory this . On the other hand , the use of return paper former and digitalization of the *check-in* process with machine *self check in /out* show efficiency supportive economy savings source Power without sacrifice quality service . In social , Hotel Merusaka also encourages participation active staff through training sustainability such as "*Reduce, Reuse, Recycle*" and make *green practice s* as part from culture Work through *briefing* daily and evaluation cross department . This is strengthen role source Power man in create mark term length . Support management to practice this , including use of solar panels and vehicles electricity , emphasize commitment institutional to sustainability . With integrate practice friendly environment to in system hotel management in general comprehensively , Hotel Merukaa Nusa Dua as a whole real applying the Theory of Sustainability in effort support tourist sustainable that is not only profitable moment this , but also maintain source Power for generation upcoming .

In terms of subtraction use paper , Hotel Merusa Nusa Dua uses machine *self check in /out* For minimize form manual registration . Hotel information is also provided via the barcode on *the key jacket* , so that reduce printing brochure . Paper the remains that are still worthy use and utilize back by staff For needs internal records . For transportation operations, the hotel has started using electric vehicles (*buggy*) to reduce carbon emissions. Evaluation and monitoring of the implementation of *green practices* are carried out periodically every week by MODs from other departments as well as monthly evaluation meetings involving all *Heads of Department* (HOD) to discuss progress and challenges faced. *Front office* staff have received internal training on sustainable practices such as "*Reduce, Reuse, Recycle*" and "*Sustainable Practices for Modern Hospitality*" training facilitated by the *Human Capital Department* . In implementing environmentally friendly practices, staff acknowledged several obstacles, such as *wooden Key cards* that are easily damaged if exposed to water and the lack of comfort for elderly guests when using *barcodes* for hotel information. Nevertheless, most guests,

especially those from abroad, responded positively to this environmentally friendly policy. *The front office* also actively socializes *green practices* to guests during the *check-in process* by introducing wooden key cards and explaining other sustainability initiatives (Yusuf, 2022).

Management support for *green practices* is very strong, as seen from the daily monitoring system for paper usage and innovation programs such as the use of solar panels. To increase staff awareness, coordination between departments is carried out intensively and *green practice training* is provided periodically, including the delivery of materials in daily *briefing sessions*. Staff also suggested technological improvements, such as the use of tablets for *check-in /out*, as well as regular training to strengthen staff understanding of their contribution to sustainability. With these steps, Hotel Merusaka Nusa Dua demonstrates its commitment to supporting sustainable tourism through concrete and sustainable environmentally friendly practices.

According to the findings of Ananda *et al.*, (2020), the quality of *Front Office service* has a strong influence on customer satisfaction. The implementation of environmentally friendly practices such as the use of wooden *key cards*, *reducing plastic*, and *digitizing the check-in process* not only increases operational efficiency but also improves guest perceptions of sustainability-oriented service quality. This confirms that green service can be an added value that supports guest satisfaction and loyalty, especially for guests with high environmental awareness (Hengki *et al.*, 2022).

et al.'s (2022) research confirms that the implementation of *green practices* in starred hotels makes a real contribution to reducing environmental impacts and increasing customer satisfaction. Regular staff training practices and periodic evaluations, such as those implemented in *the Front Office*, are key success factors. The study also found that the use of digital systems (*QR codes*, *e-brochures*) facilitates work efficiency, although there are still challenges for elderly guests, who need a special approach.

Implementation *eco-friendly behavior* by staff *Front office* is also strengthened by studies Dewi *et al.* (2022) and Puspitayanti, *et al.* (2024) who stated that behavior friendly environment staff *Front office* No only increase comfort guests, but also strengthens hotel image as pioneer of green hotels. Regular staff training and education are important foundations for consistent environmentally friendly practices.

The implementation of *green practices* in the hotel environment often faces various obstacles, one of which is the absence of a strict measurement and evaluation system for staff or guests who do not comply with sustainability standards. Currently, violations of environmentally friendly practices such as disposing of waste in the wrong place, not saving water and electricity, or not following recycling procedures, are generally only given verbal warnings without any binding consequences. This shows that the approach applied is still persuasive and has not reached the aspect of structured sanctions or rewards. In fact, the successful implementation of *green practices* requires high compliance

from all stakeholders, including guests and hotel employees (Vanesa *et al.*, 2024).

The gap in this study is in the supervision system that is fully charged to *the supervisor* . However, there is a limitation that the shift work system causes limited supervision because *the supervisor* is not always there at all times. When *the supervisor* is not there at certain working hours, the supervision process does not run optimally. This problem is exacerbated by the low awareness of some staff regarding the importance of work discipline and service according to operational standards. Full dependence on one position without the support of an alternative supervision system or increased individual awareness indicates structural and cultural weaknesses in operational management that need to be addressed immediately. A study by Ramadhan *et al.* . (2025) emphasized that *Total Quality Management* (TQM) that supports sustainability requires strict supervision and a clear evaluation mechanism. Without measurable performance indicators and an accountability system, *green practice efforts* are merely a formality without real impact. Therefore, integration is needed between the quality management system and a green-based human resource management strategy, or *Green Human Resource Management* (GHRM), which emphasizes the importance of training, behavioral habits, and enforcement of rules (Handayani *et al.*, 2025).

Hotel management needs to establish standard operating procedures (SOPs) that include *green practice performance indicators* and consequences for violations, either in the form of written warnings, reduced incentives, or retraining. In addition, giving awards to staff and guests who consistently implement green practices is also important as a form of appreciation and motivation. This strategy can be strengthened with an educational approach and ongoing campaigns, as proposed by Firdaus *et al.* . (2025), that the development of a green economy requires a change in work culture supported by concrete policies and joint commitments. With this step, hotels not only contribute to the environment, but also improve the image and trust of guests in the social and environmental responsibilities carried out by the company.

Knowledge Level

Housekeeping employees at MRC Hotel demonstrate a consistent understanding of green practices and the 3R concept (Reduce, Reuse, Recycle), in line with the hotel's sustainability program. According to the Executive Housekeeper, MRC Hotel ensures that every new employee receives initial training to build a strong knowledge foundation, followed by regular monthly training sessions. The consistency of this training is crucial, not only to guarantee adequate theoretical understanding and practical knowledge of green practices but also to ensure that such knowledge remains relevant and well-retained. The training content includes in-depth introductions to the 3R concept and hands-on practices in resource reduction, equipping employees with practical skills. This was confirmed through interviews with two housekeeping employees regarding their understanding of green practices and the 3R concept. This knowledge is

vital because it enables employees to understand what needs to be done and why it is important – an essential first step in transforming knowledge into concrete actions that support the hotel's sustainability initiatives. The continuity of training programs and their ability to enhance employee understanding align with practical applications, demonstrating that training is a key driver of sustainability awareness and practices in the hospitality industry (Pham et al., 2022; Setyawati et al., 2023; Setiadi & Nur'ainy, 2022).

CONCLUSION AND RECOMMENDATIONS

Based on results research, it can be concluded that implementation of green practices in the Front Office department of Hotel Merusaka Nusa Dua has been effective through various initiatives like use of wooden key cards, digitalization of the check-in process, and subtraction of plastic, which is supported by the system structured evaluation and monitoring as well as regular training to staff. This practice not only improves operational efficiency and guest satisfaction, but also strengthens the hotel's image as an environmentally friendly institution. However, there are still weaknesses in the internal supervision aspect that relies too much on the presence of supervisors. Therefore, it is recommended that hotel management invest in more durable environmentally friendly materials and adopt real-time energy monitoring technology; Front Office needs to develop an inclusive educational approach for all guests and strengthen digitalization training; and coordination between departments also needs to be improved through cross-control and regular meetings so that the implementation of green practices can be more consistent and comprehensive.

FURTHER STUDY

Future studies are encouraged to expand the scope of this research by examining green practices not only in the Front Office Department but also across other departments within the Merusaka Nusa Dua Hotel or in similar hospitality establishments. Additionally, the use of quantitative or mixed-method approaches is recommended to measure the impact of green practices on operational efficiency, guest satisfaction, and environmental performance. Further research may also explore the role of employee training, guest awareness, and technological innovation in enhancing the effectiveness of sustainable practices in the hotel industry.

ACKNOWLEDGMENT

The authors would like to express their sincere appreciation to the management and staff of Merusaka Nusa Dua Hotel, especially the Front Office Department, for their cooperation and support throughout the research process. Gratitude is also extended to all individuals and institutions whose contributions and assistance made this study possible.

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