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Tourism Transformation :
Opportunities & Challenges in The New Era

Bali, September 30th 2022

Campus Master of Applied Tourism Study Programme (S2) Bali Tourism Polytechnic
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PREFACE

Om Swastiastu,

It is great pleasure for me to welcome you to the International Conference on Hospitality, Tourism, and Entrepreneurship (INSPIRE) 2022 which organized by Master Applied of Tourism Program Study. My name is I Putu Utama, Master Applied of Tourism Program Study Coordinator.

Before we get started, I would like to express my sincere appreciation to all of the keynote speakers, plenary speaker, invited speakers, co-host from fellow academic institutions, presenters, participants, the management of Bali Tourism Polytechnic, lecturers, all partners, and especially our beloved students who are generously helped us making this international conference comes true.

This international conference is one of the academic activities in our study program which aims to disseminate the results of applied research in the field of tourism and hospitality. By organizing this academic activity, academics and practitioners can develop their managerial knowledge and skills in the tourism and hospitality industry. Based on this phenomenon, this year, the Applied Tourism Masters Study Program is interested in holding an international conference entitled International Conference on Hospitality, Tourism, and Entrepreneurship 2022 (INSPIRE 2022) with the theme "Tourism Transformation: Opportunities & Challenges in the New Era"

Once again thank you very much for your participation and support. Hopefully this international conference gives us the new insight and perspective facing this uncertainty conditions, stay safe.

Om Shanti Shanti Shanti Om

Sincerely,

Dr. I Putu Utama, S.E., MM

Coordinator of Master Applied Tourism Study Programme (S2)

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Welcome Remark

Dr. H. Sandiaga Salahuddin Uno

Minister of Tourism and Creative Economy

*International Conference on Hospitality, Tourism, and Entrepreneurship
(INSPIRE) 2022*

“Tourism Transformation: Opportunities & Challenges in A New Era”

Poltekpar Bali, September 30th 2022

The tourism industry has undergone massive changes due to the impact of the COVID-19 pandemic. Various industries, especially in the tourism and hospitality sectors, have experienced a shift in target markets, commodity preferences, distribution preferences and also marketing methods by utilizing developments in technological advances. This is certainly a challenge for all industry players to be able to find, design, as well as realize creative ideas that can be used directly in the implementation of various industrial activities to continue to grow and develop the industry in facing challenges, so that it can become adaptive and sustainable.

In my opinion, the changes that occur in the tourism industry must start from a change in mindset. Various dynamics (changes) must of course be utilized by all generations as a momentum to change our mindset which may now be no longer relevant to the changing times so that it becomes relevant and also visionary who is full of enthusiasm to contribute to the growth and development of the country in the future.

The various uncertainties resulting from the COVID-19 pandemic are certainly not over as a concern for the whole world. Currently, we are in the recovery stage in the tourism industry, which has a higher level of sensitivity compared to other industries. However, what is interesting when one examines it amidst the various pressures facing the tourism industry, there are several industrial sectors that are actually experiencing positive growth, such as the creative economy imbued with an entrepreneurial spirit. Entrepreneurship that focuses on finding solutions to various problems in society seems to be able to survive and adapt to various innovations that are simplistic in nature, which change various methods of carrying out conventional industrial activities to be based on technological advances, one example is the use of VR Box or VR. Cardboard in the implementation of virtual tourism, so that virtual tourists can search for tourist information from their respective homes but as if they were directly at the location. VR can be a solution or alternative media to provide a tourist experience both during a pandemic and in normal conditions. Virtual Reality (VR) based business is currently experiencing enormous development and improvement. This can be seen from the use of VR in the commercial industry (online shopping), education, manufacturing, health training, architectural construction, advertising, and sports. This will certainly get support from the government through government policies in linking tourism with the creative economy which is an extraordinary breakthrough to boost the community's economy and create innovations as well as jobs.

INSPIRE-1 2022

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Coinciding with the commemoration of World Tourism Day (27 September 2022), this is a momentum that we can all take advantage of to be able to further revive and develop the tourism industry through various innovations and synergy between stakeholders. Tourism as we know it has provided a multiplier effect for destinations, both from the rural level to the urban level, needs special attention from all of us.

Theoretically, Tourism is a scientific discipline whose scientific studies can be divided into three: ontology, epistemology, and axiology. Ontology itself discusses what one wants to know about the theory of existence. Then epistemology discusses how the process of obtaining knowledge, and axiology discusses the value related to the usefulness or benefits of the knowledge obtained. This knowledge must be a characteristic and a way of life for tourism actors with high integrity so that the development and progress of Indonesian tourism can remain one of the leading in the world.

On this occasion I would like to congratulate this conference with the hope that its activities can generate creative ideas about hospitality innovation, tourism and entrepreneurship. Believe that by joining hands and working hard together we will all become strong and superior.

Let's make 3G a reality: Gercep (Move Fast), Geber (Move Fast), Gaspol (Work on All Potentials)

Together We Have 4 Aces: Hard Work, Smart Work, Complete Work, Sincere Work.

INSPIRE-1 2022

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Welcome Remark

Drs. Ida Bagus Putu Puja, M.Kes.

Director of Bali Tourism Polytechnic

Inspire Conference, September 30th 2022

Our Excellency Minister of Tourism and Creative Economy Republic of Indonesia who will be our Keynote Speaker in this international seminar.

Honorable speakers, And all conference participants and conference committees

First, I would like to thank to the GOD for giving us his blessing so that we could hold this “International conference on Hospitality, Tourism and Entrepreneurship 2022 “. Because of His mercy, we are sitting in this opening event in good health.

In this occasion, I would like to convey my gratitude to our excellency Minister of Tourism and Creative Economy Republic of Indonesia who helped us in this international conference, all honorable speakers and thank you to all participants who are attending this conference either daring or luring.

In the celebration of the 42nd World Tourism Day this year with the tagline “Rethinking Tourism“. Bali Tourism Polytechnic has done some entertainments, social, environmental and academic activities which involved students, lecturers and staff as well as community members which have been starting from the beginning of this month.

Today, one of our main activities is holding “the international seminar on Hospitality, Tourism and Entrepreneurship (INSPIRE) 2022“. The main purpose of this conference to give insights to the tourism stakeholders how to work together hands in hands to attract and promote tourism sectors in Indonesia to help the economies of the communities after the pandemic covid19.

We have invited some credible speakers for this conference from (1) Buckinghamshire New University, England, Professor David Hind, (2), Republic Polytechnic Singapore, Ms. Queenie Lee, (3). Universiti Teknologi MARA Penang, Malaysia Mr. Anderson Ngelambong Ph.D. and (4) Bali Tourism Polytechnic Lecturers.

They will share their knowledge and experiences like Hospitality and tourism Digital Transformation, Hi-tech and Hi-touch in hospitality Future, the future of HR in the Hospitality industry, Event Based Destination Development and the future of international Event Industry Post Covid-19.

We do hope that those conference topics can be valuable in tourism industry.

In this good opportunity I would like Our Excellency Minister Tourism and Creative Economy to give keynote speech and open this conference officially.

Thank you very much for your time with us.

INSPIRE-1 2022

P-ISSN

Master of Applied Tourism Study Programme (S2), Bali Tourism Polytechnic

TABLE OF CONTENTS

COVER.....	i
COMMITTEE.....	iv
PREFACE.....	vi
WELCOME REMARK.....	vii
TABLE OF CONTENTS.....	x
Implementation of Day Spa Minimum Service Standards In the Sanur Tourist Area <i>Ni Ketut Sekarti dan Ida Ayu Sri Puspa Adi.....</i>	1
The Effect of Marketing Mix Strategy during the Covid-19 Pandemic Social Restrictions on People's Buying Intentions to Buy Pizza Hut in Denpasar City <i>I Nyoman Arcana, I Nyoman Wiratnyana, Ni Putu Ariesta Budiani, dan Ni Kadek Eni Juniari.....</i>	8
Internal control of food procurement in BC Hotel <i>Bentari Mutiara Kasih, I Nyoman Sudiksa, Ida Ayu Kalpikawati, dan I Dewa Gede Bawa.....</i>	26
The Influence of Workload and Compensation on Turnover Intention During Pandemic Covid-19 at Hotel ABC <i>Ni Kadek Dwi Krisnayani, Ni Kade Juli Rastitiati, dan Ida Ayu Kalpikawati.....</i>	36
An Error Analysis on the Use of English made by Local Tourism Workers of Jatiluwih Tourism Destination at Tabanan Bali <i>Ni Luh Putu Sri Widhiastuty dan I Ketut Murdana.....</i>	43
Strengthening Sustainable Tourism Community Resilience Through Community's Responses to COVID-19 Pandemic in Desa Adat Kuta, Bali <i>I Putu Gede Eka Praptika.....</i>	53
The Strategy Managing Museum of Southeast Sulawesi Increasing Tourists <i>Nandita Nurung Hg, Uswah Amiratih, dan Raden Wulandari Pratiwi.....</i>	59
The Effectiveness of Development of the Bukit Siguntang Archaeological Park With Ecotourism Perspective on Preserving Local Wisdom in Palembang City <i>Hikmatul Hasanah.....</i>	67
Community Empowerment in the Development of the Bayan Tourism Village, the Regency of North Lombok <i>Anak Agung Eka Putri Dewi Astiti.....</i>	75
The Mediating Role of Satisfaction in Relationship of Product Uniqueness and	

INSPIRE-1 2022

P-ISSN

Master of Applied Tourism Study Programme (S2), Bali Tourism Polytechnic

Customer Support for Traditional Restaurant in Bali <i>I Putu Utama.....</i>	83
X	
Priorities of Tourism Village Development As a POST-COVID-19 Tourism Destination: Application of The AHP Approach <i>Ni Made Karunia Noina.....</i>	90
The Influence of Tourism Products, Destination Image, and Price on Tourist Satisfaction at Seaside Destination of Badung Regency – Bali <i>Wisnu Kencana, Ni Made Eka Mahadewi, dan I Made Subrata.....</i>	96
Sport Tourism Development Strategy as Economic Empowerment Effort in SEZ Mandalika <i>Abdul Hamid.....</i>	101
The Effect of Service Quality, Destination Image, and Accessibility on Tourist Satisfaction at Whale Shark Tourist Destination in Botubarani Village, Bone Bolango Regency, Gorontalo Province <i>Rizki Aditya Mohamad.....</i>	115
The Effect of Covid-19 on Sustainable Tourism in Goa Pindul Yogyakarta <i>Lukia Zuraida dan Nurul Aini.....</i>	129
Canonical Analysis of Prime Factors and Tourists' Visit at Pinge Village Tourism, the Regency of Tabanan <i>Ida Ayu Tri Santika.....</i>	141
Design Site Plan of the Lantebung Mangrove Ecotourism With the Principles of Sustainable Tourism Developoment in Makassar City <i>Nurfadillah Mustari, Eka Mahadewi, dan I Ketut Surata.....</i>	154
Preservation of Cultural Heritage Tourism of The King Sisingamangaraja Dynasty in Humbang Hasundutan District <i>Ellyta Elfrida Tambunan, dan Johannes Tobing.....</i>	167
Effect Implementation Of Solo Batik Carnival On The Visit Level Of Tourist (Study On The Solo Batik Carnival Foundation In Surakarta City) <i>Yudha Ariyanto.....</i>	181
The Lombok Lodge Defense Strategy in Dealing with the COVID-19 Pandemic <i>Uyun Nurdeis Buamona , I Ketut Surata , dan I Gusti Agung Febrianto.....</i>	193
Indonesia's Tourism Industry Post Covid-19 Pandemic Recovery Strategy through Wellness Tourism. (Preposition of Aromatic/ Scent as Unique Destination Branding) <i>Harry Dwi Nugraha dan Onggo Pramudito.....</i>	206
The Effect of Motivation on Employee Work Productivity Food & Beverage	

INSPIRE-1 2022

P-ISSN

Master of Applied Tourism Study Programme (S2), Bali Tourism Polytechnic

Product Department at The Laguna, A Luxury Collection Resort & Spa, Nusa Dua, Bali <i>I Putu Adi Suartawan, I Nyoman Murjana, dan Sakadwipayana Ari Sugandi.....</i>	220
xi	
The Effect of Promotion on Guest Satisfaction at Movenpick Resort & Spa Jimbaran <i>Nicole Rahel Putri S, Irene Hanna H. Sihombing, dan Ni Made Suastini.....</i>	234
Sumping Biu: A Special Dish of The Mejaman Ceremony In Bali <i>I Gede Anom Pradnyana, Putu Ayu Aryasih, dan I Made Rumadana.....</i>	247
Analysis of the Effect of Employee Training Programs on Guest Satisfaction and Interest in Revisiting (Study at PT. Baleka Selaras Mandiri) <i>Anak Agung Yunita Devi Paramita.....</i>	261
Marketing Communication Strategy Through Instagram to Increase Brand Awareness During the COVID-19 Pandemic at Swiss-Belhotel Rainforest Kuta Bali <i>Ida Ayu Sintha Permata Sari, I Ketut Surata, dan I Putu Esa Widharthana.....</i>	288
The Effect of Tourist Satisfaction and Expectations on Tourist Loyalty in Salu Pajaan Tourism Destinations Polewali Mandar Regency, West Sulawesi <i>M. Taufan Armawandy.....</i>	300
Push And Pull Factors Affecting The Visit Of Domestic Tourist To Ende Traditional Sasak Village Central Lombok <i>Septia Oktoraini.....</i>	327
The Influence of Price, Promotion, and Location Toward Customer Decisions to Stay at Hotel X <i>Putu Ayu Winda Parawita, I Putu Esa Widharthana, dan Ni Wayan Chintia Pinaria.....</i>	340
Multifactor Analysis of Hotel Returnee in Tuban <i>Marselinus Sil Paga.....</i>	365
The Effect of Entrepreneurial Innovativeness Orientation and Servmo on Organizational Performance: Case Study of 4-Star Non-Chain Hotels in Nusa Dua <i>I Dewa Ayu Aniek Anggredi Tintara.....</i>	379
The Effect of Digital Marketing, Brand Image and Brand Awareness on Purchase Decisions For Star Hotel Product in Makassar <i>Arnie Arief.....</i>	392
Customer Experience Design in Attraction: Evaluation of Museum of Ice Cream Singapore through Customer Journey Mapping <i>Siti Nur Arbaieyah Binte Suradi, Nur Naqiyah Husna Binti Arham, Zuhriyah Binte Hamsan,</i>	

INSPIRE-1 2022

P-ISSN

Master of Applied Tourism Study Programme (S2), Bali Tourism Polytechnic

Nurul Khairunnisa Binte Azeman, Mynn Zhou Wen Shan.....	404
xii	
Calendar of Event (CoE) as a Marketing Resources for Tourist Destinations <i>Amirosa Ria Satiadji, Anas Pattaray, dan Ayu Gardenia Lantang.....</i>	416
The contribution determinants perceptions, attitude, motivation, and Job satisfaction on job performance at three-star Hotel in Legian Bali <i>Ni Putu Ayu Candra Dewi.....</i>	429
The Impact of Social Media Instagram on Customer Room Buying Decision at Kayumanis Private Villa & Spa <i>Ni Luh Ayu Dewi Lestari dan Ni Luh Gde Sri Sadjuni.....</i>	442
The Effect Of Work-Life Balance on Turnover Intention at The Haven Suites Bali Berawa <i>Gita Malini, Sri Sulistyawati, dan Sukerti.....</i>	468
The Impact of Training on Employee Performance Style (Housekeeping) at W Bali – Seminyak <i>Putu Rio Satria Mahaditha, Ni Luh Ketut Sri Sulistyawati, dan I Wayan Jata.....</i>	481
The Effect of Training Implementation on The Work Quality of Housekeeping Department Employees at The Ritz-Carlton, Bali <i>I Gusti Ngurah Sastra Buwana, Irene Hanna H. Sihombing, dan Desak Made Santi Diwyarthi.....</i>	492
The Effect of Employee Loyalty and Job Satisfaction on Organizational Citizenship Behavior at Renaissance Bali Uluwatu Resort & Spa <i>I Ketut Sujana dan Made Artajaya.....</i>	506
The Impact of Leadership Styles toward Employees Performance (A Case Study in Accommodation Industry in Tabanan Regency, Bali Province) <i>I Wayan Wira Artana, NDM Santi Diwyarthi, Ni Nyoman Sukerti, dan IDP Hendri Pramana.....</i>	518
The Effect of Organizational Commitment and Compensation on Employee Job Satisfaction During Pandemic at Prama Sanur Beach Bali <i>Pradnya Masihi dan Sri Sulistyawati.....</i>	532
The Effect of Content Marketing on Sagara Villas and Suites Sanur Brand Awareness <i>Dian Novita Muchtar dan Irene Hanna H. Sihombing.....</i>	546

xiii

INSPIRE-1 2022

P-ISSN

Master of Applied Tourism Study Programme (S2), Bali Tourism Polytechnic

Handling Employees Work Stress at ARTOTEL Yogyakarta during the COVID-19 Pandemic <i>Sherly Wijaya, I Ketut Surata, dan I Gusti Agung Febrianto.....</i>	559
The Effect Of Content Marketing In Instagram On Brand Awareness Candi Beach Resort And Spa In The Covid-19 Pandemic Era <i>I Gusti Ayu Vida Natarina Putri Hermawan, Ni Luh Gde Sri Sadjuni dan I Dewa Putu Hendri Pramana.....</i>	573
Multifactor Analysis of Purchase Decision and Tourist Satisfacion on Local Foods (Case Study in Seminyak, Bali) <i>Ni Putu Dewi Puspawati.....</i>	587
Challenges and Constraints of Glocalization of Local Salak Fruits as Basic Ingredients for Pastry and Bakery Products <i>I Wayan Susilayasa.....</i>	600
Room Sales, Cash Receipts, and Cash Expenditures at Five-Star Hotels in Badung Regency Are Moderated by Accounting Information System to Internal Control <i>Rai Pandit Adi Satria.....</i>	614
Analysis of Retrenchment Strategy During The COVID-19 Pandemic at AKB HOTEL <i>Novalian Kurniasih, Ni Ketut Maren, dan Ni Luh Riska Yumarisa.....</i>	628
English Language Attitude of the Local Tourism Workers at Munggu Tourism Village Badung Regency Bali <i>I Ketut Murdana dan Ratri Paramita.....</i>	642
English Matery by Employees at Hoyels, Inns and Restaurants in Parapat Vity, Simalungun Regency <i>Jerry Wilson.....</i>	656
Case Study of Singapore Discovery Centre: Improving Customer Experience to Attract Youths to Attraction <i>Muhammad Firdaus Bin Abdul Malek, Sonia Malina Binte Maswandi, Nursyafiqah, Binte Kasmadi, hoo Wan Xin Gladys, Loh Hui Ling, Muhammad Hidayat Bin Rahmat Mohamad...</i>	670
Contribution of Price, Location, Promotion and Service to the Stay Decision Hotel Guests in Kab. Soppeng <i>Muhammad Anis Idris.....</i>	683
Dewi Lamsang Tourism Attraction Management with A Community Based Tourism Approach <i>Muh. Yusuf.....</i>	695

IMPLEMENTATION OF DAY SPA MINIMUM SERVICE STANDARDS IN THE SANUR TOURIST AREA

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ABSTRACT

The purpose of this study is to find out to what extent Day Spas in the tourist area of Sanur implement the specified standards, so the authors distribute 99 questionnaires to Day Spa managers. Day Spa. The results obtained by processing the data using simple statistics are that Day Spa in the Sanur Tourism area has not been optimal in implementing the Minimum Day Spa service standard. The facilities available at Day Spa Sanur are still below the average requirements that must be met, such as 1 reception, 1 waiting, day spa do not have locker and toilets are shared between male and female users. For equipment/tools that used in particular bath tubs and showers and relatively less steamer only 1 and respectively only 1 which means it's still not enough. Likewise, in the aspect of human resources, especially for the requirements for the existence of an intermediate therapist/supervisor level, there are still 1 people.

Keywords: Spa, day spa, minimal service standard

INTRODUCTION

In 2022 Bali received an award in 30 Best Spas in the world from *Readers' Choice Award*, and more specifically Commo Shambhala Estate is in the position number 9 with score 98,36 point. Meaning Bali is still favourite place that is chosen by the tourist to pampering themselves

Spa services are indeed widespread in various areas on the island of Bali, especially spas belonging to the "Day Spa" (City Spa). The existence of "Day Spa" in Bali, is like a mushroom that grows and develops in the rainy season. The development of Day Spa has spread to tourist areas in Bali, both in Denpasar, Badung, Lovina, Candidasa and other cities in Bali.

Sanur as one of the tourist areas, does not escape the trend of Spa treatments. From the initial data, it is known that there are 99 "Day Spas" scattered in the Sanur area.

Of the 99 Day Spas that have developed in the tourist area of Sanur, each Spa has different facilities/equipment and types of services even though they are classified as Day Spas. It is deemed necessary to see whether the existence of a spa in the tourist area of Sanur has met the minimum service standards of a spa, both from the side of the spa implementer, such as the presence of human resources related to the spa sector, the equipment used, building facilities and the environment and the implementation of spa services that have met the standard requirements for spa services. determined.

Spa service providers provide various health and wellness services and of course with various facilities, for the satisfaction of their customers/consumers. Referring to Law number 23 of 1992 concerning health and Kepmenkes no. 1076/Menkes/SK/VII/2003 concerning Spa management which is included in traditional medicine as well as other regulations related to

cosmetics, ingredients, housing requirements, water and health service facilities, and the development of Spa, then it is time for Spa services to be fostered and further developed. In term of business permit, the day Spas in Sanur has already their Spa permit and still allowed to operate their business.

LITERATURE REVIEW

Research related to service standard requirements in accordance with the minimum category requirements for fitness or health activities (Spa) for the Bali area in general, especially in the Sanur tourist area has never been done. Research that has to do with the SPA service industry is currently very intensively carried out. Research in the field of Spa related to the characteristics of Day Spas was carried out in 2010. The research in question is entitled Characteristics of Day Spas in South Kuta District (Darmawijaya, et al).

From the research results of Darmawijaya, et al, it can be seen that the characteristics of Day Spas in South Kuta sub-district include: 1) The growth of day spas per year since 1995 is 40%. 2) Average length of time open (business hours from Day Spa 12.75 hours, 3). The average area of the Day Spa is 1012m². 4). Meanwhile, the average number of treatment rooms is 8.56.(Gede et al., 2017)

The results of a research study from Adi, 2009 regarding "Motivation and Satisfaction of Tourists with Traditional Balinese Spa Services in the Nusa Dua Hotel Area" states that tourists come to Bali and stay at hotels in the Nusa Dua area that provide traditional Balinese Spa services to enjoy these services. In addition, the current spa trends lead to traditional spas. From this research, it can be seen that tourists who enjoy traditional Balinese spa services are very satisfied.

RESEARCH METHODOLOGY

The population in this study is the entire Day Spa in the tourist area of Sanur. Where there are 99 day spas scattered throughout the Sanur area. The ninety nine Day spas immediately became the research sample.

The sampling technique used is probability sampling where each member of the population has the same opportunity to become a member of the sample (Sugiono: 2002).

This research is a type of qualitative research with quantitative data validation. This means that this type of research combines quantitative and qualitative research.

The approach used in this study is a Day Spa concept approach with minimal service standards for the category of small spas/spa with minimal services.

The data of this study is primary data, where this data is obtained from respondents/managers of Day Spas related to the minimum service standards in their Spa.

The instrument used in this study was in the form of a questionnaire containing guidelines for service standards related to spas and distributed to all day spas in the tourist area of Sanur.

The analytical technique used in this research is descriptive qualitative analysis technique, namely analyzing qualitative descriptive data on how to apply service standards with minimal spa categories at Day Spas in the Sanur tourist area.

RESULTS AND DISCUSSIONS

To find out how the implementation/implementation of spa services belonging to the category of small Spas/minimal Spa services, the data obtained from the results of a questionnaire to Day Spas that filled out the complete data in the questionnaire were distributed, processed and discussed with reference to the grid in the Guidelines. Health Requirements for Health Service using Water (SPA) from the Minister of Health of the Republic of Indonesia.

The following are the results of the tabulation of data related to the service requirements of small spas/minimum categories in Table 1:

Facility Type

The types of facilities that must be in a small spa/spa service category at least include the presence of a reception room, waiting room, cabin/treatment room, toilets (whether combined between men and women or separately) and the existence of lockers/dressing rooms.

Minimum equipment/tool requirements

Minimum equipment that must be owned by a day spa is a shower, bath tub, steamer and manual facial equipment.

Tables 1: Types of Day Spa Facilities and Minimum Equipment for the Implementation of Day Spa Minimum Service Standards in the Sanur Tourism Area

No	SPA NAME	Types of day spa facilities					Minimal Equipment			
		Cabin	Reception	The waiting room	Toilet	locker	shower	Bath Tub	Steamers	Manual facial tools
1	Magic hands spa	3	1	1	1	-	1	-	-	-
2	Spa Flare	4	-	-	1	-	-	-	-	-
3	Bliss Spa	3	1	1	1/	-	-	-	-	2
4	Puri Spa	2	-	-	2	-	-	-	-	2
5	Green spa	2	-	1	1	-	-	-	-	-
6	Purnama Salon & Spa	2	1	1	1	-	-	-	1	1
7	Maria Spa	6	1	1	2/	-	3	3	1	1
8	Mae-mae Spa	4	1	1	1	-	1	1	1	1
9	Thalia Spa	4	1	1	1	-	-	-	-	1
10	Carla Spa	5	1	1	1	-	2	-	-	2
11	Aris Spa	2	1	1	1	-	2	2	-	2
12	Toot Sie Spa	5	1	1	1	-	1	1	1	1
13	Spa At Segara	3	1	1	1	-	-	1	-	1
14	Ayu Spa	3	1	1	3/	-	3	1	2	2
15	GUL Spa	4	-	1	1/	-	1	3	-	-
16	Amelia Spa	2	1	1	1	-	6	-	-	1
17	Dwi Bali Spa	6	1	1	1	-	-	-	1	1
18	Sanda Spa	4	1	1	1	-	-	1	-	1
19	Island paradise Spa	2	1	1	1	-	1	-	1	1
20	Glow Day Spa	3	1	1	1	-	6	6	3	3
21	Claudia Spa I	6	1	1	1	-	1	-	-	-
22	Riska Salon & Spa	5	1	1	1	-	1	-	1	1
23	Lotus Spa	2	1	-	1	-	1	-	1	1

24	Beauty & soul	2	1	1	1	-	-	-	-	-
25	Black & White Spa	2	1	1	1	-	1	1	-	-
26	Angel Spa	6	1	1	1	-	-	-	-	3
27	Carla Spa	8	1	1	1	-	-	-	-	-
28	Koa Boutique Spa	6	1	1	1	-	2	-	-	-
29	Beautiful house	2	1	1	1	-	1	1	-	1
30	Camellia Spa	7	1	1	1	-	1	-	-	2
31	Cosmo Salon & Spa	6	1	1	1	-	3	1	2	1
32	Balinese massage	5	1	1	1	-	-	-	-	2
33	Panche salon & Spa	3	1	1	1	-	2	-	3	1
34	Salon & Spa Challenge	2	1	1	1	-	1	-	-	1
35	Claudia Spa II	6	1	1	1	-	1	-	-	2
36	Axis Spa	2	1	1	1/	-	1	1	1	-
37	Sanctuary Bali spa	4	1	1	2	-	2	1	2	3
38	Kartika Spa	6	1	1	1	-	6	2	6	2
39	Astri Salon & Spa	2	1	1	1	-	1	1	3	1
40	Bali Blessing Spa	6	1	1	1	-	3	1	3	2
41	Elisabeth Spa	2	1	1	1	-	1	-	-	1
42	Good massage	1	1	1	1	-	-	-	-	-
Amount		139	38	39	47	0	56	28	33	44
Average		3.31	0.9	0.93	1.12	0	1.33	0.66	0.79	1.04

In Table 1 it can be seen that from the types of facilities available at each Day spa in the tourist area of Sanur, both regarding the number of treatment rooms/cabins, toilets, reception rooms and lockers, they are almost the same. The average number of cabins/treatment rooms owned by day spas is 3 rooms. This means that the number of available cabins has met the minimum requirements specified, namely 3 cabins/treatment rooms. From the number of waiting rooms available, the average waiting room for Day spa is 1, meaning that it is still below the minimum applicable provisions. The average number of waiting rooms available is known to be only 1, meaning that it is still below the standard requirements. The number of toilets available is only 1 and that's still less than the standard set. Moreover, in the provisions it is stated that the existence of male and female toilets must be separated, it is not good for their use to be combined. In the minimum equipment needed, the average is still 1, which means that almost all the minimum equipment needed is still inadequate. The average equipment provided by Day Spa in the tourist area of Sanur, both in terms of the number of showers, bath tubs, steamers and manual facial equipment, is still relatively less than the required requirements.

Requirements in terms of the number of human resources/therapists

As people who play an important role in providing services at Day Spas in the Sanur Tourism area, human resources in this case the therapists or spa supervisors/managers, educational background is very important in addition to experience in their field they must have. The following is the number of therapists and the educational background of the therapists in the Sanur Tourism Area

Following Table 2, it can be seen that the number of young therapists at the Day Spa in the Sanur tourist area has met the minimum requirements than it should be. Where the average number of therapists is 6.09 people and has exceeded the supposed number of 3 people. While the number of intermediate therapists is equivalent to the level of supervisor/supervisor, it still needs attention because it is still relatively less than the

number it should be, namely 1 middle therapist.

Regarding the educational background of human resources (therapists and also middle therapists) at Day Spa Sanur, the average education is high school and equivalent and has a spa background. This means that the HR Day Spa has met the qualification requirements of a good HR.

Types of Treatments provided at Day Spa Sanur

Of all the types of treatments provided and sold by Day Spa Sanur like most Day Spas in other cities, there are 3 treatments that are favorites and favored by customers. The three favorite treatments include: 1) Body massage (Balinese Massage) 2) Foot massage, 3) mani/pedicure.

Tables 2: Number of therapists and the educational background of the therapists on the Implementation of Day Spa Minimum Service Standards in the Sanur Tourism Area

No	SPA NAME	Number of Therapists		Therapist education	
		Young	middle	Young	middle
1	Magic hands spa	4	1	Senior High School	Senior High School
2	Spa Flare	10	2	Senior High School	S1
3	Bliss Spa	2	1	Senior High School	Senior High School
4	Puri Spa	2	1	Junior High School	S1
5	Green spa	2	-	Senior High School	Senior High School
6	Purnama salon and spa	2	1	Senior High School	Senior High School
7	Maria Spa	4	1	Senior High School	Senior High School
8	Mae-mae Spa	5	1	Senior High School	Senior High School
9	Thalia Spa	2	1	Senior High School	Senior High School
10	Carla Spa	4	1	Senior High School	Senior High School
11	Aris Spa	2	-	Senior High School	Senior High School
12	Toot Sie Spa	4	1	Senior High School	S1
13	Spa At Segara	6	1	Senior High School	S1
14	Ayu Spa	6	1	Senior High School	Senior High School
15	GUL Spa	4	1	Senior High School	Senior High School
16	Amelia Spa	3	1	Senior High School	Senior High School
17	Dwi Bali Spa	6	-	Senior High School	Senior High School
18	Sanda Spa	5	1	Senior High School	Senior High School
19	Island paradise Spa	2	1	Senior High School	Senior High School
20	Glow Day Spa	10	3	Senior High School	Senior High School
21	Claudia Spa I	6	1	Smk	Senior High School
22	Riska Salon & Spa	7	1	Senior High School	Spa
23	Lotus Spa	6	1	Senior High School	Senior High School
24	Beauty & soul	4	-	Senior High School	Senior High School
25	Black & White Spa	3	-	Senior High School	Senior High School
26	Angel Spa	6	-	Senior High School	Senior High School
27	Carla Spa	10	1	Senior High School	Senior High School
28	Koa Boutique Spa	13	1	Senior High School	D3
29	Beautiful house	2	1	Senior High School	Senior High School
30	Camellia Spa	13	1	Senior High School	Senior High School
31	Cosmo Salon & Spa	18	4	Senior High School	Senior High School
32	Balinese massage	6	-	Senior High School	Senior High School
33	Panche salon & Spa	3	1	Senior High School	Senior High School
34	Salon & Spa Challenge	3	1	Senior High School	Senior High School

35	Claudia Spa II	6	1	Senior High School	Senior High School
36	Axis Spa	4	1	Senior High School	Senior High School
37	Sanctuary Bali spa	7	1	Senior High School	Senior High School
38	Kartika Spa	4	1	Smk	S1
39	Astri Salon & Spa	4	1	Senior High School	Senior High School
40	Bali Blessing Spa	6	-	Senior High School	Senior High School
41	Elisabeth Spa	3	1	Senior High School	Senior High School
42	Good massage	7	1	Senior High School	Senior High School
Amount		256	40		
Average		6.09	0.95		

CONCLUSIONS

From the discussion, it can be concluded that the Day Spa in the Sanur Tourism area has not optimally applied/implemented all the provisions/requirements for Solus Per Aqua (SPA) services in accordance with the provisions issued by the government guided by the Regulation of the Minister of Health of the Republic of Indonesia, number 1205/MENKES/PER/2004.

The types of facilities available at Day Spa Sanur are still below the average requirements that must be met, such as 1 reception, 1 waiting, day spa do not have locker and toilets are shared between male and female users. For equipment/tools that used in particular bath tubs and showers and relatively less steamer have 1 and 1, respectively. As for human resources, the average number of therapists is 6 people and has exceeded the required number, but specifically for the requirements for the presence of an intermediate therapist/supervisor level, there are still 1 people.

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THE EFFECT OF MARKETING MIX STRATEGY DURING THE COVID-19 PANDEMIC SOCIAL RESTRICTIONS ON PEOPLE'S BUYING INTENTIONS TO BUY PIZZA HUT IN DENPASAR CITY

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ABSTRACT

During the Covid-19 pandemic, the restaurant industry had to adjust its marketing strategy to be able to market their products or services to consumers in order to survive. Many people reduce activities outside the home, including eating at restaurants, people prefer to order food in a takeaway or through delivery services. During this time of social distancing, many fast food restaurants are selling their products on the side of strategic streets and are widely passed by the general public.

The purpose of this study was to analyze the influence of marketing mix strategies during the social restriction period on people's purchasing intentions to buy Pizza Hut in Denpasar City.

The results of statistical tests show that all free variables have a significant effect on purchase intention with a total determination value of 0.587.

This study concluded that: 1) the marketing mix strategy has a significant effect on purchasing intentions; 2) The average variable performance of the marketing mix is performing well.

This research suggests that Pizza Mut Management in Denpasar City maintains the policy of opening roadside sales counters during the social restriction.

Keywords: *buying interest, Covid-19 pandemic, marketing mix strategy, Pizza Hut.*

INTRODUCTION

Research Background

Since the existence of large-scale social restriction policies (PSBB and PPKM) in Indonesia, some restaurants have had to carry out operational restrictions in their restaurants. There are many restaurants and cafes that are implementing new marketing strategies to deal with this pandemic. In a fairly short time, marketing patterns have also changed in order to maintain the sustainability of companies that are threatened with bankruptcy. With the Covid-19 pandemic, companies must make new breakthroughs to be able to market their products or services to consumers, as a strategy to survive in the midst of the current Covid-19 pandemic. Business people must immediately respond quickly, responsively and appropriately to change sales strategies so that there is no significant decline in sales during the implementation of social restrictions. Because many people reduce outdoor activities, including eating in restaurants, people prefer to order food takeaway or online.

The restaurant also became quieter for visitors. Some fast food restaurants are trying to cope with the impact of the pandemic by opening sales counters on the side of the road. They peddled food on motorbikes or set up small temporary outlets. The price of the food offered is relatively cheaper. During this time of social distancing, fast food restaurants have

sprung up selling their products on the side of strategic streets and are widely passed by the general public. The location chosen to open a sales outlet is a strategic road location there is no prohibition on motorists from stopping on the side of the road. Pizza Hut Pizza Hut is one of the big restaurants that now sell their pizzas on the side of the road. Some open small outlets on the side of the road or drive around on motorbikes. The menu offered is 4 pans of small size pizza at a price of IDR 100 k. In addition to Pizza Hut, PHD is also a pizzeria that goes down to sell to the street. They opened small outlets at several strategic points, including in front of minimarkets. The menu offered is similar to Pizza Hut, which is IDR 49,5 k for three small pizza pans. Next is Dominos Pizza, which has actually started selling in this way, even before the Covid-19 pandemic. During the pandemic, quite a lot of Dominos Pizza employees are selling small-size pizzas on motorcycles at several strategic points, including on the side of the road or residential complexes. KFC, Ta Wan Restaurant, Breadlife, and Ichiban Sushi also opened small outlets on the side of the road. PT Sarimelati Kencana Tbk, the owner of pizza hutdi indonesia restaurant chain, asked workers to offer products directly (direct selling) on the side of the road. The action of picking up the ball was carried out during the Covid-19 pandemic. Director of Sarimelati Kencana, Mr. Jeo Sasanto said, this strategy has been carried out since the Large-Scale Social Restrictions (PSBB) policy was implemented in March 2020. This method is forced to be taken so that product sales do not decrease drastically and so that companies do not carry out many layoffs with their employees.

On the side of the consumer community who are expected to buy Pizza Hut products, there are also mixed reactions in response to the strategy of restaurants selling on the side of the road. People who experience drastic income reductions, or those who suddenly lose their jobs may choose to save their living expenses by buying products that cost much less, such as jenggo rice or choosing to cook at home. But for certain groups of people, they may think that the strategy of selling on the side of the road at the restaurant is very appropriate during the Covid-19 Pandemic. Pizza Hut management has tried to offer their products at outlets on the side of the road to attract all people by packing products with limited menu variants and at affordable prices in one package. But to find out whether consumers are satisfied and still want to be loyal customers of pizza offered at the counter on the side of the road, a study must be carried out to answer this problem.

Research Questions

The question of the problems in this study is as follows:

1. Does the marketing mix strategy affect people's buying intentions at the Pizza Hut counter on the side of the road in Denpasar City, Bali?
2. How did Pizza Hut's marketing mix strategy perform during the social distancing period?

Research Objectives

Based on the description on the background and the formulation of the problem, the objectives of this study can be determined as follows:

1. To analyze the effect of marketing mix strategies on people's buying intentions at the Pizza Hut counter on the side of the road in Denpasar City, Bali.
2. To analyze the performance of Pizza Hut's marketing mix strategy during the social distancing period.

Research Limitations

Considering the validity, accuracy of the data, and the ability of researchers, the

population in this study is the community group aged 20 to 25 years in Denpasar, Bali during the socio-social restriction period in July, August, and September 2021.

LITERATURE REVIEW

Previous Research.

The Marketing Strategy applied by Pizza Hut Delivery in building and running its business is clearly seen in terms of excellent customer management, this strategy is a victory in itself which brings this business to continue to develop very well. The scope of The Point of Sales at Pizza Hut Delivery describes the very important internet cycle between the company and suppliers and the company with consumers, provides information to plan and monitor the company's sales activities and generates sales analysis reports that are used to analyze sales based on production line products, customers and customer types (Iqbal et al, 2015).

The marketing mix in the sale of services consists of seven dimensions, namely product, price, place, promotion, people, physical evidence, process. The most dominant marketing mix variables are the dimensions of place, then process, product, price, people, and promotion where respondents give good responses. However, the physical evidence dimension is still quite good and has the lowest score. Consumers' buying interest in the sale of room services at the Ratu Mayang Garden Hotel Pekanbaru in general is still quite interested. Of the six dimensions of consumers' buying interest, only two dimensions are expressed as interested, namely the awareness dimension and the payment dimension. As for the dimensions of knowledge, liking, preference (payment) and conviction (belief) are still quite interested. The marketing mix influences consumers' buying interest in the sale of room services at the Ratu Mayang Garden Hotel Pekanbaru. The relationship between the marketing mix and consumers' buying interest has a significant effect, meaning that there is a strong relationship between the marketing mix and consumers' buying interest (Sinaga, et al, 2016). Product variables and price variables do not have a significant effect on buying interest while promotion variables have a significant effect on buying interest which states that if the "Arvan Sejahtera Abadi" company improves promotion, buying interest will increase. Likewise, the location variable has a significant effect on buying interest which states that if the Arvan Sejahtera Abadi company expands the sales location, consumers' buying interest will increase (Widyaningrum, 2017: a case study on the crispy rice crackers program of the Arvan Sejahtera Abadi company).

Setiawardi et al. (in Widyaningrum, 2017) stated that the marketing mix is a form of meeting the needs and desires of consumers in the concept of marketing. The marketing mix is a combination of seven important variables in the marketing concept used by the company such variables include product, price, place and promotion. Kasali et al. (2010:152) state that a product is anything whether it is in the form of goods, services, or ideas offered to the market to be obtained, used, or consumed that can meet consumer needs. On the other hand, Ahyari (in Muanas & Suhermin, 2014: 3) states that quality is generally the sum of the attributes or properties as described in the product in question so that it is thus included in this quality is: 1. Durability of the product. 2. User comfort. 3. Usability.

Price according to Tjiptono & Chandra (2012: 315) in simple terms price can be interpreted as the amount of money (monetary unit) and / or other aspects (non-monetary) that contains certain uses needed to obtain a product. Furthermore, Ong & Sugiharto (2013: 6) formulated indicators of price, among others, are: prices that are affordable by consumers' purchasing power, prices have competitiveness with the prices of other products, and price conformity with product quality.

Promotion according to Tjiptono (in Muanas & Suhermin, 2014: 4) is a medium to

introduce a new product and service or strengthen the brand image of a pre-existing product. On the other hand, Kotler & Armstrong (2012:62) states that promotion is an element used to inform and persuade the market about new products or services to the company through advertising, personal sales, sales promotions, and publications.

Location according to Assauri (2012; 118) is the placement or distribution and distribution mechanism used to convey products from the point of production to consumers. Related to that, Kotler & Armstrong (in Nugroho & Japariato, 2013:3) states that location can be measured through: how far the strategy of the place is; facilities that can be obtained by potential consumers; and ease of access to the location.

Buying Interest According to Cronin et al. (in Pratama 2014) buying interest is customer behavior where customers respond positively to the quality of products or services from a company and intend to consume the company's products again. According to Ferdinand (in Adji & Samuel, 2014: 5) buying interest can be identified through indicators as Transactional Interest, Referential Interest, Preferential Interest and Exploratory Interest.

3. Research Concept Framework

The Concept Framework of this Study is depicted in figure 2.1 as follows:

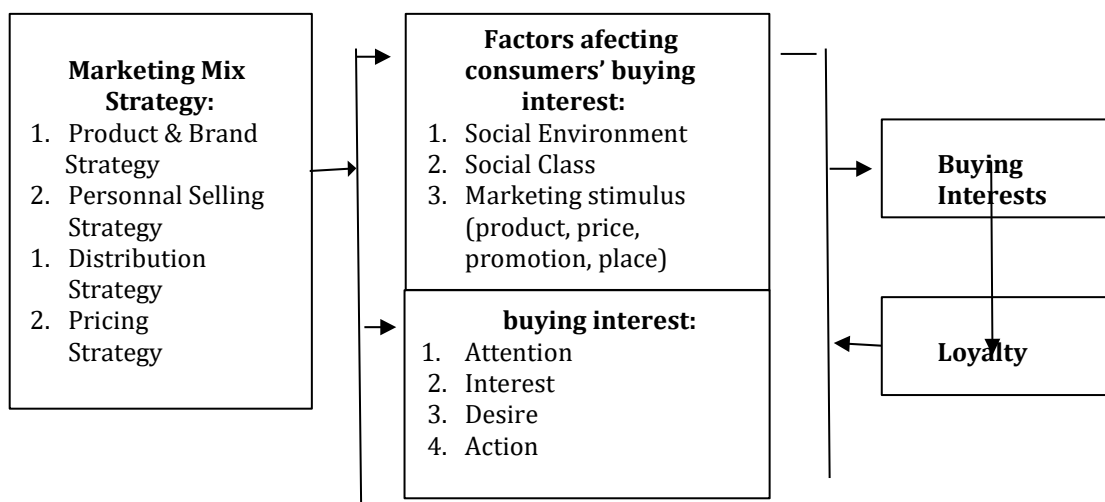


Figure 2.1 : The Effect of The Marketing Mix On Buying Interest and Consumer Loyalty
Source: Iqbal et al, (2015) Sinaga et al, (2016), Widyaningrum (2017), Kasali et al. (2010:152)

RESEARCH METHODOLOGY

The type of research used in this study is to use a quantitative approach. This study aims to determine the cause and effect relationship between free variables (product, price, promotion and location) and bound variables (consumer buying interest) at Pizza Hut outlets on the side of the road in Denpasar City.

Population, sample, and Sampling Techniques.

The population used in this study was a group of people who had purchased or who had tasted Pizza Hut products sold at counters on the side of the road in the Denpasar City area. The number of respondents was 100 consumers. The samples used in this study used the probability sampling method, namely simple random sampling, where samples were taken randomly without paying attention to certain strata in a population.

Data Collection Methods and Techniques.

This study used primary data obtained through questionnaires given to consumers of Pizza Hut outlets sold on the side of the road in the Denpasar City area. In distributing the questionnaire, the author will disseminate it online and offline, online dissemination is carried out to facilitate consumers who are outside Denpasar City. Questionnaire measurements are supported by the Likert scale with a scale of 1 to 5 to determine whether or not respondents agree with the statements in the questionnaire. According to Sugiyono (2014:168) The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Research Variables

This research variable discusses the description of the variables and the operational definition of each research variable. The relationship between the research variables is indicated in the form of a chart or diagram. The variables used in this study are sourced from several theories, namely Iqbal et al, (2015) Sinaga et al (2016), Widyaningrum (2017), Kasali et al. (2010: 152).

Product & Brand Strategy:

1. I really like the taste and aroma of Pizza Hut products sold at street outlets
2. Pizza Hut products sold at roadside outlets are of good quality
3. I prefer the Pizza Hut brand over other pizza brands
4. I really like Pizza Hut's four (4) flavored packaged products in 1 product package

Personnal Selling Strategy

1. The sales staff of Pizza Hut outlets on the side of the road are very professional in offering Pizza Hut products
2. I am interested in buying Pizza Hut products on the side of the road because of the appearance of the professional sales staff
3. I am interested in buying Pizza Hut products on the side of the road because I really appreciate their dedication to working hard during the covid-19 pandemic.
4. I am interested in buying Pizza Hut products on the side of the road because I really appreciate their dedication to working hard during the covid-19 pandemic

Distribution Strategy:

1. I am more interested in buying Pizaa Hut take away products at the outlets on the side of the road compared to the main restaurant.
2. The spot or location of Pizza Hut sales outlets on the side of the road is very strategic and easy to reach buyers.
3. Pizza Hut's proactive strategy of selling its products to outlets on the side of the road is very suitable to be applied during the Covid-19 pandemic.

Pricing Strategy

1. The price of the 4-flavor package offered at the Pizza Hut outlet on the side of the road is very affordable.
2. I am more interested in buying a package of 4-flavor pizza products offered at street outlets than other Pizza Hut products.
3. Pizza Hut's strategy of selling a package of 4 pizza flavors at a price of Rp. 100 thousand is very suitable to be applied during the Covid-19 pandemic.
4. I feel like I'm getting benefits according to the money I spent on buying Pizza Hut's 4-flavored package.

Loyalty

1. I was satisfied to buy Pizza Hut products at a street outlet.
2. Saya akan membeli lagi produk paket 4 rasa Pizza Hut pada gerai di pinggir jalan
3. I would recommend friends to try pizza hut's 4-flavor package at a roadside outlet during this Covid-19 pandemic.

Data Analysis Techniques

After testing the reliability and validity of the data obtained from the research results which were then processed with multiple regression analysis tools. The series of statistical computer programs (software) used to process the data in question is SPSS 24.0 software.

RESULTS AND DISCUSSIONS

Testing research instruments

a. Validity Test

An instrument is said to be valid if the correlation between the factor score and the total score is positive and the value is more than 0.30 ($r > 0.3$). The following are the results of the test of the validity of the research instrument.

Table 4.1 Variable Validity Test Results

Correlations		Prond Brand
PB1	Pearson Correlation Sig. (2-tailed)	.783**
	Sig. (2-tailed)	.000
	N	30
PB2	Pearson Correlation Sig. (2-tailed)	.620**
	Sig. (2-tailed)	.000
	N	30
PB3	Pearson Correlation Sig. (2-tailed)	.750**
	Sig. (2-tailed)	.000
	N	30
PB4	Pearson Correlation Sig. (2-tailed)	.623**
	Sig. (2-tailed)	.000
	N	30
Prod Brand	Pearson Correlation Sig. (2-tailed)	1
	Sig. (2-tailed)	
	N	30

```

CORRELATIONS
/VARIABLES=PS1 PS2 PS3 PS4 Personal_Selling
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.
    
```

Correlations		Personal Selling
PS1	Pearson Correlation	.742**
	Sig. (2-tailed)	.000
	N	30
PS2	Pearson Correlation	.853**
	Sig. (2-tailed)	.000
	N	30

PS3	Pearson Correlation	.781
	Sig. (2-tailed)	.000
	N	30
PS4	Pearson Correlation	.799**
	Sig. (2-tailed)	.000
	N	30
Personal Selling	Pearson Correlation	1
	Sig. (2-tailed)	
	N	30

CORRELATIONS
 /VARIABLES=DS1 DS2 DS3 Distribution
 /PRINT=TWOTAIL NOSIG
 /MISSING=PAIRWISE.

Correlations		Distribution
DS1	Pearson Correlation	.782**
	Sig. (2-tailed)	.000
	N	30
PS2	Pearson Correlation	.824**
	Sig. (2-tailed)	.000
	N	30
DS3	Pearson Correlation	.741**
	Sig. (2-tailed)	.000
	N	30
Distribution	Pearson Correlation	1
	Sig. (2-tailed)	
	N	30

CORRELATIONS
 /VARIABLES=PrS1 PrS2 PrS3 PrS4 Pricing
 /PRINT=TWOTAIL NOSIG
 /MISSING=PAIRWISE.

Correlations		Pricing
PrS1	Pearson Correlation Sig. (2-tailed)	.816**
	Sig. (2-tailed)	.000
	N	30
PrS2	Pearson Correlation Sig. (2-tailed)	.723**
	Sig. (2-tailed)	.000
	N	30
PrS3	Pearson Correlation Sig. (2-tailed)	.567**
	Sig. (2-tailed)	.001
	N	30
PrS4	Pearson Correlation Sig. (2-tailed)	.702**
	Sig. (2-tailed)	.000
	N	30
Pricing	Pearson Correlation Sig. (2-tailed)	1
	Sig. (2-tailed)	
	N	30

CORRELATIONS
 /VARIABLES=PS1 PS2 PS3 PS4 Personal_Selling
 /PRINT=TWOTAIL NOSIG
 /MISSING=PAIRWISE.

Correlations		Loyalty
L1	Pearson Correlation	.711**

	Sig. (2-tailed)	.000
	N	30
L2	Pearson Correlation	.724**
	Sig. (2-tailed)	.000
	N	30
L3	Pearson Correlation	.909**
	Sig. (2-tailed)	.000
	N	30
Loyalty	Pearson Correlation	1
	Sig. (2-tailed)	
	N	30

The validity test results in the table 4.1 show that all variables have a correlation coefficient value with a total score of all statement items greater than 0.30. This shows that the remaining points of statement in the research instrument are valid.

b. Reliability Test

An instrument is said to be reliable, if the instrument has a Cronbach Alpha value of more than 0.60. The results of the reliability test can be shown in the following table:

Reliability
Scale: ALL VARIABLES

Reliability Statistics Cronbach's	
Alpha	N of Items
.637	4

RELIABILITY /VARIABLES=PS1 PS2 PS3 PS4
/SCALE('ALL VARIABLES')
ALL /MODEL=ALPHA.

Reliability
Scale: ALL VARIABLES

Reliability Statistics	
Cronbach's Alpha	N of Items
.803	4

RELIABILITY
/VARIABLES=DS1 DS2 DS3
/SCALE('ALL VARIABLES')
ALL /MODEL=ALPHA.

Reliability
Scale: ALL VARIABLES

Reliability Statistics	
Cronbach's Alpha	N of Items
.607	3

RELIABILITY
/VARIABLES=PrS1 PrS2 PrS3 PrS4
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.638	4

```
RELIABILITY
/VARIABLES=L1 L2 L3
/SCALE('ALL VARIABLES')
ALL /MODEL=ALPHA.
```

Reliability Statistics	
Cronbach's Alpha	N of Items
.678	3

The reliability test results presented in the Table show that all three research instruments have a coefficient of Cronbach's Alpha of more than 0.60. It can be said that all instruments are reliable so that they can be used to conduct research.

Research Results

a. Characteristics of Respondents

In this study, the characteristics of respondents were the profiles of 100 respondents who participated in filling out the questionnaire for this study. Respondents' profiles describe, age, last level of education and gender. The following describes the characteristics of the respondents:

Table 4.2
Characteristics of Respondents Based on Domicile

Valid	Badung	42	42.0
	Bangli	2	2.0
	Buleleng	5	5.0
	Denpasar	32	32.0
	Gianyar	9	9.0
	Karangasem	2	2.0
	Klungkung	1	1.0
	Lombok	1	1.0
	Tabanan	5	5.0
	Total	100	100.0

Sex

		Frequency	Percent
Valid	Male	70	70.0
	Female	30	30.0
	Total	100	100.0

Age

		Frequency	Percent
Valid	15 - 20	18	18.0
	21 - 25	81	81.0
	26 - 30	1	1.0
	Total	100	100.0

Education

		Frequency	Percent
Valid	Diploma	34	34.0

S1	11	11.0
SMA	29	29.0
SMK	26	26.0
Total	100	100.0

The table shows that most of the respondents are domiciled in Badung and Denpasar with a percentage of 42% and 32%, respectively, with most of them being male at 70%. The age range with the most respondents is 21-25 years old with a percentage of 81%, and the most completed education is Diploma with a percentage of 34%.

b. Description of the Research Questionnaire

In the description of the data, respondents' perceptions of the variables of marketing mix and purchase intention obtained through the dissemination of questionnaires will be described. The result of the description of each item of the statement is as follows:

Table 4.3
Description of Research Questionnaire
Descriptive Statistics

	N	Minimum	Maximum	Mean	Standard Deviasi
PB1	100	1.00	5.00	3.5400	.70238
PB2	100	2.00	5.00	3.7800	.66027
PB3	100	2.00	5.00	4.0400	.81551
PB4	100	2.00	5.00	3.8700	.78695
Prod_Brand	100	2.50	5.00	3.8075	.49855
PS1	100	2.00	5.00	3.8900	.68009
PS2	100	1.00	5.00	3.5800	.87824
PS3	100	2.00	5.00	4.1300	.74745
PS4	100	2.00	5.00	4.0000	.69631
Personal_Selling	100	2.50	5.00	3.9000	.53300
DS1	100	1.00	5.00	3.2000	1.01504
DS2	100	1.00	5.00	3.8300	.77921
DS3	100	2.00	5.00	3.9400	.80177
Distribution	100	2.33	5.00	3.6567	.61309
PrS1	100	1.00	5.00	3.8200	.90319
PrS2	100	1.00	5.00	3.7500	.72995
PrS3	100	1.00	5.00	3.8300	.85345
PrS4	100	2.00	5.00	3.6800	.76383
Pricing	100	2.25	5.00	3.7700	.54086
L1	100	2.00	5.00	3.8600	.65165
L2	100	1.00	5.00	3.5100	.67412
L3	100	2.00	5.00	3.8500	.77035
Loyalty	100	2.00	5.00	3.7400	.53723
Valid N (listwise)	100				

Based on the table, in the variable of the highest average brand product obtained a PB3 statement item of 4.04, in the highest average personal selling variable a PS3 statement item of 4.13 was obtained, in the highest average distribution variable a statement item of 3.94 was obtained, in the highest average pricing variable a statement item of 3.83 was obtained, and in the highest average loyalty variable obtained an L1 statement item of 3.86. Overall, the variable that obtained the highest average was personal selling with an average of 3.90.

c. Testing of Classical Assumptions

The classical assumption test is carried out with the aim of ensuring that the results

obtained meet the basic assumptions in the regression analysis. The results of the classical assumption test carried out in this study are the normality test, the multicollinearity test and the heteroskedasticity test. The results of the classic assumption test processed with the help of SPSS 24.0 software are presented as follows:

Normality Test

This test aims to find out whether the residual of the regression model created is normally distributed or not. To test whether the data used is normal or not can be done using the Kolmogorov-Smirnov test. When the Coefficient of Asymp. Sig. (2-tailed) greater than 0.05 aka the data is said to be normally distributed.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
Most Extreme Differences	Std. Deviation	.37136033
	Absolute	.045
	Positive	.045
	Negative	-.040
Test Statistic		.045
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal. b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on the Table it can be seen that the value of Kolmogorov-Smirnov (K-S) is 0.045, while the value of Asymp. Sig. (2-tailed) by 0.200. The results indicate that the regression equation model is normally distributed due to the Asymp. Sig. (2-tailed) 0.200 is greater than the alpha value of 0.05.

Multicollinearity Test

This test aims to test whether in the regression model there is a correlation between free variables. The existence of multicollinearity can be seen from the value of tolerance or variance inflation factor (VIF). If the tolerance value is more than 10% or the VIF is less than 10, then it says there is no multicollinearity.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.192	.353		.544	.587		
	Prod_Brand	.334	.103	.310	3.244	.002	.551	1.815
	Personal_Selling	.192	.090	.191	2.141	.035	.634	1.578
	Distribution	.192	.078	.219	2.473	.015	.639	1.566
	Pricing	.218	.091	.220	2.398	.018	.598	1.672

a. Dependent Variable: Loyalty

Based on the Table, it can be seen that the tolerance and VIF values of each variable. The value indicates that the tolerance value for each variable is greater than 10% and the VIF

value is smaller than 10 which means the regression equation model is free of multicholinerity.

Heteroskedasticity Test

This test aims to find out whether in the regression model there is a variance inequality from the residual of one observation to another observation carried out with the Glejser test. If there is not a single free variable that has a significant effect on the absolute residual value or its significance value is above 0.05 then it does not contain symptoms of heteroskedasticity.

Model		Coefficients ^a				
		Unstandardized B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.978	.198		4.937	.000
	Prod_Brand	-.032	.058	-.072	-.560	.577
	Personal_Selling	.017	.050	.041	.346	.730
	Distribution	-.072	.044	-.198	-1.661	.100
	Pricing	-.096	.051	-.233	-1.885	.062

a. Dependent Variable: abs_res

Sumber: Appendix 7

In the Table it can be seen that the Sig. value of all free variables is greater than 0.05 which means that there is no influence between the free variables and the residual absolute. Thus, the created model does not contain symptoms of heteroskedasticity.

Statistical Test Results of Multiple Regression Analysis

The data testing in this study used multiple linear regression analysis techniques. The stages of performing multiple linear regression analysis techniques are:

- a) Designing a multiple linear regression analysis model theoretically shown in the following equation:

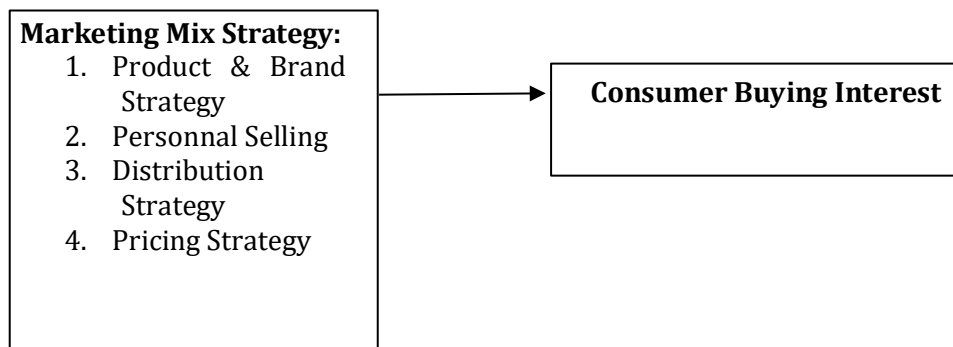


Figure 4.1 : Multiple Linear Regression Analysis Model

- b) Calculation of multiple linear regression coefficients

The calculation of multiple linear regression coefficients is carried out by regression analysis through SPSS 24.0 software for Windows, the results shown in the following table are obtained

Based on the results of multiple linear regression analysis as presented in the table above, the structural equations are as follows:

$$Y = 0,192 + 0,334 X1 + 0,192 X2 + 0,192 X3 + 0,218 X4 + e$$

Based on the model that has been analyzed, testing is carried out together with the F test (F-test), with a calculated F value of 25.955, significance (p-value) of 0.000. Based on the tolerance value given, namely $\alpha = 5$ percent with a significance value of $0.000 < \alpha (0.05)$ then H_0 was rejected and H_1 was accepted.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.920	4	3.730	25.955	.000 ^b
	Residual	13.653	95	.144		
	Total	28.573	99			

- a. Dependent Variable: niat beli
 b. Predictors: (Constant), Pricing, Distribution, Personal_Selling, Prod_Brand

This means that all free variables have a significant effect on purchase intentions. The total determination value of 0.587 means that 58.7% of the variation in purchase intentions is influenced by free variables, while the remaining 41.3% is determined by other variables that are not included in the model.

Analysis of the Influence of Marketing Mix Strategy on Purchase Intention. Partially each free variable (X) was tested using a t-test to determine the effect of each of those variables on the bound variable (Y). This test is carried out in order to determine whether or not the influence of each free variable is significant on the bound variable.

To prove the influence of each of these variables the value of the t-table compared to the calculation, or by looking at the magnitude of the value of the beta coefficient in each of the free variables, then partially the influence of each of these free variables on the purchase intention can be known.

a) Analysis of the Influence of Product & Brand Strategy on purchase intentions

Based on the product brand coefficient (b1) of 0.334 with a significance value of 0.002 less than α ($0.002 < 0.05$). These results show that the brand's product partially has a significant effect on purchase intentions. The value of the coefficient indicates a positive relationship direction, thus it can be explained that the better the brand product, the more purchasing intentions will increase, and vice versa.

b) Personal Selling Strategy Analysis on buying intentions

From the regression equation on the personal selling coefficient (b2) of 0.192 with a significance level of 0.035 with (α) = 5 percent ($0.035 < 0.05$), then H_0 was rejected and H_2 was accepted. This means that personal selling partially has a significant effect on buying intentions. The value of the coefficient indicates a positive relationship direction, thus it can be explained that the higher the personal selling, the more buying intention will also increase.

c) Analysis of the Effect of Distribution Strategy on purchase intentions

Based on the distribution coefficient (b3) of 0.192 with a significance value of 0.015 smaller than α ($0.015 < 0.05$). These results show that distribution partially has a significant effect on purchase intentions. The value of the coefficient indicates a positive direction of the relationship, thus it can be explained that the better the distribution, the more the purchase intention will increase, and vice versa.

d) Analysis of the Effect of Pricing Strategy on purchase intentions

Based on the pricing coefficient (b4) of 0.218 with a significance value of 0.018 less than α ($0.018 < 0.05$). These results show that pricing partially has a significant effect on consumers' purchasing intentions. The value of the coefficient indicates a positive relationship direction, thus it can be explained that the better the pricing, the consumer's purchasing intention will increase, and vice versa. Of the four components of the marketing mix, the one that most affects buying intentions is personal selling, which is with a significance level of 0.035. This can be understood because pizza hut staff who guard the sales outlets on the side of the road always look neat, attract attention, use masks and face shields, always implement health protocols while on duty and always carry Pizza Hut offer posters while on duty. Furthermore, the one that has the least effect on buying interest is the Product & Brand component with a significance value of 0.02.

Model Feasibility Test (F Test)

The model reliability test or model feasibility test or more popularly referred to as the F test (some also refer to it as the model simultaneous test) is the initial stage of identifying a regression model that is estimated to be feasible or not. Feasible (reliable) here means that the estimated model is feasible to use to explain the influence of free variables on bound variables. The name of this test is referred to as the F test, because it follows the distribution of F whose test criteria are like One Way Anova.

Sig. The ANOVA table shows the magnitude of the probability number or significance in the ANOVA calculation. The indicated value is used for the Service test of the Analysis Model (where a number of variables x affects the variable y) provided that a good probability number for use as a regression model must be < 0.05 . This value can be seen in the column Sig. If the Sig. < 0.05 , then the Analysis Model is considered feasible. If the Sig. > 0.05 , then the Analysis Model is considered ineligible.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.920	4	3.730	25.955	.000 ^b
	Residual	13.653	95	.144		
	Total	28.573	99			

a. Dependent Variable: Loyalty

b. Predictors: (Constant), Pricing, Distribution, Personal_Selling, Prod_Brand

The table of anova test results above, obtained sig values. $0.000 < 0.05$. Then H_0 is rejected at a real level of 0.05 (H_1 is accepted). In conclusion, that the model is stated to have been worthy of interpretation.

Variable Performance of Marketing Mix to Purchase Intention

Based on the criteria for the analysis results on the Likert scale, the performance category of each class interval is as follows:

Intervals of $1.00 \leq 1.80$ strongly disagree, $1.81 - 2.60$ disagree, $2.61 - 3.40$ neutral, $3.41 - 4.20$ agree, $4.21 \leq 5.00$ strongly agree

Product & Brand Strategy

- The quality of Pizza Hut products sold at roadside outlets obtained an average value of 3.54 (agreed)
- Strongly liked the taste and aroma of Pizza Hut products sold at roadside outlets obtaining an average value of 3.80 (agreed)
- Preferring the Pizza Hut brand over other pizza brands obtained an average value of 3.07 (neutral)
- Strongly liked pizza hut's four (4) flavored packaged products in 1 product package obtained an average value of 3.91 (good)

Overall, the average performance of the Product & Brand variable is 3.58 (good).

Personal Selling Strategy

- The sales staff of Pizza Hut outlets on the side of the road are very professional in offering Pizza Hut products, obtaining an average value of 3.94 (agreed)
- Interest in buying Pizza Hut products on the side of the road due to the appearance of professional

sales staff obtained an average value of 3.64 (agreed)

- Interest in buying Pizza Hut products on the side of the road because they really appreciate their dedication to work hard during the covid-19 pandemic obtained an average score of 4.20 (agreed)
- Interest in buying Pizza Hut products on the side of the road because they have implemented health protocols obtained an average value of 4.08 (agreed).

Overall, the average performance of the Personal Selling variable is 3.96 (good).

Distribution Strategy

- Interest in buying Pizaa Hut take away products at roadside outlets compared to the main restaurant obtained an average value of 3.29 (agreed)
- The spot or location of Pizza Hut sales outlets on the side of the road is very strategic and easy to reach buyers to get an average value of 3.93 (agreed)
- Pizza Hut's strategy of proactively selling its products at roadside outlets is very suitable to be applied during the Covid-19 pandemic, obtaining an average value of 4.05 (agreed). Overall, the average performance of the Distribution Strategy variable is 3.76 (good).

Pricing Strategy

- The price of the 4-flavor package offered at Pizza Hut outlets on the side of the road is very affordable to get an average value of 3.88 (agreed)
- Interest in buying packages of 4-flavor pizza products offered at street outlets compared to other Pizza Hut products obtained an average value of 3.54 (agreed).
- Pizza Hut's strategy of selling a package of 4 pizza flavors at a price of Rp. 100 thousand is very suitable to be applied during the Covid-19 pandemic, obtaining an average value of 3.97 (agreed)
- The benefits obtained according to the money I spent to buy pizza hut's 4 flavor package obtained an average value of 3.83 (agreed)

Overall, the average performance of the Pricing Strategy variable is 3.80 (good).

Purchase Intention

- Satisfaction with buying Pizza Hut products at roadside outlets obtained an average value of 4.02 (agreed)
- The intention to buy another Pizza Hut 4-flavored package product at a roadside outlet obtained an average value of 3.68 (good)
- Willing to recommend friends to try pizza hut 4 flavor packages at street outlets during the Covid-19 pandemic, it obtained an average value of 4.03 (agreed)

Overall, the average performance of the Purchase Intent variable was 3.91 (good).

CONCLUSIONS

Conclusion

Based on the discussion in the previous chapter, this study resulted in the following conclusions:

During the implementation of PSBB and PPKM level 3 and 4 in 2020 and 2021, Pizza Hut's management has implemented a marketing mix strategy, especially the personal selling strategy by offering their products at outlets on the side of the road to attract buying interest from all circles of society by packing products with limited menu variants and at affordable prices in one package. This marketing mix strategy by opening distribution channels and personal selling on the side of the road has a significant effect on consumers' purchasing intentions. 58.7% of purchase intent variations were influenced by the performance of this marketing mix variable, while the remaining 41.3% was influenced by other variables that were not included in this research model.

Overall, the average variable performance of the marketing mix at Pizza Hut sales outlets on the side of the road is performing well, where the performance of Product & Brand Strategy is 3.58; Personal Selling performance was 3.96 ; Distribution Strategy performance was 3.76; Pricing Strategy performance was 3.80, Purchase Intent performance was 3.91.

Recommendation

Pizza Hut management in Denpasar City is advised to maintain the policy of opening roadside sales counters during the period of social distancing, this is necessary because the strategy is significantly affecting consumers' purchasing intentions.

During the period of restrictions on foreign tourists to Bali, automatically the majority of tourists who visit Bali are domestic tourists. Generally domestic tourists who come from outside Bali do not really know the location of the Pizza Hut restaurant in the city of Denpasar, so this strategy of selling on the side of the road has the potential to be noticed by domestic tourists who happen to pass on the road around Denpasar City.

Research Limitations

This research has limited, including the number of respondents who are less than 200 respondents to design a more valid statistical test model, the theoretical basis used is the classic marketing mix model of four (4) P, and the limited ability of researchers. For this reason, it is hoped that there will be further studies to improve the results of this study.

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INTERNAL CONTROL OF FOOD PROCUREMENT IN BC HOTEL**Bentari Mutiara Kasih^{1*)} I Nyoman Sudiksa², Ida Ayu Kalpikawati³**^{1,2,3}Program Studi Bisnis Hospitaliti, Jurusan Hospitaliti, Politeknik Pariwisata Bali

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^{1*)}bentarikasih@gmail.com, ²nsudiksa@ppb.ac.id, ³idaayukalpikawati@ppb.ac.id**ABSTRACT**

The focus of this research was on internal control in the purchasing section and receiving section of food procurement in BC Hotel. This research was motivated by the actual food cost that exceeds the tolerance limit of 1% of its standard food cost. This research was a qualitative descriptive research with four informants with details of 2 main informants and 2 key informants. Research data obtained through interviews and checklist observation. The data analysis technique used in this research was descriptive. The results showed that: First, the implementation of internal control in purchasing food items in BC Hotel was not conducted optimally. Those internal control indicators were control environment, control activity, information and communication, and monitoring activities. Second, the implementation of internal control in receiving food items in BC Hotel was not conducted optimally. Those internal control indicators were control environment, control activity, information and communication, and monitoring activities.

Keywords: Food Procurement, Internal Control, Purchasing, Receiving

INTRODUCTION

Internal control of food procurement is a sustainable process to control food cost in order to reach hotel's target and to avoid any loss. Food cost is a total cost of the menu ingredients and usually shown in percentage. Ideally, the range of food cost is between 35-40%. Food cost consists of actual food cost and standard food cost (Wiyasha, 2011). Actual food cost is the real cost of all the food that a hotel actually spent in the practices. Meanwhile, standard food cost is an estimated cost for food that a hotel serves.

The ideal variance between actual cost and standard food cost is 1% (Wiyasha, 2006). It can be said that the tolerance exceeded limit is only 1% in order to maximize hotel's food profit. Observing and analyzing the percentage number of the variance will help hotels to find any inaccuracies in the application of food procurement, especially during the Covid-19 pandemic. It is important for a hotel to control their food cost because when a hotel controls their food cost it means that the hotel also controls their food quality, controlling actual food cost, achieving profit goals, and can also take necessary corrective action if needed (Wiyasha, 2011). Parts that have a role in controlling food cost in hotels are purchasing, receiving, storing and issuing, processing, and selling, which every part has its control standard (Wiyasha, 2006). The outcome of the standard application can be seen through the variance between the actual food cost and standard food cost. It is shown in Table 1 comparison between actual food cost and standard food cost in BC Hotel 2020. It can be seen in Table 1 that the variance of standard food cost and actual food cost in 2020 was 7,42% which is higher than the ideal number that stated above, 1%.

Table 1 Actual Food Cost and Standard Food Cost Comparison in BC Hotel 2020
[Source: Cost Control Data BC Hotel 2020]

No.	Months	Actual Food Cost		Standard Food Cost	
		Rupiah (Rp)	Percentage (%)	Rupiah (Rp)	Percentage (%)
1	Januari	963.426.405	35,97	746.925.436	36,08
2	February	956.203.166	34,05	923.617.529	34,04
3	Marh	238.396.869	49,76	923.409.137	35,00
4	April	14.560.348	45,84	893.621.476	35,00
5	May	-	0	-	0
6	June	140.258.016	51,34	746.925.436	36,80
7	July	219.248.630	42,45	722.831.068	36,80
8	August	384.540.051	44,64	746.925.436	36,80
9	September	307.889.672	44,82	722.831.068	36,80
10	October	555.266.899	49,6	999.255.853	35,33
11	November	699.074.218	45,69	1.024.026.417	34,95
12	December	104.577.517	38,82	982.589.639	36,37
Average			40,25		32,83
Variance					7,42

The same case also happened in 2021. The percentage between actual food cost was higher than standard food cost. It is a sign that the food cost control was not conducted properly. It is shown in Table 2 comparison between actual food cost and standar food cost in BC Hotel 2021.

Tabel 2 Actual Food Cost and Standard Food Cost Comparison in BC Hotel 2021
[Source: Cost Control Data BC Hotel 2021]

No.	Months	Actual Food Cost		Standard Food Cost	
		Rupiah (Rp)	Percentage (%)	Rupiah (Rp)	Percentage (%)
1	Januari	85.169.856	39,64	310.344.801	36,97
2	February	373.141.073	42,68	297.275.314	36,83
3	Marh	642.684.224	39,24	445.463.544	34,23
4	April	704.303.039	41,97	350.652.086	34,83
5	May	558.118.697	42,58	316.472.777	35,51
6	June	617.379.144	39,42	433.960.626	34,86
7	July	173.276.066	37,33	624.123.729	33,46
8	August	212.465.896	39,43	633.291.864	33,57
9	September	658.224.224	41,41	753.570.304	32,38
10	October	796.847.283	39,26	760.472.412	32,47
11	November	982.946.252	38,20	728.068.842	32,65
12	December	1.331.793.137	41,71	638.308.212	34,03
Average			40,24		34,32
Variance					5,92

It can be seen in Table 2 that the number between standard food cost and actual food cost in 2021 was 5,92% which is higher than the ideal number, 1%. The variance number from 2020 to 2021 is decreasing but the number is still far from the ideal limit. According to BC Hotel's Cost Control Staff, the impact that occurs when the actual food cost is higher than the standard food cost is that the hotel's profit is not optimal, even in the worst case losses can occur.

There are some possibilities that caused higher food cost percentage, such as failing to apply the right standard in menu planning standard, purchasing standard, receiving standard, storing and

issuing standard, and food processing standard (Dukas in Suarsana, 2007). According to the Cost Control Staff, BC Hotel has applicable standards for planning, storing and issuing, and food processing parts. Menu engineering standard is used in planning which includes menu design, menu pricing, and menu ingredients. Menu engineering also helps hotels to maximize food profit margin. BC Hotel also managed to apply the right standard for storing and issuing such as maintain the condition and safety of facilities and locations that are used for food storing, using right temperature for every food, using first in first out (FIFO) system for rotation of stock, and write dates for stocked food so that items can be put on the menu before it spoils. Standard recipe and standard portion size are used in food processing in BC Hotel. Both of the standards are mandatory references for Food and Beverage Production Staff for producing a menu. Meanwhile, according to the Cost Control staff, purchasing and receiving standards were not conducted properly. In purchasing, users often request for a sudden food purchase in a large quantity and it has to be available in less than 24 hours. Sometimes, users also requested a food purchase without following the right purchasing procedure such as requesting food purchase by phone not by hotel system. The lack of time to find the requested items was a problem for the purchasing staff. Because of that, it was hard to meet the quality and quantity needed at the best price. Also, there were many suppliers that went out of business during the Covid-19 Pandemic. It complicates the purchasing process at that time. In receiving, the main function of it is to check the quality, quantity, and prices of food delivered. In Covid-19 pandemic era, the receiving clerk position in the BC Hotel was vacant. The lack of human resources caused the responsibilities of receiving clerk to be assigned to other working staff. Staff that was assigned for the responsibilities was Storekeeper, Material Officer, and Cost Control. In addition, Storekeeper was assigned the biggest responsibilities. Also, the other problem was suppliers often delivering items outside working hours. Therefore, the quality, quantity, and price of the food can not be checked before it is picked up by Food and Beverage Production Staff.

Considering the data stated, it is important to explore internal control of food procurement especially in the purchasing and receiving section in the BC Hotel. The aim of this research is to analyze the internal control of food procurement in purchasing and receiving section in BC Hotel.

LITERATURE REVIEW

Internal control is a process, policies, and procedures designed by management for the preparation of financial statements reports in accordance with the applicable accounting framework and to ensure reliability of financial reporting (Tuanakotta, 2014). Internal control can help management to control and keep track of hotel's activity to minimize any loss in the future (Hidayat in Gusnain, 2016). Internal Control is a process influenced by the management board, management entity, and other members (Committee of Sponsoring Organizations, 2013). Internal control is a dynamic, interactive, and integrative process that can not be done only once (American Institute of Certified Public Accountants, 2018).

There are five indicators in internal control such as control environment, risk assessment, control activities, information and communication, and monitoring activities (Committee of Sponsoring Organizations, 2013). Control environment is a standard, process, and structure as the principle of internal control implementation. Risk assessment is a dynamic and repetitive process in identifying risk and analyzing risk, which form principles in managing risk. Control activity is an action defined by regulations to ensure that management's objectives are carried out and to reduce any risks. Control activity involves formation of responsibilities, separation of responsibilities, documentation, physical control of assets, and audits. Information and communication is used to support the success of internal control from internal sources and external sources. Monitoring activity is carried out with ongoing evaluations, evaluations separately, or a combination of both used to ensure state and function of each component of internal control.

Purchasing section is responsible for procurement of operational needs such as food and beverage, housekeeping supplies, and other operational items (Komar in Sumiati, 2015). The purpose of controlling the purchasing section is to ensure an adequate food supply with the right quality, quantity, and purchase at most favorable price (Dittmer and Keefe, 2009). Purchasing section is responsible for finding supplier partners, conducting transactions, monitoring purchase transactions, monitoring food ingredients price on a regular basis, and evaluating supplier performance on a regular basis (Wiyasha, 2011).

Receiving food is the next step after purchasing (Wiyasha, 2011). This step must be conducted properly in order to achieve the right quality and quantity of food with the price that has been dealt before. Receiving section is responsible for 1) Verify the quality, quantity, and price of item delivered. 2) Acknowledge the quality, quantity, and price of item delivered. 3) List all invoices for item delivered and issue receiving report, 4) Forward completed paperwork to next personnel, and 5) Move food item to appropriate areas.

RESEARCH METHODOLOGY

Object of this research was internal control of food procurement in BC Hotel. This research was located at BC Hotel, Surakarta City, Central Java Province. This was a qualitative descriptive research. Qualitative descriptive research is a methodology that directs researchers to collect data from various available sources (Sugiyono, 2011). Interviews and observations were used as data collection techniques.

Purposive sampling was used to determine informants for this research. Purposive sampling is intentional selection of informants based on their knowledge about this research. There were two main informants and two key informants in this research. Main informant is someone who has knowledge about this research (Gunawan, 2013). Main informants of this research were Chief Accountant and Purchasing Manager. Key informant is someone who understands technical and details about the research (Gunawan, 2013). Key informants of this research are Material Officer and Storekeeper.

RESULT

1. Internal control of food procurement in purchasing section in BC Hotel

Research data was conducted by observation checklist and interviews with main informan, Material Officer, and key informant, Chief Accountant. A guide theory for interview and observation was internal control by Committee of Sponsoring Organizations (2013). Below in Table 3 is the observation checklist result of internal control of food procurement in purchasing section in BC Hotel.

Table 3 Internal Control of Food Procurement in Purchasing Section in BC Hotel Observasion
Chekclist

[Source: Observation result in BC Hotel 2021]

Observed Aspect	Indicator	Description	Conducted	Not Conducted
Internal Control	Control Environment	The actions, regulations, and procedures that reflect the overall behavior of management, directors, and owners regarding the		✓

		importance of internal control and the application of operational standards in purchasing activities.		
Risk Assessment		The process is used to analyze and identify risks relevant to the food procurement activities.	✓	
Control Activity		The core of the internal control system includes the establishment of responsibilities, segregation of duties, documentation procedures, physical control of assets and records and internal audit checks.		✓
Information and Communication		Exchange information and communication needed to carry out, manage, and control purchasing operations.		✓
Evaluation		Ongoing evaluations, separate evaluations, or a combination of both used to ascertain and evaluate the state and function of each component of internal control.		✓

Control environment purchasing section has standard operational procedures that are important to oversee how the implementation is conducted. One of the standards is to follow the sequence to purchase an order. The right sequence is a user has to make a purchase requisition that is approved by the executive chef first. Then, the purchasing officer will proceed to buy the requested items. In the implementation, it was not done sequentially. It can be found several times that some purchases were conducted before the purchase requisition document was issued. In results, the data in system was not up to date and the administration condition in purchasing was poor. The observation result is in accordance with interview result with Material Officer as the main informant of this research. The main informant stated that there are several times when purchases were done before the purchase requisition as the supporting document completed and quantity of purchased items were more than requested because of a minimal order policy from supplier. Because of that, the administration process was often delayed and the data in hotel system was not up to date. Therefore, control environment in purchasing section was not conducted optimally.

Risk assessment is a process to analyze and identify risks relevant to the food procurement activities. Based on observation, material officer has a good understanding about the risk of purchased food ingredients such as the time of delivery, quality, and quantity of purchased food ingredients. In accordance with that, the main informant stated that it is important to identify risk in purchasing food items such as rising food price, limited food quantity in the market, and risk in

delivering food items. It will help to minimize the chance of purchasing unqualified items. Therefore, control environment in purchasing section was conducted optimally

Control activity includes the establishment of responsibilities, segregation of duties, documentation procedures, physical control of assets and records and internal audit checks. Based on the observation, there can be found responsibilities for every staff member that are written in the job description but in the implementation it often ignored. There were several times when storekeeper were assigned to purchase food items which not a part of their job description. It means separation of duty in purchasing section was loose. Documentation procedure in control activity also was not done properly because of the sudden food purchase request. Purchasing staff had to wait until the purchase order was issued to complete the documentation. Physical control of assets was done optimally in purchasing. In order to protect purchasing's assets there is a certain access card that can only be used by purchasing section to enter purchasing work area. Audits in purchasing were not done optimally. Internal audit is important to be done on a regular basis in purchasing section but in the implementation only external audit that was done on a regular basis. In accordance with that, Material Officer as the main informan also added that a sudden purchase request without a purchase requisition document is also worsen the condition of documentation procedure in control activity. Also, it is concerning to not doing internal audit on a regular basis because internal audit is usually conducted by every company to evaluate the operation. Therefore, based on the interview and observation results, control activity in purchasing section was not conducted optimally.

Information exchange and communication is important to control operational activities. Based on the observation, there were miscommunications that can be found in purchasing. Miscommunication in purchasing occurs because of plenty of interaction with staff and suppliers. The unclear message from one to another is one of the reasons. The main informant also stated that too many transactions that need to be completed in a day are sometimes confusing for them. Therefore, information and communication in the purchasing section were not conducted optimally.

Monitoring activity was done by evaluating and audits in purchasing. The problem is evaluating and audits were not conducted on a regular basis. In results, the problems of the evaluation were not fixed properly. The main informant also stated it is important to find the root of the problem in evaluating the process so it can improve the current condition. Based on the interview and observation results, monitoring activity in purchasing section was not conducted optimally.

2. Internal control of food procurement in receiving section in BC Hotel

Research data was conducted by observation checklist and interviews with main informant, Storekeeper, and key informant, Purchasing Manager. A guide theory that was used for interview and observation was internal control by Committee of Sponsoring Organizations (2013).

It is very important to understand the procedures of receiving to handle receiving clerk responsibilities. Based on the observation, Storekeeper was delegated the task of receiving clerk due to the vacant position of receiving clerk at that time. Storekeeper only works based on their experiences and knowledge without official training from company. Meanwhile, it is mandatory for a receiving clerk to be fully understood about the right procedure to receive items. As a result, tasks in receiving section were not completed properly. Based on the interview with main informant, he also added that the assigned receiving staff was not trained properly about the procedure. Therefore, control environment in receiving was not conducted properly.

Risk assessment in receiving section is a process to identify and analyze risk such as the right quality, quantity, and price of delivered food items. The main informant of this research also added that it also important to check any received items along with the supplier. So, it will be clear to state which items that are not pass the requirements. Based on the interview and observation results, risk assessment in receiving section was conducted optimally.

Table 4 Internal Control of Food Procurement in Receiving Section in BC Hotel Observation Checklist

[Source: Observation result in BC Hotel 2021]

Observed Aspect	Indicator	Description	Internal Control	
			Conducted	Not Conducted
Internal Control	Control Environment	The actions, regulations, and procedures that reflect the overall behavior of management, directors, and owners regarding the importance of internal control and the application of operational standards in purchasing activities.		✓
	Risk Assessment	The process is used to analyze and identify risks relevant to the food procurement activities.	✓	
	Control Activity	The core of the internal control system includes the establishment of responsibilities, segregation of duties, documentation procedures, physical control of assets and records and internal audit checks.		✓
	Information and Communication	Exchange information and communication needed to carry out, manage, and control purchasing operations.		✓
	Evaluation	Ongoing evaluations, separate evaluations, or a combination of both used to ascertain and evaluate the state and function of each component of internal control.		✓

Control activity includes the establishment of responsibilities, segregation of duties, documentation procedures, physical control of assets and records and internal audit checks. Based on the observation, it can be found that every staff member has their responsibilities written in their job description but the implementation of it in receiving section was not conducted properly. There were several times when purchasing staff is also assigned to receive delivered food items. That means separation of duty in receiving section was loose. Documentation procedures such as receiving reports also were not conducted properly due to the excessive number of items delivered a day. The assigned officer will be completing the receiving report in the next day. As a result, document was

delayed and not up to date in system. Physical control of assets was done optimally in receiving. In order to protect receiving's assets there was a certain access card that can only be used by receiving section to enter receiving work area. Audits in receiving were not done optimally, only external audits that are done on a regular basis. Meanwhile, internal audit is also needed to be done on a regular basis in receiving. In the interview with main informant, he also added that besides too many delivered items a day, the vacant position of receiving clerk which means that lack of manning is also one of the biggest reasons for poor separation of duty in receiving section. Based on the interview and observation results, control activity in receiving was not conducted properly.

Based on the observation, communication is often done by office telephone or phone. Even though the company provides telephone facilities, there still can be found some miscommunication in the receiving section. The main informant of this research also added, one of the examples is a user picking up the wrong food items for an outlet, and that user or staff in receiving have to communicate to resolve the problem or it can mess up other items that will be picked up. Based on the interview and observation results, information and communication in receiving were not conducted optimally.

Based on the observation, monitoring activity was completed by evaluating and audits in receiving but it were not done on a regular basis. In results, the problems of the evaluation were not fixed properly. In accordance with that, main informant also added that is important to do evaluation on a regular basis to avoid any fraud in receiving section. Based on the interview and observation results, monitoring activity in receiving section was not done optimally. Below in Table 4 is the observation checklist result of internal control of food procurement in receiving section in BC Hotel.

DISCUSSIONS

Internal control of food procurement is a sustainable process to control food cost in order to reach hotel's target and to avoid any loss and can help companies to find any inaccuracies in the application of food procurement. After stated the finding as shown above, the discussions are as follows:

1. Internal control of food procurement in purchasing section in BC Hotel

Internal control is a tool to monitor food purchasing activities in BC Hotel. Four out of five indicators in internal control such as control environment, control activity, information and communication, and monitoring activities were not conducted optimally. Risk assessment is the only indicator that conducted optimally.

The writer compares with the others previous finding, it can be acquired the similarity with the finding from Budiyasa et al. (2018), in his research he found causes of high food cost in purchasing section such as 1) a sudden food request of food purchase which limits the purchasing officer time to find best price with best food quality, 2) purchasing food ingredient that exceed the amount needed which caused spoilage food items. It also can be acquired the differences with the finding from Utthavi and Sumerta (2017), in their research they found that 1) purchasing officer only prioritize cheaper food items without considering other factors, 2) standard purchase order that was not implemented optimally. Armin (2016) in his research also found that budgeting that was prepared by holding company without considering the regional employee's abilities and opinion caused the increase of food cost.

2. Internal control of food procurement in receiving section in BC Hotel

Internal control is a tool to monitor food purchasing activities in BC Hotel. Four out of five indicators in internal control such as control environment, control activity, information and

communication, and monitoring activities were not conducted optimally. Risk assessment is the only indicator that conducted optimally.

The writer compares with the others previous finding, It also can be acquired the similarities with the finding from Fatmawati and Sulistyawati (2021), in their research they found that the separation of duty in receiving is important in order to control activities in it. Company should have a receiving clerk who handles and has an excellent knowledge about receiving items. It also can be acquired the difference with the finding from Budiyasa et al. (2018), in his research he found the problem that occur in purchasing section such as 1) receiving officer accepting unqualified food items which affect standard yield in production 2) received food times was not stored immediately which decreased the food quality.

CONCLUSIONS

Based on Result and Discussion, the conclusions of this research are: 1) Internal control of food procurement in purchasing section in BC Hotel was not conducted optimally. The implementation of control environment were not done optimally due to the standard operational procedure in purchasing was not done properly. Control activity was not done optimally due to the loose of separation of duty, delayed documentation process, and internal audits that were not done on a regular basis. Information and communication were not done optimally because there were misunderstandings with other staffs or suppliers in purchasing section. Monitoring activity in purchasing section was not done optimally because the problems of the evaluation were not fixed properly. 2) Internal control of food procurement in receiving section in BC Hotel was not conducted optimally. The implementation of control environment was not done properly due to lack of training time of the assigned officer. Control activity was not done optimally due to the loose of separation of duty, delayed documentation process, and internal audits that were not done on a regular basis. Information and communication were not done optimally because there were misunderstandings in receeiving with other staff. Monitoring activity in receiving section was not done optimally due to the problems of the evaluation were not fixed properly.

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THE INFLUENCE OF WORKLOAD AND COMPENSATION ON TURNOVER INTENTION DURING PANDEMIC COVID-19 AT HOTEL ABC

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ABSTRACT

The research aimed to determine the influence of the workload and compensation on turnover intention during pandemic Covid-19 at Hotel ABC. The number of the sample of this research was 57 respondents by using saturated technique. The data was collected through questionnaires which were distributed to the whole of active employees of Hotel ABC. The analysis technique in this research included a classic assumption test, a multiple linear regression analysis test, t-test, and coefficient determination by using SPSS for windows version 26 program. The result of this research showed that workload partially had a positive and significant effect on turnover intention with Sig. value $0,000 < 0,050$ and compensation had partially a negative and significant effect on turnover intention with Sig. value $0,011 < 0,050$ during pandemic Covid-19 at Hotel ABC. Based on the result of this study, Hotel ABC was expected to be more overcome the problems of the workload received by employees and provide appropriate compensation to maintain a low level of employee turnover intention.

Keywords: compensation, turnover intention, workload

INTRODUCTION

The Covid-19 pandemic is the spread of the corona virus from the city of Wuhan, China in 2019 to all countries, including Indonesia. The spread of the corona virus has an impact on all sector changes, especially in the tourism sector (Pradana & Mahendra, 2021). The tourism sector is currently experiencing a decreasing tourism activity due to pandemic Covid-19 which is almost collapse (Ibrahim et al., 2020). Human resources management is very important nowadays because they are needed to managed and generate work motivation and improve employee performance. Employees who do not get a good environment will cause intention to leave the company to get better welfare and good environment (Narayana, 2020).

Employee intention to leave is due to lack of job satisfaction, such as low remuneration, getting a better job, a poor work environment, no promotion opportunities, and getting unfair treatment. Employee intention to leave is the tendency of the employee's intention to quit his or her job which is the beginning of turnover (Hasibuan, 2014). Table 1 shows employee turnover data at Hotel ABC during 2019-2021.

Table 1: Employee Turnover Data at Hotel ABC
[Source: HRD Hotel ABC, 2021]

Year	Number of Employee	Number of Employee Turnover	Turnover (%)
2019	81	27	0,4
2020	71	16	1,1
2021	57	17	1,2

A high employee turnover rate indicates employees do not want to stay in the company longer which creates an intention to leave. Employee turnover intention is an early symptoms of employee turnover in a company, which a high rate of turnover is 10% per year (Gillies in (Susilo & Satrya, 2019). Based on data, employee turnover rate at Hotel ABC in 2021 was 1,2% which means low during pandemic Covid-19.

Intention to leave is directly influenced by the motivation received by employees. According to the Two-Factor Theory by Herzberg, there were two factors that increased employee motivation named motivational factor and hygiene factor. Motivational factor is directly related to their work, meanwhile hygiene factor is indirectly related to their work, such as salary or others that can prevent employee work dissatisfaction (Hasibuan, 2014; Mahendrawan & Indrawati, 2019).

Hotel ABC is one of the hotels in Bali that experiencing changes of pandemic covid-19. The first impact was an increase of the employee workload due to a decrease in the number of employees. Then, the second impact was the compensation decrement.

Table 2 shows the additional workload received by employees during pandemic Covid-19 in 2021. The addition of work formations faced for each employee who is still actively working, especially in the back of the house department such as Admin & General, Finance/Accounting, Sales & Marketing, and Human Resources.

The additional workload for employees who are still actively working received 2 to 3 fields of work. Each employee has more than one responsibility compared to their normal responsibility. The increment of workload is carried out when there is a vacant position in the department, because of that management required each employee to do a cross sectional program. The increase of workload will have an impact on turnover intention (Fabiyani et al., 2021).

Table 2: Employees Additional Workload
[Source: HRD Hotel ABC, 2021]

No	Department	Additional Workload	
		Before Pandemic Covid-19 (2019)	During Pandemic Covid-19 (2021)
1	Admin & General	General Manager	As General Manager & Gardener
		Revenue Manager	As Revenue Manager & Housekeeping
2	Finance	Director of Finance	As Director of Finance & Gardener
		Junior Cost Controller	As Junior Cost Controller storekeeper, receiving clerk, security
3	Human Resources	Director of Human Resources	As Director of Human Resources, Training Manager, security

No	Department	Additional Workload	
		Before Pandemic Covid-19 (2019)	During Pandemic Covid-19 (2021)
4	Sales Marketing	Sales & Marketing Manager	As Sales & Marketing Manager & Public Area
		Sales Executive	As Sales executive & security

During pandemic Covid-19, Hotel ABC experienced reduction in compensation, both financial compensation and non-financial compensation. For financial compensation there is salary deduction which for Admin & General, Human Resources, Finance, Sales & Marketing, Front Office, Housekeeping, F&B Service, F&B Kitchen only get 50% salary from normal salary. Then, for Engineering and Security only get 75% from the normal salary. Also, during pandemic there is no overtime payment and no uniform laundry service.

Not only decrement of financial compensation, but also there is reduction in training & development activities, no annual awarded programs, inadequate working environment and facilities, such as employee lockers that were rarely cleaned and reduced use of air conditioner (AC). However, low compensation given, health benefit such as BPJS Kesehatan and BPJS Ketenagakerjaan still paid by the organization and a monthly service charge is still provided.

Based on the explanation, there is phenomenon that there is an increase in workload for employees and a reduction in employee compensation but it did not affect the employee turnover rate during pandemic covid-19 in 2021. Because of a discrepancy between phenomenon and theory, therefore this study is conducted to determine the influence of workload and compensation on turnover intention during Pandemic Covid-19 at Hotel ABC.

LITERATURE REVIEW

This study adopted two factors from Herzberg and JD-R (Job Demand and Resources) theory for explaining the phenomenon that should be examine. Two factor theory by Herzberg (Chiat & Panatik, 2019) was conducted to identify and analyze the factors of satisfaction and dissatisfaction factors that affect work motivation of employee consist of motivational factor and hygiene factor.

Motivational factor is defined as the behavior or process to encourage them to do their job. These factors include job achievement, recognition of employee, responsibilities towards the job position, opportunities decisions, challenges at work, promotion opportunities, and opportunities for self-development. If these factors are given poorly and low value, it can reduce job satisfaction and decrease intention to stay (Chiat & Panatik, 2019).

Hygiene factor is defined as a factor that strongly contributes to employee satisfaction. This factor is very important to meet employee expectations and prevent employee dissatisfaction. This factor includes company regulations, quality of supervision, work environment, and compensation. If these factors are given better or high value, it can maintain good job satisfaction and decrease employee turnover (Chiat & Panatik, 2019).

On another hand The Job Demand-Resources Theory (JD-R Theory) by Bakker and Demerouti (2001, Idayanti & Piartrini, 2020) which states that stress arises as a result of imbalance between employee demands and work capability which result in employee workload. There are two assumptions in this theory which are:

- a. The first assumptions stated that there are two different categories named job demands and job resources. The dimensions of job demands are job pressure, job emotional conditions, work complexity, role conflict, and work conditions. Then, the dimension of job resources are autonomy in work, social support, feedback, opportunities for development, guidance.
- b. The second assumptions stated that there are two processes that affect pressure and motivation at work. Job demands related to work pressure, while job resources related to the things that have potential motivation in improving employee performance. It means that good employee performance is influenced by work pressure or workload.

Based on those premises, these are these hypotheses are constructed:

H01: There is no positive and significant influence between workload and turnover intention at Hotel ABC during the Covid-19 pandemic.

Ha1: There is a positive and significant influence between workload and turnover intention at Hotel ABC during the Covid-19 pandemic.

H02: There is no negative and significant effect between compensation and turnover intention at Hotel ABC during the Covid-19 pandemic.

Ha2: There is a negative and significant influence between compensation and turnover intention at Hotel ABC during the Covid-19 pandemic.

Workload can be defined as a comparison between the capacity or ability of employees this the demands of work. The intensity of workload can cause various reactions including changes in physical conditions, emotional increases, changes of behavior, and changes in employee performance which were work must be done in certain time which means of they have a heavy workload can affect high turnover intention (Rahman, 2018; Rizka et al., 2020).

Several factor that affects workload according to Rahman (2018) consists of (a) internal factors includes gender, age, health status, motivation, and perception an (b) external factors includes work environment, facilities, and infrastructure at work and work organization. The indicators of workload can be divided into three aspects, which are target to be achieved, working conditions, and employment standards.

Compensation is all income as well as money, goods directly or indirectly received by employees that is important for employees which reflects their hard work. Compensation provided by the company was given based on their qualifications not based on gender. Compensation from the organization is expected as a reward to the employee after their work performances. Compensation according to Rivai (2011, at Djuanita, 2016) divided into groups such as financial compensation and non-financial compensation.

Financial compensation consists of salary, wages, achievement payments, incentives, commissions, bonuses, meal allowances, travel, retirement savings, telephone allowances, insurance, uniform, transportations, and leaves. While, non-financial compensation consists of positions, facilities, recognition, achievement, good environment. The indicators of compensation according to Simamora (2004 at Rahayu & Riana, 2017) which are salary and wages, incentives, allowances, and facilities.

Turnover intention is the intensity level of employees to leave the organization to get a better job. Turnover intention is a tendency to stop working voluntarily or change places of work according to their own choice caused by employee dissatisfaction with a job, either the work itself or inappropriate remuneration. High employee turnover can have a negative impact on the stability and

uncertainty of the organization (Amri, 2021; Nurmiyati & Astuti, 2021; Riani & Putra, 2017).

Employee turnover intention is caused by several variables, including work stress, workload and non-physical work environment, as well as working hours that exceed the required hours. This results in limited employees in completing work according to organization targets (Rahayu & Riana, 2017; Zaki & Marzolina, 2016). There are three indicators that are used to measure the desire to leave employees according to Mobley (1986 at Raharjo, 2021) which are thought of quitting, intention to quit, and intention to search another job.

RESEARCH METHODOLOGY

This study using descriptive statistical analysis method. Data collection techniques were collected by questionnaires. The population in this study used the entire population which were 57 active employees.

The workload was measured using 3 indicators from Putra, 2012 (Mufid & Wahyuningtyas, 2016), which were targets to be achieved, working conditions, and work standards. Compensation was measured using 4 indicators from Simamora, 2014 (Rahayu & Riana, 2017), which were salary, incentives, allowances, and facilities. Turnover intention was measured using 3 indicators from Mobley (Raharjo, 2021), which were thought of quitting, intention to quit, intention to search another job. All indicators were measured by using a 5-point Likert Scale, ranging from 1 was strongly disagree to 5 was strongly agree.

The data analysis technique using the IBM SPSS Version 26 which were consists of validity and reliability test, classical assumption test (normality, heteroscedasticity, multicollinearity), multiple linear regression analysis, determination coefficient test and effective contribution test.

RESULTS AND DISCUSSIONS

The data in this study were collected through a Google Form contained information of characteristic respondent. Characteristic respondent based on gender were dominated by male respondents (67%). Characteristic respondent based on aged were dominated by aged 26-30 years (35%). Characteristic respondent based on education were dominated by respondent who have an undergraduate level (26%). Characteristic respondent by department were dominated by employees from the F&B Service department (18%). Characteristic respondent based on length of service were dominated by respondent who have working period of 1-2 years (67%).

The result of descriptive analysis in this study were used to see the average of each variable based on length of the interval class (1 to 5 class). Table 3 shows the result of average result of questionnaire tabulation.

Table 3: Tabulation Data
[Source: Primary Data, 2022]

No	Variabel	Average	Description
1	Workload	3,46	High
2	Compensation	3,95	High
3	Turnover Intention	2,12	Low

Based on Table 3, the result of workload variable tabulation was 3.46. This means that the workload of employees during pandemic Covid-19 was in high category by interval 3.40-4.19. The lowest score was found in the 2nd statement item named “Your work environment provides task demands that exceed your abilities” with score was 3.26. This indicates that employee’s work environment provides high workload with more work given and more dense task time during pandemic Covid-19.

The result of compensation variable tabulation was 3.95. This means that compensation received by employees was in high category by interval 3.40-4.19. The lowest score was found in the 7th statement item named “Your current work atmosphere and environment is very comfortable and makes you passionate about work” with score was 3.09. This indicates that compensation consisting of financial and non-financial compensation is still given well and still provides sufficient salary, service charge, health insurance, incentives, and work facilities such as tolerance between each employee.

The result of turnover intention variable tabulation was 2.12. This means that turnover intention of the employee was in low category by interval 1.80-2.59. The lowest score was found in the 2nd statement named “You think you are leaving your job because the working conditions are inadequate” with score was 2.07. This indicates that employee did not have intention to leaving the company during pandemic Covid-19.

Table 3: Tabulation Data
[Source: Primary Data, 2022]

<i>Coefficients^a</i>						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	1.273	3.293		.386	.701
	Workload	.548	.092	.595	5.951	.000
	Compensation	-.159	.060	-.264	-2.645	0.11

Based on the Table 4 shows that the result of multiple regression analysis, it concludes the regression equation as follows:

$$TI = 1,273 + 0,548W - 0,159C$$

Description:

- TI = Turnover Intention
- W = Workload
- C = Compensation

The constant value is 1,273 that indicates if workload and compensation are constant, then turnover intention will be equal to 1,273. The workload regression coefficient value is 0,548 means that if the workload has increased, while others variable is constant, then the turnover intention has increased by 0,548. The compensation regression coefficient value is -0,159 means that if compensation has increased, while others variable is constant, then the turnover intention has decreased by 0,159.

The result of the workload t-test on turnover intention shows that t-count is 5,951 which is higher than t-table (2,004) with Sig. value is 0,000<0,05. This is means that H₀1 is rejected and H_a1 is accepted. It can be concluded that there is a positive and significant effect on turnover intention at Hotel ABC during pandemic covid-19. The result of compensation t-test on turnover intention shows that t-count is -2,645 which is higher that t-table (-2,004) with Sig. value is 0,000<0,05. This means

that H_02 is rejected and H_{a2} is accepted. It can be concluded that there is a negative and significant effect on turnover intention at Hotel ABC during pandemic Covid-19.

Based on the coefficient determination test, workload has higher contribution of 38% on turnover intention, while compensation has lower contribution of 9,6%. This can be seen that workload and compensation has 47,6% contribution on turnover intention and the remaining 52,5% is influenced by other variables that are not explained in this study.

Based on those results, it can be explained that the workload has a greater influence on turnover intention during pandemic Covid-19. Compensation has little effect on turnover intention because during pandemic, Hotel ABC management still continued to provide health insurance, monthly service charge, while basic salary is deducted to avoid excessive company expenses.

CONCLUSIONS

The workload has a positive and significant effect on turnover intention during pandemic Covid-19 at Hotel ABC. If workload received by employees is increased, turnover intention will increase. Compensation has a negative and significant effect on turnover intention during pandemic Covid-19 at Hotel ABC. If compensation received by employees decrease, turnover intention will increase. Thus, based on these result H_{a1} and H_{a2} is accepted.

The workload that is given to employees causes employee work's environment uncomfortable because they are required to work multitasking and to do cross sectional department. To overcome these problems, it is necessary that management add a manning internship budget to help task demands of the employees and not to work overtime and cause uncomfortable environment.

The compensation that is given to employees has decreased due to saving expenses. To overcome this problem management need to improve compensation in another hand in terms of cleanliness, such as dusty food display menus, piles of dirty cutlery, and the provision of sufficient cutlery. The locker facilities need to be repaired because there are lack of toilet water and lighting, unavailability of complete sanitary, and repairing broken locker. Having a comfortable work environment can increase employee enthusiasm to work and reduce turnover intention in the organization.

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