

Communication and tourism: A fully functioning community in the hospitality industry for sustainability

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Abstract

Sustainability has become a major concern in the global tourism industry, including in priority destinations in Indonesia such as Magelang, where the hospitality sector plays an important role in balancing economic, social, and environmental dimensions. In this context, ethical communication and socially oriented organizational practices are key elements in supporting sustainable tourism development. This study examines how hospitality organizations in Magelang City implement sustainability principles through communication and social interaction that reflect the Fully Functioning Society Theory (FFST) concept. Using a descriptive qualitative approach, this study focuses on two major hotels, Puri Asri Hotel & Resort (five stars) and Atria Hotel (four stars) as case studies. Data were collected through in-depth interviews, field observations, and documentation. Analysis was conducted using the Full Functioning Society Theory (FFST) framework to understand how organizational communication patterns, values, and interactions contribute to the formation of a socially responsive and well-functioning hospitality environment. The findings show that all three hotels implement sustainability-oriented communication practices through cooperation with local farmers and MSMEs, regular evaluations with suppliers, and involvement in community-based tourism activities. These initiatives build mutual trust, strengthen stakeholder relationships, maintain operational stability, and reinforce the hotels' position as supporters of sustainable tourism in Magelang. This study concludes that a fully functional hospitality organization is not only measured by its economic performance, but also by its ability to build ethical communication, reciprocal relationships, and community-oriented practices to improve social welfare and long-term tourism sustainability.

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Hospitality industry, Fully functioning society theory, Sustainable tourism

Introduction

Sustainability Tourism is an important issue for the global tourism industry, because in addition to contributing significant economic revenue, this industry also has a major

impact on the environment. The hospitality sector plays an important role in balancing economic, social, and environmental aspects through sustainability practices. According to the latest bibliometric analysis, the theme of sustainability in the hospitality sector continues to grow rapidly, especially after the pandemic, reflecting increasing global awareness of environmental and social responsibility [1]. Furthermore, as explained in the Green Synergy in Hospitality study, which emphasizes green innovation and operational efficiency in hotel operations, the green supply chain is an important part of the environmentally friendly transformation in the hospitality industry [2]. Many multinational hotel chains are currently changing their business strategies to meet sustainable development goals (SDGs), demonstrating that the contemporary hospitality industry prioritizes socio-environmental values over financial gains [3]. Organizational communication is essential in this framework, not only for marketing purposes, but also as a way to talk about ethics and work with communities to help shift tourism towards a more sustainable direction.

In an effort to support sustainable tourism, the Indonesian government, through the Ministry of Tourism (Kemenpar), has encouraged the transformation of the hospitality sector by preparing “Green Hotel” standards and integrating sustainability principles into national regulations. Kemenpar began its official initiative by launching the “Green Hotel” category in the Wonderful Indonesia Award (WIA 2025). This aims to increase the implementation of environmentally friendly practices, energy efficiency, and waste management, as well as strengthen the role of hotels as drivers of high-quality and environmentally friendly tourism [4]. In addition, emission reduction, waste management, energy and water efficiency, and local community involvement are the objectives of national policies and strategies [5]. These conditions indicate that star-rated hotels, especially those in the middle to upper class, are expected to carry out social and environmental responsibilities in addition to pursuing financial profits. This provides an opportunity to conduct research on how hotels in Indonesia, especially in non-metropolitan areas such as Magelang, respond to this policy through sustainable operational practices and communication. The hospitality industry is seen not only as a provider of accommodation, but also as an important component of the national tourism system that supports sustainable growth.

In line with the national push towards sustainable hospitality practices, the city of Magelang shows local dynamics that are relevant to this issue. Magelang is one of the priority tourist destinations experiencing growth in the hospitality sector, marked by the presence of upper-middle-class hotels such as Puri Asri Hotel & Resort (five-star) and Atria Hotel Magelang (four-star) as the two largest accommodation entities in the region. These two hotels provide lodging services for local and foreign tourists visiting Magelang and the Borobudur buffer zone, thereby contributing to the accommodation and hospitality service needs in the area. The occupancy rate (TPK) of hotels in Magelang continued to increase at the end of 2024, reaching 46.84% in December 2024, with an upward trend since October and November [6]. This trend confirms that star-

rated hotels in Magelang play a significant role in supporting tourist movement and the stability of the regional tourism sector. With the increasing demand for accommodation, the need for more sustainable hotel operations, including the procurement of local food ingredients, energy efficiency, and ethical relationships with suppliers and communities, is becoming increasingly important. In this context, Puri Asri and Atria not only function as accommodation providers but also as local socio-economic actors with the potential to support national policies on green hotels, strengthening local supply chains, and inclusive and sustainable tourism development. Their practices in collaborating with MSMEs, local farmers, vendors, and local communities are part of efforts to build a hospitality ecosystem that is not only profit-oriented but also contributes to the sustainability and welfare of the Magelang community.

Over the past decade, research on sustainability in the hospitality sector has grown rapidly, particularly in relation to sustainable procurement practices and strengthening local supply chains. In their study, [2] highlights the importance of hotels adopting environmentally friendly principles in all aspects of their operations, from supplier selection to waste management, as part of a sustainability strategy measured through a study on Green Supply Chain for Better Future Hotel Business. The green supply chain is more than just a technical approach; this study emphasizes the need for collaborative relationships with local suppliers.

Furthermore, a systematic review by [7] reveals that green supply chain management in the global hotel industry has focused on three main aspects: local sourcing, improving operational efficiency, and partnering with communities as strategies to create sustainable added value. These results confirm that sustainability must be viewed in conjunction with the role of hotels as social actors that influence the local economic structure. On the other hand, a study conducted by [8] on the implementation of sustainable procurement in international hotels highlights that there is an urgent need for communication standards between hotels and suppliers to ensure quality, supply consistency, and the achievement of sustainability targets. The procurement process, as shown by the study, is not only a technical matter; it also depends on ongoing dialogue between hotels and external parties. Complementing this, a case study [9] at a luxury resort in Bali reveals that the procurement of local food ingredients can be a key driver of sustainability, especially when hotels build long-term relationships with local farmers and MSMEs through collaborative communication. The success of sustainability programs is highly dependent on trust, transparency, and organizational narratives that emphasize commitment to the community, as shown by the study. The literature shows that many previous studies have discussed green supply chains and local partnerships, but few have linked sustainability aspects to organizational communication, especially through the Fully Functioning Society Theory framework, and in local contexts such as mid-to-high-end hotels in developing cities like Magelang.

Although studies on sustainable hospitality, hotel organizational communication, and local procurement practices have developed in recent years, there has been no research

specifically examining how four- and five-star hotels in Magelang City build sustainability legitimacy through their communication practices. In fact, from the perspective of Fully Functional Society Theory (FFST), organizational legitimacy is largely determined by the ability of social actors to interact constructively in a broader socio-political rhetorical space and create mutual benefits for society. FFST also emphasizes the importance of organizations not only pursuing internal goals, but also contributing positively to social goals through democratic, deliberative, and public interest-oriented communication processes. However, existing literature has not linked FFST principles to the operational context of hotels at the regional level, particularly in relation to how informal communication practices, relationships with local vendors, and food procurement decisions reflect the social legitimacy of organizations. In addition, no research has been found that uses FFST as the main analytical framework in evaluating how hotels articulate their role in supporting the sustainable tourism agenda. This gap forms the basis for this study to explore how four- and five-star hotels in Magelang narrate sustainability, build socio-economic relationships, and strive to become “fully functional” organizations in the context of the local hospitality industry.

Considering these research gaps, this study aims to evaluate the application of sustainability principles by four- and five-star hotels in Magelang City, Puri Asri Hotel & Resort and Atria Hotel Magelang, through communication practices, organizational interactions, and food procurement policies. In this study, the three hotels are analyzed through the lens of Fully Functional Society Theory (FFST) to understand how they build social legitimacy, create shared benefits, and contribute to sustainable tourism goals. With a sharp focus, this study aims to investigate how internal and external communication processes, relationships with local suppliers, and deliberative patterns in decision-making can reflect the values of a fully functioning society. Through this analysis, the study is expected to provide theoretical contributions by expanding the application of FFST to the hospitality industry, while also providing practical contributions to hotels and tourism stakeholders in designing more ethical, inclusive, and sustainable communication strategies at the local level.

Method

This study uses a qualitative approach to understand the communication strategies and sustainability practices that occur in four- and five-star hotels in Magelang City. Data was collected through in-depth interviews with key informants from each hotel and observations of operational practices in the field. The observations were conducted in a non-participatory manner, focusing on communication practices in hotel operations, interactions with local partners, and the involvement of MSMEs in hotel events and activities. These observations were used to supplement and confirm the data obtained from the in-depth interviews. Data analysis was conducted using Miles, Huberman & Saldana’s interactive data analysis model, which consists of three main components, namely data reduction, data presentation (data condensation/display), and interactive

conclusion drawing/verification until data saturation is reached (interactive model of qualitative data analysis). Furthermore, the findings were analyzed through the lens of Fully Functioning Society Theory (FFST) to understand how rhetoric, ethical responsibility, stakeholder social relations, and language and power interact in shaping legitimacy and sustainability practices in the local hospitality industry. To ensure data validity, this study applied source triangulation, namely by comparing information from various informants (multiple data sources), and supporting the findings with documentation and observation, as described by [10] triangulation techniques to verify the consistency of information and strengthen the validity of the findings.

Results and discussion

The results of this study are presented based on the four main principles of Fully Functioning Society Theory (FFST), namely: organizational rhetoric, ethical views and social responsibility, relationships with external stakeholders based on social capital, and the interconnection of language and power in communication practices. Data was obtained through in-depth interviews with the Head of the F&B Department at Puri Asri Hotel & Resort and Atria Hotel Magelang.

Table 1. Principle 1: Rhetoric (How organizations use language & discourse)

Principle FFST	Hotel	Direct Quote from Informant	Findings Summary
Rhetoric	Puri Asri Hotel & Resort	“We talk more often with vendors directly, so it’s not just about the pricing, but also about each other’s circumstances and commitment.”	Communication is carried out in a dialogical and relational-basis in operational decisions making.
Rhetoric	Atria Hotel Magelang	“We usually convey hotel expectations from the beginning, so vendors know the standards that must be maintained.”	Organizational language is used structurally to convey the standards and interests of the hotel.

Table 2. Principle 2: Ethical viewpoint & social responsibility

Principle FFST	Hotel	Direct Quote from Informant	Findings Summary
Ethics & Social Responsibility	Puri Asri Hotel & Resort	“We have been involved in the Borobudur Marathon for about six years through the Pawone Borobudur program. We assist selected MSMEs so that they can meet the standards for F&B events, and this has been ongoing until now.”	Operational practices demonstrate concern for local socioeconomic impacts.
Ethics & Social Responsibility	Atria Hotel Magelang	“We have initiated cooperation with MSMEs from the IKM Center for a bazaar at the hotel.”	Hotels play an active role in facilitating local MSMEs through activity-based programs.

Table 3. Principle 3: Stakeholder relations & social capital

Principle FFST	Hotel	Direct Quote from Informant	Findings Summary
Stakeholder Relations	Puri Asri Hotel & Resort	“If it’s an trusted and old vendor, we’ll keep them because we’ve trusted each other for a long time regarding the quality control”	Relationships are built on long-term trust and relational closeness.
Stakeholder Relations	Atria Hotel Magelang	“We prioritize vendors who comply with the hotel’s systems and procedures.”	Stakeholder relationships are built professionally and systematically.

Table 4. Principle 4: Language and power are Intertwined

Principle FFST	Hotel	Direct Quote from Informant	Findings Summary
Language & Power	Puri Asri Hotel & Resort	“We don’t force vendors but encourages them, because they usually comply since we’ve been working together for a long time and committed.”	Power emerges implicitly through relationships and loyalty.
Language & Power	Atria Hotel Magelang	“Contracts and SOPs are our main guidelines in cooperation.”	Power is institutionalized through formal language and organizational rules.

The first principle, organizational rhetoric is presented in Table 1, shows that both hotels position themselves as part of the tourism ecosystem and local community. Puri Asri emphasizes the narrative as a “resort that grows with nature and the people of Magelang,” while Atria Hotel uses professional language that affirms the hotel’s role as a partner of the government and a player in the tourism industry. The rhetoric that is constructed is not only oriented towards business image, but also towards social contribution and sustainability.

The second principle, ethical views and social responsibility, is summarized in Table 2, is reflected in the hotels’ active involvement with local MSMEs. Puri Asri consistently fosters MSMEs involved in various major activities, including collaboration with the Borobudur Marathon, which has been running for approximately six years. Meanwhile, Atria Hotel initiated cooperation with MSMEs from the IKM Center by holding a bazaar in the hotel area. This practice demonstrates the hotel’s commitment to opening up economic access for local businesses.

The third principle (Table 3), relationships with external stakeholders based on social capital, shows the difference in approach between the two hotels. Puri Asri builds long-term relationships with local suppliers that are familial and trust-based. In contrast, Atria Hotel implements a more formal and procedural relationship with suppliers, through clear evaluation mechanisms and operational standards. Although different, both show efforts to maintain the sustainability of cooperative relationships.

The fourth principle (shown in Table 4), the interconnection of language and power, is evident in the way hotels communicate with vendors and local partners. Puri Asri uses persuasive and dialogical language to maintain supplier loyalty, while Atria Hotel

emphasizes professional language that emphasizes agreements, quality standards, and procedural compliance. This communication pattern shows how language is used as a tool for negotiation and power relations management in daily operational practices.

Data validation table (source triangulation)

Table 5. Principle 1: Rhetoric (how organizations use language & discourse)

Principle FFST	Stakeholder	Direct Quote from Informant	Validation of Findings
Rhetoric	IKM Center (Atria)	“Atria provides space and communicates all programs available at the hotel with the IKM Center.”	Validating the findings that Atria uses persuasive and communicative language to build mutual understanding with MSME partners.
Rhetoric	Local Supplier (Puri Asri)	“The language used is informal and used regularly every day.”	Reinforcing the findings that Puri Asri builds relationships through dialogic and personal communication in its daily operations.

Table 6. Principle 2: Ethical viewpoint & social responsibility

Principle FFST	Stakeholder	Direct Quote from Informant	Validation of Findings
Ethics & Social Responsibility	IKM Center (Atria)	“The goal is to introduce Magelang City, both as a destination and for its local products.”	Reinforcing the claim that cooperation between hotels and MSMEs is not purely economic, but also oriented towards strengthening local identity and sustainable tourism.
Ethics & Social Responsibility	Local Supplier (Puri Asri)	“The main objective is to help develop the micro economy sector in the Magelang area.”	Validating hotels’ social care practices towards local actors as part of their informal social responsibility.

Table 7. Principle 3: Stakeholder relations & social capital

Principle FFST	Stakeholder	Direct Quote from Informant	Validation of Findings
Stakeholder Relations	IKM Center (Atria)	“We already have a memorandum of understanding for mutual support.”	Confirming that Atria’s relationship with MSMEs is formally established and based on an institutional system.
Stakeholder Relations	Local Supplier (Puri Asri)	“Over the past 15 years, the purchasing team has changed, but it has always been recommended and trusted to hold the bare minimum of the products.”	Validating that Puri Asri’s relationship with suppliers is built on long-term trust and social capital.

Table 8. Principle 4: Language and power are intertwined

Principle FFST	Stakeholder	Direct Quote from Informant	Validation of Findings
Language & Power	IKM Center (Atria)	“The hotel has prepared the space, but there has been no special promotion to guests.”	Reinforces the finding that hotel power is still dominant in regulating the space and visibility of MSMEs.
Language & Power	Local Supplier (Puri Asri)	“No items have ever failed the QC for last 15 years.”	Validates that trust is the basis for the legitimacy of supplier power in hotel operational relationships.

To ensure the validity and consistency of the research findings, data source triangulation was conducted through interviews with external stakeholders, namely representatives of the Magelang City IKM Center and local suppliers of Puri Asri Hotel & Resort. The results of this triangulation serve to reinforce the main findings obtained from in-depth interviews with hotel management, as well as to assess the compatibility between the organization's internal narrative and the experiences of external parties.

In terms of organizational rhetoric (Table 5), the triangulation results show that the sustainability message communicated by the hotel can be understood and felt by external partners. The IKM Center representative stated that Atria Hotel consistently presents itself as a hotel that supports MSMEs and promotes local products through MSME involvement in various activities and bazaars. This confirms that the sustainability rhetoric built by Atria does not stop at the symbolic level but is internalized in its cooperative relationships with external parties.

In terms of ethical views and social responsibility (Table 6), the triangulation findings reinforce the social commitment of both hotels. The IKM Center views its collaboration with Atria Hotel as a joint effort to introduce local Magelang products while encouraging the spirit and sustainability of MSME businesses. Meanwhile, local supplier Puri Asri emphasized that the hotel's decision to maintain long-term cooperation was driven by concern for the economic sustainability of local suppliers, not merely considerations of price or efficiency.

Furthermore, in terms of relationships with external stakeholders based on social capital (Table 7), triangulation shows a pattern of relationships that is consistent with the main findings of the study. Local supplier Puri Asri describes the cooperative relationship as being built on trust, loyalty, and long-term personal relationships. In contrast, the IKM Center views its relationship with Atria Hotel as a professional partnership based on program discussions, cooperation agreements, and a clear division of roles. This difference in patterns shows variations in stakeholder relationship strategies without reducing the sustainability of the cooperation.

In terms of the relationship between language and power (Table 8), data triangulation reinforces the finding that language plays an important role in managing relationships and legitimacy. Local supplier Puri Asri assessed that informal and persuasive communication made them feel trusted and valued as partners. On the other hand, the IKM Center assessed that the formal and structural language used by Atria Hotel provided clarity of roles, although there was still room for improvement in terms of promotion to hotel guests.

Overall, the consistency between the main findings and the triangulation results shows that the research data has reached saturation and has a high level of validity. The perspectives of the hotel's internal stakeholders and external stakeholders reinforce each other in describing sustainable communication practices in the hospitality sector in Magelang City. These findings form an important basis for entering the discussion

stage, particularly in comparing the research results with previous studies and assessing the contribution of this research to the development of Fully Functioning Society Theory in the context of the hospitality industry.

Discussion

The results of this study indicate that four- and five-star hotels in Magelang, particularly Puri Asri Hotel & Resort and Atria Hotel Magelang, have integrated sustainability practices into their operations through strategic communication approaches, collaborative relationships with local stakeholders, and strengthened social networks with suppliers and local business communities. These findings expand the hospitality sustainability literature, which has thus far emphasized technical implementation of green supply chains, green procurement, and operational efficiency, by showing that social communication can even be a strong mediator of social legitimacy in the context of local tourism. Previous studies have emphasized the importance of green purchasing and responsible sourcing for hotel sustainability, as well as the role of supplier relationships in maintaining the consistency of green material supplies. For example, [11] found that the implementation of green purchasing in large hotels has an impact on operational efficiency when supported by systematic supplier evaluation and strong documentation, although this practice is often hampered by the limited number of certified local vendors and high costs. [7] in its systematic review also noted that green supply chain management often interacts with many stakeholders, but empirical research that explicitly links social communication practices with the success of GSCM is still limited.

These research findings reinforce the claim that sustainability is not only a matter of technical adoption, but also a matter of contextual and adaptive social interaction. In the context of Magelang, hotel practices do not merely adopt green purchasing formally, but also build routine communication, dialogue, and narratives that are understood by suppliers and MSMEs as part of social harmony and sustainable partnerships. This is consistent with findings that effective stakeholder engagement can increase local embeddedness and local economic impact, as reported in a study of sustainable procurement and local embeddedness in the accommodation sector. In addition, another study in the Indonesian context shows that local sourcing and green logistics practices are factors prioritized by consumers in assessing the sustainability of food in hotels and restaurants [12]. However, these studies focus more on consumer perceptions than on communication practices and social legitimacy. This study is different because it focuses on how internal and external communication practices of hotels, including organizational narrative rhetoric, shape social legitimacy recognized by local suppliers and MSME partners, not just guest perceptions.

Another difference from previous studies is evident in the pattern of relationships with suppliers. Most global literature highlights green procurement barriers related to costs and vendor certification, which often hinder the consistent implementation of GSCM (Green Supply Chain Management) [7]. In this study, these barriers are not particularly

dominant because most supplier relationships are informal but stable. Strong social capital, in the form of trust and personal attachment, is the foundation of long-term relationships between hotels and local vendors, a dimension that has not been widely discussed in previous studies. This confirms the FFST perspective that a fully functioning community is built not only through formal procedures, but through ethical social relationships, mutual respect, and collective participation. However, this study also reveals certain limitations when viewed from the perspective of formalizing sustainability procedures. Reliance on informal relationships and practical knowledge among actors can create difficulties if the context changes drastically (e.g., personnel changes or formal policy changes). This shows that sustainability that relies on high social capital also carries risks when institutionalization is not yet strong, a gap that needs to be the focus of further research.

Thus, this study shows that social legitimacy in the context of medium-scale hospitality in developing regions can be built through strong social communication practices, stable social capital relationships, and the integration of sustainability into daily interactions with local stakeholders. These findings expand the discourse on sustainability in hospitality by showing that dialogical and contextual social communication practices can be a driver of organizational legitimacy alongside the technical adoption of green industry practices.

Conclusion

This study concludes that four- and five-star hotels in Magelang City, particularly Puri Asri Hotel & Resort and Atria Hotel Magelang, have demonstrated characteristics as legitimate and fully functioning organizations in society as described in the Fully Functioning Society Theory (FFST). Through strategic communication practices, collaboration with local stakeholders, and the integration of sustainability values into daily operations, both hotels have been able to achieve their organizational goals while contributing positively to social goals and sustainable tourism development. The results of the study show that organizational legitimacy is not solely built through formal structures, but through consistent organizational rhetoric practices, ethical views manifested in support for MSMEs and local suppliers, and social capital-based relationships maintained through trust and continuous communication. The difference in approach between Puri Asri, which is more relational, and Atria Hotel, which is more procedural, shows that there is no single model for building legitimacy, as long as communication practices and power relations are managed in a balanced and responsible manner. However, this study also found room for improvement, particularly in strengthening a more structured sustainability narrative for all stakeholders, as well as optimizing the role of communication in ensuring that sustainability practices are not only implemented at the operational level but also widely understood as part of a shared vision. Academically, this study contributes by expanding the application of FFST to the context of hospitality and local tourism, which has been limited so far. Practically, these

findings imply that communication has a strategic role in building social legitimacy and long-term sustainability for the hospitality industry. Further research is recommended to involve more actors, such as local governments and consumers, to gain a more comprehensive understanding of the dynamics of sustainability in the tourism ecosystem.

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