

Implementation of Sustainable Procurement in Purchasing at Hotel X

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Abstract

Consumer demand for environmentally friendly practices is pushing hotels to change. Hotel X has implemented an ESG Policy, prioritizing sustainable procurement. This means focusing on local and environmentally certified suppliers instead of just cost and quality. However, transitioning to this model presents challenges. Therefore, this study aims to examine the implementation of sustainable procurement within the purchasing department at Hotel X. This study utilizes a qualitative descriptive method by engaging two selected informants. The data analysis technique consisted of several stages: data collection, data reduction, data presentation, and conclusion drawing. The data were obtained through a combination of interviews, observations, and document analysis. The results indicate that four out of six principles of the Environmental Social Governance (ESG) Policy in the area of materials sourcing and efficiency have been successfully implemented. The remaining two principles have not been fully implemented due to several challenges. These challenges include phased implementation, limited availability of certified local suppliers, low supplier awareness, and difficulties in sourcing renewable raw materials that meet the hotel's operational needs. These findings provide significant contributions to the development of sustainable procurement practices in the hospitality sector and open up opportunities for broader application across other industries. Organizations can formulate more targeted and effective strategies to facilitate the implementation of sustainable procurement, which in turn contributes to improving the hotel's reputation, increasing customer satisfaction, and promoting environmental sustainability.

Keywords: Environmental Sustainability, ESG Policy, Hotel Industry, Purchasing Management, Sustainable Procurement.

1. Introduction

The growing consumer awareness regarding environmental concerns also influences consumer purchasing decisions toward environmentally friendly products or services (Yulianti & Riorini, 2023). The hotel business has been driven to adopt environmentally friendly approaches that focus on sustainability, including education, reforestation, eco-resort development, energy efficiency improvements, and implementation of government sustainability standards (Pramono, 2016). Hotel strategies meet consumer interest in environmentally friendly goods and services by implementing sustainable procurement (Artini et al., 2024). Procurement of goods in hotel operational activities can run smoothly with the presence of purchasing (Andyani et al., 2023).

Purchasing is the process of sourcing and ordering materials, services, and supplies with the aim of obtaining materials at the lowest possible cost while still meeting predetermined quality and service standards (Cahyo & Solikhin, 2015). Purchasing functions as a support in company operations. The production process of a product is supported by the selection of



quality materials and suppliers that comply with company standards. Coordination from each department is highly necessary so that it can improve efficiency in purchasing (Julyanthry et al., 2020). The strategic role of purchasing as a driver of sustainable procurement can be realized (Walker & Phillips, 2009).

Sustainable procurement is a process to obtain goods and services considering efforts to reduce adverse impacts on the environment and society throughout the entire product life cycle (Meehan & Bryde, 2011). Sustainable procurement can function as a marketing tool for hotel companies, become a determining factor for consumers, as well as a voluntary instrument for environmental management implemented by both government and non-government organizations (Trišić et al., 2021).

The establishment of Presidential Regulation Number 16 of 2018 is the government's form of support for the implementation of sustainable procurement. In 2024, Hotel X issued policies & procedures called the Environment Social Governance Policy as a form of support to the government in implementing sustainable procurement in the private sector. One of the programs contained in the Environment Social Governance Policy is materials sourcing and efficiency. Materials sourcing and efficiency states that Hotel X prioritizes choosing local suppliers that provide environmentally friendly products. Procurement of goods that initially only focused on price, quality and availability of goods (Lin & Benjasak, 2021). The implementation of sustainable procurement encourages hotels to also prioritize local suppliers that provide environmentally certified products (Astawa et al., 2020; Giessen, 2018). By implementing the right strategy and establishing solid partnerships with suppliers, hotels can achieve sustainability targets without sacrificing operational efficiency or service quality (Berlian et al., 2024; Putra et al., 2024).

Therefore, this research intends to conduct an analysis regarding the implementation of sustainable procurement at Hotel X. The findings from this research are expected to provide meaningful contributions in efforts to develop the implementation of sustainable procurement practices in the hospitality industry, as well as open opportunities for wider application in other industries. Organizations are able to understand constraints and challenges can design more appropriate strategies to support the implementation of sustainable procurement, which ultimately can improve the hotel's image, customer satisfaction, and support environmental preservation.

2. Literature Review

2.1. Concept of ESG

In recent years, the Environmental, Social, and Governance (ESG) framework has evolved into a critical benchmark for assessing corporate sustainability and responsibility, not merely from a financial perspective, but also in terms of environmental, social, and governance impacts. Although the majority of the literature on ESG originates from the large corporate and manufacturing sectors, ESG principles are highly relevant to the hospitality industry. Hotels operate with high intensity in terms of energy and water consumption, waste management, and the procurement of goods and services; consequently, managerial decisions concerning operations and procurement can have substantial impacts on the environment and communities (Alreahi et al., 2023).

Within this context, the adoption of ESG in hotels signifies that operational and procurement policies are directed towards meeting environmental and social standards, for instance through the selection of environmentally friendly suppliers, the use of sustainable products, and the implementation of waste management and resource efficiency. This

approach enables hotels not only to focus on short-term profitability but also to build a long-term reputation, comply with stakeholder expectations (including guests, the community, and regulators), and contribute to environmental sustainability (Febri et al., 2025). Thus, the integration of sustainability principles constitutes a relevant strategic framework for hotels within a global context where consumers and stakeholders are increasingly concerned with environmental and social aspects.

2.2. Green Supply Chain Management and Environmental Sustainability in Hotel

One of the most frequently cited operational approaches in the literature on hotel sustainability is Green Supply Chain Management (GSCM). GSCM can be defined as the management of the supply chain while considering environmental sustainability aspects, ranging from supplier selection, distribution, logistics, and packaging to waste management. In the hotel industry, GSCM is highly relevant because hotels interact with numerous external suppliers and stakeholders and generate substantial resource consumption and waste.

According to a study by Alreahi et al. (2023), the implementation of GSCM in hotels encompasses various dimensions, namely relations with external stakeholders (suppliers, customers, government), internal management, the application of the 4R principles (reduce, reuse, recycle, return), and innovation and technology as part of the hotel's operational transformation. Meanwhile, Ghaderi et al. (2024) state that when hotels effectively implement GSCM practices, including environmental management and green procurement, this has the potential to reduce environmental costs, improve supply chain performance, and enhance the resilience and performance of the hotel's supply chain. Thus, GSCM provides a mechanism for hotels to conduct more environmentally sustainable operations while simultaneously supporting long-term efficiency and competitiveness.

2.3. Sustainable Procurement / Green Procurement in the Hotel Industry

A key component of GSCM is the practice of green procurement, often referred to as Sustainable Procurement or green purchasing. In hotels, this involves purchasing management decisions that consider not only price and quality but also environmental aspects, such as selecting suppliers with environmental certifications, using products with eco-friendly packaging, or utilizing recyclable materials. Research by Suarsana et al. (2025) indicates that such hotels adopt indicators like eco-labelling, supplier environmental audits, and eco-friendly packaging as part of their green purchasing policies. This research demonstrates that although green purchasing policies exist, their implementation is not consistent across all suppliers, highlighting challenges within the supply chain and in procurement to fully accommodate sustainability.

Febri et al. (2025) in their research show that hotels implementing sustainable purchasing can select suppliers based on criteria such as eco-labels, eco-friendly packaging, environmental certifications (for example, ISO 14001), and the application of the 3R principles (reduce, reuse, recycle). However, this implementation is not always consistent across all suppliers; some product categories may already meet sustainability standards, while others remain difficult to implement, for instance, due to a limited availability of certified local suppliers or a lack of accessible eco-friendly products (Wijaya et al., 2025).

From a hotel management perspective, the adoption of sustainable procurement demonstrates a commitment to ESG and operational sustainability, and represents a form of responsibility towards the environment and local community (Berlian et al., 2024). This practice also assists hotels in reducing the environmental impact of their procurement

activities, while simultaneously building a positive reputation in the eyes of consumers and stakeholders.

2.4. Theoretical Framework

In the literature on sustainability and green supply chains, two theoretical frameworks are frequently used as analytical foundations: Stakeholder Theory and the Triple Bottom Line, along with the ESG (environmental, social, governance) framework as an integrative structure. Stakeholder Theory posits that a company has responsibilities not only to its shareholders but to all stakeholders including customers, the community, government, the environment, employees, and suppliers. In the context of hotels, procurement decisions that consider environmental and social aspects reflect the company's responsibility towards both external and internal stakeholders, rather than pursuing profit alone. Practices of sustainable procurement and GSCM demonstrate a corporate orientation towards responsibility for the environment and the surrounding community (Suarsana et al., 2025).

Meanwhile, the Triple Bottom Line emphasizes that corporate sustainability must balance three aspects including People (the social aspect), Planet (the environmental aspect), and Profit (the economic aspect). In the hotel industry, the implementation of GSCM and sustainable procurement can be viewed as an operational manifestation of the Triple Bottom Line, whereby hotels maintain efficient operations and generate profit, yet do so with minimal environmental impact and a contribution to social well-being (people, planet). Research by Mohamed & Elkashak (2020) on the sustainable hospitality supply chain indicates that this approach is relevant for the hotel industry in the long term. Thus, the integration of ESG, GSCM, and sustainable procurement in hotels can be understood as the application of sustainability values rooted in Stakeholder Theory and the Triple Bottom Line, serving as the theoretical and operational foundation for transforming hotels towards long-term sustainability.

3. Methods

The object of this research is the implementation of sustainable procurement in purchasing. The location of this research is at Hotel X, a five-star hotel located in the Kuta beach area. This research applies a qualitative descriptive approach to examine the implementation of sustainable procurement at Hotel X. Qualitative data types are used in this research. In-depth interviews with informants who have direct connection with sustainable procurement, namely the purchasing manager and purchasing supervisor, are used to collect data. Non-participant observation is used to observe the sustainable procurement process taking place, as well as documentation study to identify the implementation of sustainable procurement based on theories relevant to the object of study in this research.

Data analysis techniques were carried out in four stages, namely data collection, data reduction, data presentation, and conclusion drawing and verification (Miles & Huberman in Sugiyono, 2020). The collected data were selected according to the research. The selected data were presented in descriptive form. Finally, the researcher drew conclusions and verification from this research.

4. Results and Discussion

4.1. Research Results

Procurement of goods that initially only focused on price, quality and availability of goods. At present, hotels also prioritize local suppliers that provide environmentally certified products. The implementation of materials sourcing and efficiency is used for all goods purchases made by purchasing.

Purchasing conducts selection in choosing suppliers to meet its operational needs. Purchasing will request supplier portfolios, namely business licenses and certifications related to environmentally friendly products to register in the hotel's supplier list. In the implementation of sustainable procurement, the hotel prioritizes suppliers and products that are environmentally friendly in its purchases. If a supplier has been approved to become one of the suppliers of a product, then purchasing will explain the provisions set by the hotel in purchasing products to support the implementation of sustainable procurement. When a user submits a request to order a product, the purchasing department will request price quotations from registered suppliers. Suppliers who submit quotations are required to submit product samples to the purchasing department, so that users can assess and ensure that the product quality meets the established requirements. After the supplier is selected, the purchasing department will issue a purchase order to that supplier. Subsequently, the supplier will deliver the product according to the order to the hotel.

Supplier selection is determined by several indicators, namely product quality, price, quantity, as well as principles contained in materials sourcing and efficiency. In its implementation, purchasing prioritizes local products that use environmentally friendly materials and packaging. The hotel also starts using reusable products, such as drinking water. The hotel switched from purchasing drinking water that uses plastic bottles to using glass bottles that can be reused. The hotel has a machine used to recycle water so that it is fit for drinking.

Purchasing also experiences several obstacles such as the scarcity of local suppliers who have environmental certifications. When requesting portfolios from previous suppliers or suppliers who want to join, only a few have environmental certifications. This is because many suppliers are not aware of the importance of having environmental certifications. In addition, there are some qualities of local products that have not met the requirements for use in hotel operations. For example, local sugar used for pastry making that has not met quality standards so the hotel still uses imported sugar.

4.2. Discussion

The hotel has begun implementing the Environment Social Governance Policy section on materials sourcing and efficiency. Purchasing prioritizes suppliers and products that are environmentally friendly by considering several provisions. There are several provisions in the selection of suppliers and products by purchasing, namely quality, transportation, and product packaging. Efforts to maintain product quality are carried out by the purchasing department by prioritizing the selection of fresh products. In addition, Purchasing also ensures that products have an expiration date and maintains their cleanliness. Suppliers use box vehicles in the delivery process, to ensure product quality is maintained. Products used must use environmentally friendly packaging.

Hotel X prioritizes choosing suppliers that have locations close to the hotel so as to minimize transportation emissions and reduce delivery time. Therefore, procurement of goods starting from the process of selecting suppliers and materials, production to distribution takes into account environmental and social impacts for both suppliers and the hotel.

Implementation in prioritizing suppliers and products that are certified environmentally friendly is still carried out gradually. Hotel X decided to prioritize the implementation of other sustainable procurement principles, but efforts to adopt the selection of suppliers and products that are certified for sustainability will soon be realized. In addition, the number of suppliers who have environmental certifications is relatively small. Not all local suppliers have sustainability certifications. Many local suppliers do not yet understand the importance of sustainability or the process to obtain certification. This causes the hotel to have limited choices.

The obstacles and challenges faced by the hotel cause purchasing to take an alternative route, which is to choose local suppliers and products that do not yet have sustainability certificates. Nevertheless, there are new challenges faced by purchasing, namely some local product qualities that have not met hotel standards. This causes Hotel X to purchase imported products to ensure the quality of services and products produced. Purchasing evaluates the types of consumables that are really needed and replaces single-use equipment if possible, such as bathroom amenities. Hotel X purchases products designed for longer use or can be recycled. Purchasing consumables prioritizes buying in large-sized packaging to reduce the amount of waste generated. For example, purchasing bathroom amenities such as shampoo, soap, and conditioner that will be put into refillable dispensers in the bathroom thus minimizing single-use waste used daily.

Purchases of single-use products are controlled selectively to ensure their use remains controlled. Hotel X identifies all single-use products used by the hotel and determines which products can be eliminated, replaced or diverted to environmentally friendly alternatives. The hotel has a Reverse Osmosis (RO) machine used to process water to make it fit for drinking. The use of plastic bottles in the hotel is diverted by using refillable glass bottles thereby reducing plastic waste generated. In addition, Hotel X collaborates with suppliers to reduce the use of plastic in their products by switching to environmentally friendly materials such as recycled paper or biodegradable. For example, coffee and sugar packaging that uses recycled paper. The hotel also supports the reusable concept in food and beverage services such as the use of glasses and plates as well as containers provided for suppliers to place goods.

The use of non-renewable raw materials is still used by Hotel X, namely natural gas. The use of natural gas in hotel operations is still difficult to replace. This is caused by the limited availability of alternative renewable raw materials in adequate quantities and appropriate quality to meet hotel needs. In addition, Hotel X has also started using charcoal briquettes for operations with the aim of reducing the use of natural gas. However, the use of charcoal briquettes is still in small quantities so it has not been able to replace or reduce the use of natural gas in the hotel.

Although efforts to reduce the use of non-renewable raw materials have been initiated through the utilization of charcoal briquettes, this condition indicates that Hotel X remains in the early stages of transitioning towards fully sustainable procurement practices. To understand the extent to which sustainability implementation is applied more comprehensively within the purchasing process, an evaluation of the ESG policy in the Materials Sourcing and Efficiency section becomes important. Therefore, Table 1 below presents a summary of ESG implementation indicators related to materials sourcing and procurement efficiency at Hotel X, thereby providing a systematic overview of the practices already in place and the areas that still require strengthening.

Table 1. Research Results on Implementation of Environment Social Governance Policy Section Materials Sourcing and Efficiency in Purchasing at Hotel X

No	Environment Social Governance Policy Section Materials Sourcing and Efficiency Indicators	Implementation in Purchasing at Hotel X
1	Prioritizing suppliers and products that are environmentally friendly (including capital goods, food, beverages, building materials, and consumables) by considering the product life cycle.	Field implementation is in accordance with the indicators of the Environment Social Governance Policy section Materials Sourcing and Efficiency.
2	Prioritizing local suppliers and products to reduce emissions associated with transportation.	Field implementation is in accordance with the indicators of the Environment Social Governance Policy section Materials Sourcing and Efficiency.
3	Prioritizing suppliers and products that have been certified by credible sustainability certification schemes.	Field implementation is not yet in accordance with the indicators of the Environment Social Governance Policy section Materials Sourcing and Efficiency.
4	Managing the purchase of consumables and single-use goods carefully to minimize waste.	Field implementation is in accordance with the indicators of the Environment Social Governance Policy section Materials Sourcing and Efficiency.
5	Avoiding the purchase and use of single-use plastics in operations, as well as collaborating with suppliers to switch to reuse models and reusable alternatives.	Field implementation is in accordance with the indicators of the Environment Social Governance Policy section Materials Sourcing and Efficiency.
6	Minimizing the purchase and use of non-renewable raw materials.	Field implementation is not yet in accordance with the indicators of the Environment Social Governance Policy section Materials Sourcing and Efficiency.

Source: Data processed by researcher, 2025

Based on the Environment Social Governance Policy section materials sourcing and efficiency, the implementation of sustainable procurement has not been fully implemented. There are four out of six principles that have been newly implemented. Meanwhile, the other two principles have not been fully implemented due to several obstacles. The implementation of sustainable procurement in purchasing focuses on the reference contained in the Environment Social Governance Policy section materials sourcing and efficiency. In addition, the success of implementing sustainable procurement at Hotel X is inseparable from the contribution of stakeholders. Stakeholders related to the success of implementing sustainable procurement at Hotel X are employees assigned to purchasing and suppliers.

Interview results with the Purchasing Manager explain that the purchasing department ensures all principles contained in the Environment Social Governance Policy section materials sourcing and efficiency reference are being implemented. In addition, purchasing ensures cooperation with suppliers in realizing sustainable procurement. During the process of implementing sustainable procurement, purchasing received positive responses and no complaints from users and suppliers. This shows that Hotel X pays attention to the existence of stakeholders in carrying out activities including sustainable procurement activities.

Suppliers also contribute to the success of implementing sustainable procurement at Hotel X. Suppliers ensure cooperation with purchasing runs smoothly in supporting the

implementation of sustainable procurement. Suppliers ensure quality, quantity and delivery processes that are in accordance with sustainable procurement so as to receive positive responses from the purchasing party. This shows the togetherness between suppliers and purchasing in supporting the implementation of sustainable procurement can run smoothly.

5. Conclusion

The implementation of sustainable procurement in purchasing based on the Environment Social Governance Policy section materials sourcing and efficiency has not been fully implemented. There are four out of six principles that have been newly implemented by purchasing, namely prioritizing local products and suppliers that are environmentally friendly to reduce emissions, managing the purchase of consumables and single-use goods, and avoiding the use of single-use plastics in operations by switching to reuse models. Meanwhile, the other two, namely prioritizing local suppliers and products that have been certified by credible sustainability certification schemes and minimizing the purchase and use of non-renewable raw materials, have not been fully implemented by purchasing due to various obstacles during implementation. In addition, Hotel X collaborates with stakeholders in carrying out activities including sustainable procurement activities. Purchasing ensures cooperation with suppliers in realizing sustainable procurement. This supports the implementation of sustainable procurement in purchasing in accordance with stakeholder theory.

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