

**GREEN PRACTICES FOR SUSTAINABLE RESTAURANT
OPERATIONS: EVIDENCE FROM THE BAY, KARMA RESORTS
JIMBARAN**

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ABSTRACT

This study aims to identify the implementation of green practices at The Bay Restaurant, Karma Resorts Jimbaran, and to analyze their contribution to the development of environmentally conscious restaurant operations. Employing a qualitative approach with a case study method, data were collected through in-depth interviews with restaurant management and staff, direct observation, and internal documentation. The findings reveal that The Bay has adopted various green practices, including energy efficiency, water management, waste management, recycling, environmental awareness initiatives, and community engagement. Although these practices contribute positively to sustainability, certain aspects, such as the comprehensive utilization of energy-saving technologies, still require improvement. This research contributes to the sustainability literature in the hospitality sector while also providing practical recommendations for restaurant managers to more comprehensively integrate green practices.

Keywords: green practices, sustainable restaurant, sustainability, restaurant management, Karma Resorts Jimbaran

1.0 INTRODUCTION

Tourism plays a vital role in Indonesia's economic development, with Bali serving as one of its main contributors due to its unique culture, natural beauty, and global reputation as the Island of the Gods. Among its prominent areas is Jimbaran, renowned for its picturesque beaches such as Jimbaran Beach, Muaya Beach, and Queen Beach, as well as its proximity to Mount Agung. The region's diverse natural landscapes and cultural richness continue to attract both domestic and international tourists, thereby fostering the growth of small- and large-scale enterprises, including hotels and restaurants, which generate significant economic benefits for local communities. The development of Jimbaran as a leading tourist destination has also encouraged the establishment of luxury accommodations such as Ayana Bali, Intercontinental Bali, Four Seasons Bali, and Karma Resorts Jimbaran, further strengthening the hospitality sector in the area.

Despite these positive contributions, rapid tourism growth has also brought about serious environmental challenges, including high energy consumption, excessive water use, ineffective waste management, land-use change, air pollution, and noise pollution. The increasing global awareness of climate change and environmental degradation has amplified consumer demand for sustainable practices, driving hospitality businesses to adopt green initiatives in order to

minimize ecological impacts (Bohdanowicz, 2006; Tzschentke et al., 2004). However, the implementation of green practices in Bali's restaurant sector remains partial, with most establishments adopting limited measures and failing to develop comprehensive sustainability strategies as outlined by (Schubert, 2008).

The Bay Restaurant at Karma Resorts Jimbaran is one of the pioneering units within the Karma group in Bali that integrates green practices into its operations. Preliminary evidence indicates that the restaurant has undertaken various sustainability initiatives, including wastewater management, electricity conservation, reduction of paper use through digital systems, and community donation programs. Nevertheless, certain aspects of sustainable restaurant management remain suboptimal, such as the full adoption of energy-efficient technologies like LED lighting. This gap suggests that while efforts toward green practices are evident, implementation has not yet fully achieved global sustainability standards (Chou et al., 2012; Mensah, 2014; Shin & Cho, 2022; Wang et al., 2013).

The central issue of this research lies in the imbalance between consumer demand for sustainable restaurants and the still-partial implementation of green practices in Bali's restaurant sector. With the rising environmental awareness of global tourists, there is an urgent need for restaurants to develop comprehensive sustainability strategies. However, empirical studies addressing the implementation of green practices in restaurants, particularly in Bali, remain limited (Han et al., 2019; Kasim, 2009).

Based on this background, the present study aims to identify the implementation of green practices at The Bay Restaurant, Karma Resorts Jimbaran, and to analyze their contribution to the development of environmentally friendly restaurant operations. It further seeks to evaluate the extent to which these practices align with global sustainability principles and to provide practical recommendations for enhancing sustainability strategies in Bali's restaurant sector.

This research holds both theoretical and practical significance. Theoretically, it contributes to the body of literature on sustainability in the restaurant and hospitality industries by providing empirical evidence from the context of Bali (Jones et al., 2014; Mensah, 2014). Practically, it offers insights for restaurant managers on the importance of adopting comprehensive green practices to improve customer satisfaction, business reputation, and environmental sustainability. The findings are expected to serve as a reference for developing sustainability policies at both local and national levels within the tourism sector.

Theories of green practices in restaurants emphasize the application of environmentally friendly operational strategies, including waste management, energy efficiency, reduction of plastic use, and the sourcing of local and organic food products (Hu et al., 2010; Schubert, 2008). Meanwhile, the concept of a sustainable restaurant highlights a holistic approach that encompasses not only environmental but also social and economic dimensions, such as community engagement, employee well-being, and support for sustainable supply chains (Chou et al., 2012). Thus, the implementation of green practices in restaurants should be viewed as part of a broader sustainability strategy, rather than as partial or isolated measures.

2.0 RESEARCH METHODOLOGY

This study employed a qualitative approach with a case study method, focusing on the implementation of green practices at The Bay Restaurant, Karma Resorts Jimbaran. The qualitative approach was selected because the research aims to gain an in-depth understanding of the phenomenon within its real-life context, emphasizing meaning, processes, and the perspectives of those involved (Yin, 2018). The research site was chosen because The Bay Restaurant is one of the pioneering units of the Karma Group in Bali that has incorporated environmentally oriented practices into its operations.

The data sources consisted of both primary and secondary data. Primary data were obtained through in-depth interviews with fourteen (14) informants from management and staff, including one (1) Resort Landscape Manager, Operations Manager, Chief Engineer, Executive Chef, Restaurant Supervisor, as well as seven (7) waiters/waitresses and two (2) stewards directly involved in implementing green practices. In addition, primary data were collected through participatory observation in the field to directly examine operational activities, particularly those related to energy efficiency, water management, waste management, and recycling programs. Secondary data were gathered from internal documents such as standard operating procedures (SOPs), activity reports, waste management records, and other relevant supporting documents.

Data collection was conducted through three main techniques: interviews, observation, and documentation. In-depth interviews were used to explore information regarding policies, strategies, and green practices implemented by the restaurant. Observation was carried out to verify the alignment between stated policies and actual implementation in the field, for instance, in terms of energy use, waste management, and community engagement. Documentation served to provide supplementary evidence in the form of reports, photographs, and corporate policy archives that supported the primary data.

The collected data were analyzed using the interactive analysis model developed by (Miles et al., 2014). This analysis involved three key stages: data reduction, data display, and conclusion drawing with verification. During data reduction, the researcher selected, filtered, and simplified data relevant to the research focus. The data were then presented in the form of narratives, tables, and visual documentation to facilitate interpretation. The final stage involved drawing conclusions by identifying patterns, relationships, and meanings from the processed data in order to answer the research questions.

To ensure data validity, the study applied source triangulation and methodological triangulation (Patton, 2015). Source triangulation was conducted by comparing information obtained from various informants, both management and staff, while methodological triangulation was carried out by integrating findings from interviews, observations, and documentation. Through this combination of techniques, the data were expected to be more valid, reliable, and capable of providing a comprehensive depiction of green practices at The Bay Restaurant.

3.0 RESULTS

3.1 Green Practice Implementation at The Bay, Karma Resorts Jimbaran

The findings of this study, obtained through in-depth interviews with informants, direct field observations, and verification of supporting documents related to the implementation of green practices at The Bay, reveal structured outcomes as presented in Table 1 below.

Table 1. Summary of Green Practice Implementation at The Bay, Karma Resorts Jimbaran

Dimension	Indicator	Implementation at The Bay	Notes/Challenges
Green Action	Energy efficiency	Use of natural lighting, automatic timers, partial use of LED lamps	Some non-energy-saving bulbs are still used for aesthetic purposes
	Water management	Recycling of water for garden irrigation	Causes certain odors, thus conducted only during off-peak hours
	Eco-friendly products	Use of cassava straws, glass bottles, water dispensers, eco-friendly packaging	Drinking water distribution not yet fully optimized
	Waste management	Separation of organic and non-organic waste, partnership with Urban Kompost Bali	High waste volume requires external partnerships
Green Food	Local & organic ingredients	Some ingredients grown in the restaurant's area (farm-to-table concept)	Limited production, insufficient to meet all menu needs
	Seasonal menu	Menu adjustments based on availability of local ingredients	High flexibility, supports supply chain resilience
	Healthy menu (vegetarian/vegan)	Special labels for vegetarian/vegan menu items	Green menu options remain limited compared to regular menu
Green Donation	Staff education	Internal training on green practices	Consistency in post-training monitoring still needed
	Social & environmental donation	Food waste donation for animal feed, collaboration with Sungai Watch, activities with orphanages	Program sustainability depends on management commitment and community participation

	Employee participation	Staff involvement in clean-up and social activities	Participation is relatively high, becoming a key factor for program success
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Source: Author’s FGD Data, The Bay Karma Resort Jimbaran (2025).

3.2 Green Restaurant Theory and Practices at The Bay, Karma Resorts Jimbaran

The following Table 2 presents a comparison between the theoretical framework of green restaurant practices found in the literature and their implementation at The Bay Karma Resorts Jimbaran. The comparison covers key aspects of sustainability, including energy efficiency, water and waste management, digitalization, the use of environmentally friendly food ingredients, environmental awareness among staff and guests, as well as community involvement. This analysis highlights both the alignments and the gaps between the theoretical standards recommended by scholars and the operational realities of the restaurant, thus providing a comprehensive overview of the extent to which green practices are applied in practice.

Table 2. Comparison Between Green Restaurant Theory and Practices at The Bay, Karma Resorts Jimbaran

Aspect / Indicator	Green Restaurant Theory (Literature)	Practices at The Bay, Karma Resorts Jimbaran	Alignment / Gap
Energy Efficiency	Sustainable restaurants must reduce energy consumption through energy-saving lighting, use of natural light, and efficiency SOPs (Mensah, 2014).	Use of natural lighting, switching off TV/AC when not in use, closure checklists, some areas equipped with LED lamps.	Some areas still use conventional bulbs for aesthetic purposes → not fully aligned with global standards.
Water Management	Water recycling and reuse systems are key principles of green restaurants (Wang et al., 2013)	Use of push-button dishwasher, pool backwash system, regular STP operations, treated water reused for garden irrigation.	Aligned with theory, though challenges such as odor from recycled water remain.
Waste Management	Separation of organic and inorganic waste, recycling, and waste reduction are essential (Hwang & Lyu, 2015).	Separation of organic–inorganic waste, reuse of cardboard, bottles, and single-sided paper, partnership with Urban Kompost Bali.	Aligned with theory, though limited space presents constraints.

Recycling & Digitalization	Green restaurants are encouraged to reduce paper usage and adopt digital systems (Jones et al., 2014).	Implementation of a paperless system with the Handigo app, digital menus, and paperless POS systems.	Strongly aligned with theory; considered one of the best innovations at The Bay.
Green Food (Ingredients)	Green restaurants promote farm-to-table concepts, local and organic ingredients, and seasonal menus (Schubert, 2008).	Partial cultivation of ingredients on-site, seasonal menus aligned with local markets, vegetarian/vegan options available.	Aligned with theory, though local ingredient production remains limited.
Environmental Awareness	Staff training and consumer education are key pillars of sustainability (Deraman et al., 2017).	Regular staff training, environmental clean-up programs, guest involvement in eco-friendly practices.	Aligned with theory, with a relatively strong environmental culture.
Community Engagement	Sustainable restaurants support the local economy and foster social networks (Kasim, 2009).	Food waste donated for animal feed, collaboration with ECO Bali, and social donations.	Strongly aligned with theory, reinforcing local socio-economic aspects.

Source: Author’s FGD Data, The Bay Karma Resort Jimbaran (2025).

4.0 DISCUSSION

4.1 Implementation of Green Practices at The Bay, Karma Resorts Jimbaran

The implementation of green practices at The Bay, Karma Resorts Jimbaran, demonstrates a strong commitment to developing an environmentally conscious restaurant. Based on qualitative analysis through observation, interviews, and documentation, three key dimensions were identified: green action, green food, and green donation. These findings are consistent with international studies, where sustainable initiatives in Thailand were found to improve both environmental performance and business outcomes (Sirivadhanawaravachara, 2025), while research in India emphasized that green hospitality also integrates social responsibility and community engagement, particularly in the post-pandemic era (Prakash & Kumar, 2024). Thus, The Bay’s practices illustrate how local efforts in Bali resonate with global approaches to sustainable hospitality.

The green action dimension served as the primary focus, encompassing energy, water, and waste management, as well as the use of eco-friendly products. Energy efficiency was achieved through the use of natural lighting, automatic timers for lamps and electronic equipment, and the installation of LED lights in certain areas. However, the study revealed that some main lighting fixtures in the restaurant still utilized non-energy-saving bulbs for aesthetic purposes.

This indicates a compromise between aesthetic needs and energy efficiency, reflecting a common challenge in the hospitality industry's implementation of green practices (Mensah, 2014).

Beyond energy, water management was also identified as a key priority. The restaurant recycled water for garden irrigation, although this occasionally generated odor, prompting scheduling during off-peak hours. This practice highlights an adaptation to resource limitations while demonstrating the application of circular economy principles in water management. Such innovation aligns with (Wang et al., 2013), who emphasize the importance of water recycling technologies in the hospitality sector.

The adoption of eco-friendly products formed another integral aspect of green action. The Bay replaced plastic straws with cassava-based straws, substituted single-use food containers with eco-friendly packaging, and utilized glass bottles and dispensers to reduce single-use plastics. These efforts reflect a proactive response to global trends in plastic reduction, although challenges remain in optimizing sustainable drinking water distribution (Jones et al., 2014).

In terms of waste management, the restaurant implemented waste segregation for organic and non-organic materials, supported by collaboration with Urban Kompost Bali. This partnership serves as a solution to limited space and high waste volume, underscoring that the success of green practices depends not only on internal efforts but also on synergies with external communities. This finding is consistent with (Kasim, 2009), who stresses the importance of cross-sectoral collaboration in advancing green practices.

The second dimension, green food, illustrates the restaurant's strategy to support sustainable food systems through the use of local and organic ingredients. The Bay incorporated the farm-to-table concept by cultivating part of its produce on-site. This not only ensured product freshness but also reduced the carbon footprint associated with long supply chains. Such practices align with (Schubert et al., 2010), who emphasize consumer preferences for restaurants adopting organic and locally sourced food, and are reinforced by (Ching-Yu Lien, 2012), whose study demonstrated that consumers' green consumption cognition significantly affects their behavioral intention to choose sustainable restaurant services.

Furthermore, the restaurant adapted its menu to the availability of seasonal local ingredients, which reinforced supply chain resilience and enhanced the authenticity of guest dining experiences. The clear labeling of vegetarian and vegan menu items facilitated consumer decision-making, making it easier for health-conscious and environmentally aware guests to select dishes aligned with their preferences. Prior research demonstrates that transparent menu labeling can positively influence consumer attitudes and purchasing behaviors toward healthier and more sustainable options (Rosenfeld et al., 2022; Sofia Rincón-Gallardo et al., 2020). More recently, studies have shown that the wording of such labels, whether "vegetarian," "vegan," or "plant-based", significantly shapes consumer perceptions of taste, healthiness, and ethical value, thereby reinforcing the role of menu design in sustainable dining (Ruby et al., 2024). Thus, the green food initiatives at The Bay not only advance environmental sustainability but also accommodate the shifting consumer demand for nutritious and ethically conscious dietary patterns.

The third dimension, green donation, demonstrates the restaurant's active involvement in social initiatives and engagement with the local community. Initiatives included staff training on green practices, contributions to sanitation programs, and collaboration with environmental groups such as Sungai Watch. Social programs, such as donating food waste for animal feed and partnering with orphanages, reveal that green donation encompasses not only environmental dimensions but also strong social impacts (Schubert, 2008).

Employee involvement emerged as a crucial factor in the success of green donation initiatives. Staff participation in clean-up activities, training programs, and social events fostered a sense of ownership of green practices. This finding is consistent with (Deraman et al., 2017), who assert that employee support is a key element in the successful implementation of sustainability in the hospitality industry. It demonstrates that the success of green practices stems not only from managerial policy but also from the collective commitment of all organizational members.

Overall, the implementation of green practices at The Bay, Karma Resorts Jimbaran, reflects significant progress despite ongoing challenges, particularly regarding energy efficiency, which often conflicts with aesthetic requirements. The three core dimensions, green action, green food, and green donation, offer a comprehensive picture of how the restaurant integrates sustainability into daily operations. Consequently, The Bay not only contributes to environmental preservation but also reinforces Bali's position as a globally recognized sustainable tourism destination (Han et al., 2019)

4.2 Green Practices in Supporting an Environmentally Conscious Restaurant at The Bay, Karma Resorts Jimbaran

The implementation of green practices in environmentally conscious restaurants represents a key strategy in advancing sustainable tourism. Environmentally conscious hotels and restaurants are entities that integrate eco-friendly practices across all operational aspects, including energy conservation, water management, and waste reduction, with the overarching goal of protecting the planet (Bohdanowicz, 2006; Mensah, 2014). Previous studies confirm that the adoption of such practices in hospitality not only minimizes ecological impacts but also strengthens brand reputation and destination competitiveness (Han et al., 2010). In line with Antara et al., (2025), who emphasize the differentiation of tourism products in Bali's villages as rooted in local culture, the integration of sustainability into restaurant operations reflects both environmental responsibility and cultural continuity. Furthermore, community involvement plays an essential role in sustaining these initiatives, as participation fosters collective awareness and long-term environmental stewardship (Murni et al., 2019). In this regard, The Bay at Karma Resorts Jimbaran serves as a tangible example of how a restaurant can adopt sustainability principles to minimize ecological impacts while simultaneously enhancing Bali's reputation as a sustainable tourism destination.

Environmentally conscious restaurants are often referred to as green restaurants or sustainable restaurants. This concept emphasizes the importance of managerial commitment in minimizing negative environmental impacts through energy efficiency, effective waste management, emissions reduction, and support for social and economic sustainability (Han et al., 2019; Schubert, 2008). The Bay has demonstrated strategic steps in this direction through the

implementation of internal policies that align with global best practices in sustainable restaurant operations.

The relationship between green practices and environmentally conscious restaurants is deeply interconnected. The application of green practices not only influences operational processes but also shapes employee and guest behavior. As highlighted by (Chou et al., 2012), staff and customer involvement in eco-friendly programs can strengthen ecological awareness and enhance consumer loyalty. This is evident at The Bay, where active employee participation in energy efficiency initiatives and waste management contributes to fostering a sustainable organizational culture.

Energy efficiency constitutes a key indicator of environmentally conscious restaurants. At The Bay, this strategy has been realized through the use of natural lighting during daytime hours, switching off televisions and air conditioners when not in use, and adopting closing checklists as a standard operating procedure to ensure all electronic equipment is turned off at the end of operations. Nonetheless, certain areas of the restaurant continue to employ conventional light bulbs for aesthetic reasons, thereby falling short of fully achieving global standards of energy efficiency (Mensah, 2014). This illustrates the challenge of balancing aesthetic considerations with sustainability.

In addition to energy, water management is another critical component. The Bay employs push-button dishwashers to conserve water, installs backwash systems for the swimming pool, and routinely maintains a sewage treatment plant (STP). Recycled water is subsequently reused for garden irrigation, a practice that aligns with circular economy principles (Chou et al., 2012; Wang et al., 2013). In doing so, the restaurant not only reduces the consumption of clean water but also enhances the efficiency of resource utilization.

Waste management also represents a central dimension in supporting environmentally conscious restaurants. The Bay engages in practices such as reusing cardboard boxes, repurposing glass bottles as containers, and using single-sided paper for internal reports. Furthermore, waste segregation between organic and inorganic materials is conducted in each department prior to transfer to a central collection point. As (Hwang & Lyu, 2015) argue, source-level waste segregation is vital for improving recycling efficiency and reducing reliance on landfills. This practice underscores the restaurant's consistency in supporting environmental sustainability.

Recycling and digitalization serve as additional innovations that reinforce green practices at The Bay. The management has introduced a paperless system by leveraging digital applications such as HandiGo for promotions and menu presentations. Guest orders are recorded directly through the point-of-sale system without the need for additional paper. This digitalization not only reduces paper consumption but also enhances operational efficiency, in line with global trends in the hospitality industry (Jones et al., 2014).

Both employee and guest environmental awareness play a crucial role. The Bay regularly organizes training programs and environmental clean-up activities involving staff and local communities. Such active participation fosters long-term eco-friendly behavior, as emphasized by (Deraman et al., 2017), who note that employee engagement is a critical factor in the

successful implementation of sustainability programs within the hospitality sector. This collective awareness transforms green practices into an organizational culture rather than merely a managerial policy.

Beyond internal efforts, local community engagement further strengthens environmentally conscious practices. The restaurant donates organic food waste to local residents for pig and cattle feed, while non-recyclable organic waste is outsourced to third-party partners such as ECO Bali. This collaboration aligns with (Kasim, 2009), who emphasizes that cross-sector partnerships enhance the effectiveness of green practice implementation. In this way, the restaurant contributes not only to ecological preservation but also to strengthening the local economy.

Overall, The Bay, Karma Resorts Jimbaran, has implemented multiple dimensions of green practices that support the realization of an environmentally conscious restaurant, ranging from energy efficiency and water management to waste reduction, recycling, and community engagement. Despite certain limitations, particularly in achieving comprehensive energy efficiency, the measures undertaken demonstrate a genuine commitment to sustainability. Consequently, The Bay can serve as a model of best practices for other restaurants in advancing sustainable tourism in Bali.

5.0 CONCLUSION

This study aimed to identify the implementation of green practices at The Bay Restaurant, Karma Resorts Jimbaran, and to analyze their contribution to the development of sustainable restaurant operations. Based on the findings, several conclusions can be drawn as follows:

The implementation of green practices at The Bay Restaurant has been carried out through various initiatives, such as wastewater management using a sewage treatment plant (STP), energy conservation through daily operational checklists, paper reduction via digitalization systems, and community involvement through donation programs and the reuse of organic waste as animal feed. These findings demonstrate a genuine commitment to the application of sustainability principles.

Alignment with the green restaurant theory is evident in aspects such as water management, waste reduction, the use of local and seasonal ingredients, operational digitalization, and community engagement. This corresponds with the literature emphasizing the importance of resource efficiency, green food sourcing, environmental education, and community empowerment in supporting sustainable restaurants (Jones et al., 2014; Mensah, 2014; Schubert, 2008).

Nevertheless, gaps in implementation remain, particularly in the dimension of energy efficiency. While certain areas of the restaurant have adopted energy-saving technologies such as LED lighting, other areas continue to use conventional bulbs for aesthetic reasons. This condition indicates that the efforts made have not fully met global green practice standards, thereby requiring further optimization to achieve a more holistic level of sustainability.

The contribution to sustainability is reflected in social, economic, and environmental impacts. Socially, The Bay enhances environmental awareness among staff and guests while

strengthening ties with local communities through waste management partnerships and social programs. Economically, green practices support operational cost efficiency and enhance the restaurant's positive image in the eyes of consumers. Environmentally, these practices contribute to waste reduction, energy conservation, and efficient water usage.

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