

**Employee Motivation and Organizational Culture as Catalysts in Managing
the Value of the Claremont Luxury Villa Rooms**

**Wayan Nurita¹, Gede Yoga Kharisma Pradana²
Nyoman Agus Trimandala³, Putu Sabda Jayendra⁴**

¹Universitas Mahasaraswati Denpasar

^{2,3,4}Institut Pariwisata dan Bisnis Internasional

*yoga@ipb-intl.ac.id*²

ABSTRACT

A quality organizational culture and high work motivation of villa employees can cause an increase in villa room occupancy rates. The Claremont Luxury Villas has, however, a room occupancy rate that tends to fall due to poor organizational culture and low work motivation of the employees. This research aims at analyzing the room occupancy value of The Claremont Luxury Villas. This research seeks to identify the causes of the decline in room occupancy rates and the catalyst for the room occupancy rates at The Claremont Luxury Villas. This research was completed using qualitative methods. The primary data source for this research was obtained through field studies at The Claremont Luxury Villas. Secondary research data sources come from related literature. Observations were applied to collect primary data and document studies to obtain secondary data. The collected data were qualitatively analyzed with the help of knowledge power relations theory and practice theory. The results of the research are: 1) Organizational culture and employee work motivation can be concluded as a catalyst for the occupancy value of The Claremont Luxury Villa rooms; 2) The continuously deteriorating performance of organizational culture and increasingly low levels of employee motivation at work have resulted in a decline in the room occupancy rate at The Claremont Luxury Villa.

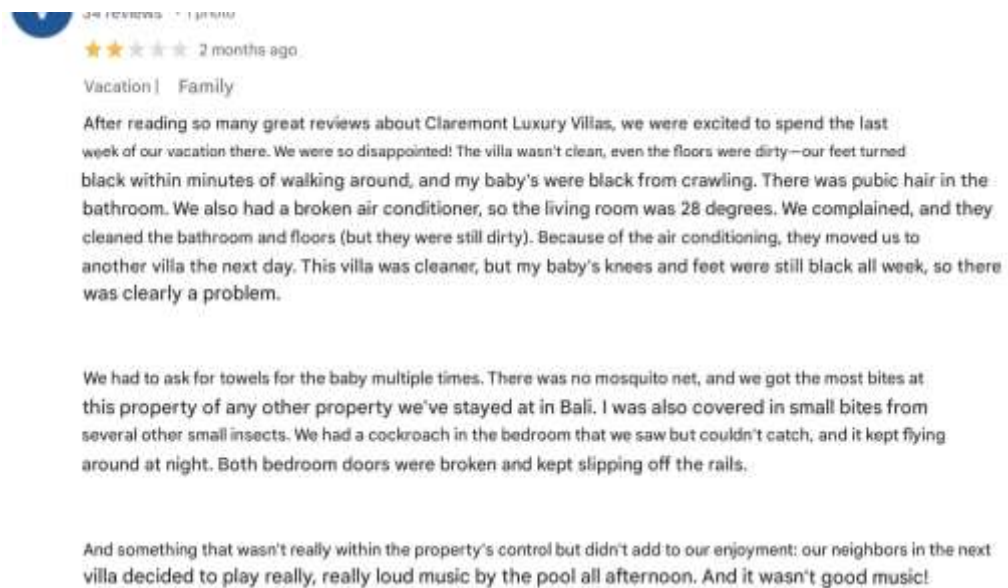
Keywords : *Occupancy Value of The Claremont Luxury Villa Rooms, Organizational Culture, Employee Work Motivation.*

INTRODUCTION

Indonesia is a country with many islands and a diversity of cultural customs and traditions, which is one of the factors for developing the tourism industry (Pradana, 2021). Of the various tourist destinations in Indonesia, one of the most popular tourist attractions in Indonesia that is known throughout the world is the island of Bali (Nugraha & Nahlony, 2023; Pradana, 2018; Pradana, 2023a; Pradana & Arcana, 2023; Pradana & Jayendra, 2024; Pradana, 2024a; Pradana & Parwati, 2017). Tourists often visit places like Ubud, offering panoramic views of rice fields, and Seminyak, known for its beaches. However, there is not much research on tourism in Seminyak.

Seminyak has a tourist area that offers a wide range of tourist accommodation options. One type of tourist accommodation that is popular with tourists visiting Seminyak is villas. In Seminyak, The Claremont Luxury Villas is a reputable villa on par with Grand Daha Resort, Blue Monaco Bali, Je Ne Sais Quoi Seminyak, Daha Mansion, and The Grand Daha villas. To overcome competition with its competitors, The Claremont Luxury Villas has several advantages in terms of facilities, such as private pools, mini bars, and espresso machines in its 10 luxury private villas. It also has a restaurant that serves all-day dining

and alcoholic beverages such as cocktails and wine. However, The Claremont Luxury Villas seems to lack organizational culture and is not supported by good employee motivation. There are some individuals who neglect their duties, such as deliberately arriving late, which affects the operational running of the villas, such as the cleanliness of the villas not being properly maintained. This could encourage other employees to do the same, making it more widespread and becoming a habit, which will affect reviews that could impact room occupancy rates at The Claremont Luxury Villas. As stated in Victoria's review (2024) as follows:



Based on the above review, there are complaints from consumers stating that The Claremont Luxury Villas provides poor service to consumers due to a poor organizational culture and lack of motivation, resulting in consumer dissatisfaction while staying at The Claremont Luxury Villas. The poor organizational culture is evident in several issues, namely dirty villa floors due to negligence, broken air conditioners, and doors that are often considered normal and not properly handled in villa services. The lack of motivation among leaders to improve service quality and poor property facilities are caused by a poor organizational culture and a lack of motivation among leaders to improve service quality in order to increase villa occupancy.

According to Setyawan & Benty (2017), room occupancy is the number of units in an institution that are used in a building engaged in the property sector, whether hotels, rooms, or hospitals. Atikasari (2016) defines room occupancy as the percentage of rooms occupied or rented to guests compared to the total number of rooms available for rent, which can be calculated on a daily, monthly, or yearly basis. The following is the occupancy data for The Claremont Luxury Villas in 2023.

-

Occupancy Yearly Report

Room	Report	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	YEAR
Luxury With Private Pool	Occupancy	94.39%	84.5%	90.44%	89.97%	93.69%	96.01%	87.58%	85.53%	95.49%	89.76%	79.48%	90.6%	89.88%
All Rooms	Occupancy	94.39%	84.5%	90.44%	89.97%	93.69%	96.01%	87.58%	85.53%	95.49%	89.76%	79.48%	90.6%	89.88%

Gambar 1. Data Pendudukan The Claremont Luxury Villas Tahun 2023
(Sumber : The Claremont Villas, 2024)

Based on the results of observations from the room occupancy data above, it can be seen that the realization of room occupancy in 2023 tends to decline and is not achieved to the maximum extent. The decline in occupancy during 2023 was caused by a lack of motivation to improve or maintain service quality, poor work communication, tolerance of negligence, poor cooperation, and excessive communication and tolerance of negligence, which indicate a poor organizational culture. The lack of intention to maintain or improve service quality indicates poor motivation.

Employee motivation is a driving factor that influences their level of engagement and dedication to their work. According to Indirawati et al. (2021), motivation is the overall encouragement given by management to employees so that employees will work enthusiastically to carry out their respective jobs in order to achieve organizational goals. Meanwhile, organizational culture encompasses the values and attitudes that employees believe in. Organizational culture is a reflection of the functions and business goals to be achieved (Dwiyanti, 2020; Pradana et al., 2016; Pradana, 2023; Pradana, 2022; Pradana & Arcana, 2020).

The organizational culture and motivation towards room occupancy rates appear to be ineffective at The Claremont Luxury Villas; therefore, it is important to conduct research. The direction of this research is to analyze the room occupancy rates at The Claremont Luxury Villas. An increase in villa room occupancy rates can be caused by a high-quality organizational culture and high employee motivation. Conversely, The Claremont Luxury Villas has a declining room occupancy rate amid a poor organizational culture and low work motivation among its employees. The problems are: 1) Is the decline in room occupancy at The Claremont Luxury Villa caused by a poor organizational culture and low work motivation among their employees? 2) What is the catalyst for the change in room occupancy at The Claremont Luxury Villa?

RESEARCH METHODS

This research was completed using qualitative methods. Images and text are primary data that can be collected and analyzed using qualitative methods (Flick, 2018). This study used observation guidelines to support the observation function. The primary data for this study was successfully collected based on the results of field studies at Villa Clairmont through observation. Observation is a technique in qualitative methods that operates by carefully observing the object of study (Taylor et al., 2016). Secondary data was obtained through literature studies. All data was analyzed qualitatively with the help of the theory of knowledge power relations and the theory of practice. Practice theory analysis supported by knowledge power relations theory was used to show the Determinants of the

Decline in Occupancy rates at the Claremont luxury villas. Meanwhile, the Value catalyst of the Claremont luxury villa rooms was analyzed using knowledge power relations theory supported by practice theory.

RESULTS AND DISCUSSIONS

Determinants of the Decline in Occupancy Rates at The Claremont Luxury Villa

The decline in room occupancy rates at The Claremont Luxury Villa can be understood as a consequence of the disharmonious relationship between capital, habitus, and domain, as well as the imbalance of power relations within the organizational culture. The Claremont Luxury Villa experienced problems with declining room occupancy rates and organizational culture amid a shortage of highly motivated employees. The decline in room occupancy due to low employee motivation and organizational culture problems at The Claremont Luxury Villa reached 71.2% (Parawangsa, 2024). This means that the decline in room occupancy is directly proportional to the decline in employee motivation and the deterioration of the organizational culture at The Claremont Luxury Villa. The decline in room occupancy is inseparable from the decline in employee motivation and is exacerbated by the worsening organizational culture in handling the operational structure of The Claremont Luxury Villa. The low motivation of employees at The Claremont Luxury Villa reflects a habitus that does not support a productive work ethic in the tourism business.

The occupancy rate of The Claremont Luxury Villa has a positive relationship with organizational culture (Parawangsa, 2024). Organizational culture can be defined as values or behavioral norms that are understood and accepted by the organization as formal rules of organizational behavior (Chaerudin, 2019). Organizational culture encompasses shared habits, valued expectations, and provisions that an organization has as guidelines in regulating its organizational structure and the implementation of tasks and compensation related to the organization's objectives. Different organizations may have different rules and habits even though they have similar objectives and are engaged in the same field of business activity.

The decline in occupancy rates at The Claremont Luxury Villa appears to be caused not only by external factors such as changing market tastes and increased competition, but also by organizational culture issues that have impacted the villa's operational structure. The decline in occupancy rates appears to be caused by The Claremont Luxury Villa's inability to address organizational culture issues in the context of the tourism business arena. A poor organizational culture reflects an unfavorable habitus and operational practices that are suboptimal and do not support the villa's competitiveness. The villa's competitiveness in the tourism business arena may decline not only due to a lack of economic capital and social capital but also because of an unsupportive organizational culture.

Foucault in Magnilier & Zabuyan (2018) shows that power can determine what is considered reasonable in an organization. A consistently poor work ethic can be accommodated in an unhealthy organizational culture, becoming a new institutionalized normality even though it has a negative impact on the business sustainability of the villa. By observing the decline in room occupancy rates, which is exacerbated by the poor

organizational culture in handling operational structural issues at The Claremont Luxury Villa, it is clear that organizational culture is a determining factor in the phenomenon of declining villa room occupancy rates. At the very least, the decline in occupancy rates at The Claremont Luxury Villa has been caused by the deterioration of their organizational culture.

Declining employee motivation can result in a decrease in room occupancy rates at The Claremont Luxury Villa. Motivation is the drive that causes a person to take action to achieve a goal (Petrosyan & Gevorgyan, 2024; Pradana et al., 2025). Motivation includes the drive to work and the cause of the optimal level of effort of actors for organizational goals. According to Sunyoto & Wagiman (2023), work motivation is a stimulus or incentive for each employee to work in carrying out their duties. Low employee motivation reflects organizational management issues in adjusting operational practices to market demands in order to increase room occupancy rates. A decline in employee work motivation can reflect negative changes in organizational habitus. Habitus affected by a deteriorating organizational culture can create a disruptive atmosphere for the work ethic and productive behavior needed to increase the occupancy rate of The Claremont Luxury Villa.

Many employees experienced a decline in work motivation amid the downward trend in room occupancy rates at The Claremont Luxury Villa. The phenomenon of declining employee work motivation appears to be in line with the decline in room occupancy rates at The Claremont Luxury Villa. Employee work motivation has a positive relationship with room occupancy rates at The Claremont Luxury Villa (Parawangsa, 2024). The decline in employee motivation has had at least a minimal impact on the decline in room occupancy rates at The Claremont Luxury Villa. In other words, employee motivation can be considered a determinant of room occupancy rates at The Claremont Luxury Villa.

The decline in employee motivation at The Claremont Luxury Villa reflects the results of organizational culture interactions, power distribution, and knowledge production. The issue of room occupancy rates, with determinants such as organizational culture and employee work motivation at The Claremont Luxury Villa, shows that organizational culture and work motivation have a significant impact on the increasingly crucial issue of room occupancy rates. Therefore, the decline in room occupancy rates is partly due to the declining work motivation of employees and the deteriorating organizational culture at The Claremont Luxury Villa. Normalization of poor work practices is very likely in an unhealthy organization that represents a poor organizational culture. If the organizational culture performance of The Claremont Luxury Villa continues to deteriorate, accompanied by an increasing number of employees with low work motivation, it will become increasingly impossible to achieve the target of increasing room occupancy rates.

Value Catalyst of The Claremont Luxury Villa Rooms

The competitiveness of The Claremont Luxury's services is an implication of organizational culture and employee motivation to participate, contribute, collaborate, and innovate in relation to guest needs. The issue of declining room occupancy rates amid organizational culture problems and low employee motivation at The Claremont Luxury Villa represents a structural problem and a catalyst for declining room occupancy rates. The

declining room occupancy rate at The Claremont Luxury Villa is a structural impact of organizational culture problems, including low employee motivation. Room occupancy rates are influenced by work motivation (Hidayat, 2019). In addition to work motivation, room occupancy rates are also influenced by organizational culture (Dewi, 2023). The decline in room occupancy rates indicates organizational culture issues. Potential employee motivation issues can be an obstacle to increasing room occupancy rates. Structurally, it can be understood that when room occupancy rates decline, it is the accumulation of the deterioration of organizational culture and the massive decline in employee motivation. When the decline in employee motivation becomes more massive, accompanied by the deterioration of organizational culture, it can result in a downward momentum in room occupancy rates, as seen in the phenomenon at The Claremont Luxury Villas.

Unmotivated employees will lose their enthusiasm and sense of responsibility for their work. Employees who lack motivation will not provide optimal service. Low employee motivation can be caused by very limited cultural capital, a lack of understanding of service quality standards, and room occupancy requirements. Employees who do not find a sense of togetherness, experience communication problems, and do not have a sense of solidarity with their colleagues or villa managers can result in a lack of motivation to work optimally. Within the scope of organizational culture, the habitus of employees who are very unmotivated at work can affect the work environment. If this employee habitus leads to indifference towards operational standards and even organizational values, it will have an impact on the organizational culture and the quality of villa services.

The deteriorating organizational culture at The Claremont Luxury Villa can begin with negative habits. A lazy work attitude, indifference to quality, or inability to respond to customer needs can worsen overall business performance. As the organizational culture of The Claremont Luxury Villa continues to deteriorate, it will reinforce a work atmosphere that is increasingly distant from The Claremont Luxury Villa's goals. As a result, it can worsen normative justice, decrease service quality, increase the number of dissatisfied guests, damage reputation, decrease room occupancy, and make villa operations increasingly difficult to continue.

Foucault in Nassem (2023) states that power is often shaped by norms that are considered correct within a social organization. Foucault, in Huber & Knights (2022), argues that these norms are shaped by the power relations that prevail within the organization. When villa employees become accustomed to working with low motivation or are trapped in a poor work culture, it becomes normal within an unhealthy institution. This practice will hinder the changes needed to improve work motivation and ultimately reduce service quality and room occupancy rates.

The decline in room occupancy rates at The Claremont Luxury Villa is the result of a combination of poor organizational culture and low employee motivation. Cultural capital in an organization includes the values that exist within the organization, including a sense of responsibility for work, involvement in decision-making, and appreciation for individual contributions. A lack of cultural capital can create an atmosphere that is not conducive to increasing employee motivation. This, in turn, can lead to a decline in service quality and room occupancy rates.

Amidst the momentum of declining room occupancy rates and low employee motivation, it turns out that employee job satisfaction responses show the highest value. Job satisfaction among employees at The Claremont Luxury Villas has a strong correlation with their level of comfort at work. Many employees at The Claremont Luxury Villas tend to work casually and dislike competition. On the other hand, responses to organizational culture have the lowest value. The low value of responses to organizational culture correlates strongly with the intensity of task negligence and the level of service ineffectiveness in the substance of guest complaints at The Claremont Luxury Villas.

The decline in room occupancy rates is a result of word of mouth from guests regarding issues with service facilities and infrastructure within the organizational culture of The Claremont Luxury Villas. The momentum of the decline in room occupancy rates is an anomaly amid the concern of The Claremont Luxury Villas managers, who always plan for important decisions regarding the needs of their guests and employees. If employee motivation tends to decline, accompanied by a worsening organizational culture in handling service structure issues at The Claremont Luxury Villas amid the decline in occupancy rates, then it can be said that occupancy rates will be very difficult to increase in the next period.

Foucault, through Karapinar and Kucukler (2022), views discourse as knowledge that can regulate something socially. In the case of The Claremont Luxury Villa, discourse about the villa's services, facilities, and infrastructure develops through the experiences of guests and employees. Guests who are disappointed will choose other alternatives, discuss them, and may influence the enthusiasm of potential guests not to choose The Claremont Luxury Villa.

The impact of organizational culture and low employee motivation is dominant in the total decline in room occupancy rates at The Claremont Luxury Villa (Parawangsa, 2024). Thus, organizational culture and employee motivation can be considered catalysts for room occupancy rates at The Claremont Luxury Villa. A catalyst is a stimulant that can trigger positive change (Khangte et al., 2023). Increasing the occupancy rate of The Claremont Luxury Villa requires improving organizational culture and employee work motivation.

Considering the impact of organizational culture and employee motivation issues on the decline in occupancy rates at The Claremont Luxury Villas, the villa management's actions to improve organizational culture and motivate employees are crucial decisions. Restructuring and potential improvements to organizational culture and employee motivation can increase occupancy rates once employee motivation improves and the organizational culture at The Claremont Luxury Villas becomes more effective.

CONCLUSIONS

Based on the discussion of the results of the analysis of organizational culture, work motivation, and room occupancy rates at The Claremont Luxury Villa, it can be concluded that: 1) The continuing deterioration of organizational culture and the increasingly low level of employee motivation at work have resulted in a decline in room occupancy rates at The Claremont Luxury Villa; 2) Organizational culture and employee work motivation can be considered catalysts for the occupancy rate of The Claremont Luxury Villa.

BIBLIOGRAPHY

- Atikasari, R. (2016). Analisis Penerapan Kebijakan Harga Untuk Meningkatkan Room Occupancy Melalui Sumber Bisnis Online Travel Agent Pada INNA Simpang Hotel Kota Surabaya. *Jurnal Riset Mahasiswa Ekonomi (RITMIK)*, 3(1), 76-91.
- Chaerudin, A. (2019). *Manajemen Pendidikan dan Pelatihan SDM, Manajemen Pendidikan dan Pelatihan SDM*. Sukabumi : CV. Jejak anggota IKAPI.
- Dewi, N. K. T. A. (2023). *Pengaruh Budaya Organisasi, Motivasi Dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan Pada Alila Ubud Hotel (Disertasi)*. Denpasar : Universitas Mahasaraswati.
- Dwiyanti, N. M. C. (2020). Turnover Intention Karyawan Hotel Bintang 5 di Bali Ditinjau dari Budaya Organisasi, Kepuasan Kerja, dan Kompensasi. *Bisma : Jurnal Manajemen*, 6(2), 96-102.
- Flick, U. (2018). *An Introduction to Qualitative Research*. Los Angles : Sage.
- Hidayat, A. (2019). Pengaruh Budaya Organisasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja. *Jurnal Ilmiah Ekbank*, 2(1), 17-27.
- Huber, G., & Knights, D. (2022). When 'I' Becomes 'We' : An Ethnographics Study of Power & Responsibility in a Large Food Retail Cooperative. *Human Relations*, 76(8), 137-161.
- Indirawati, D. M., Asih, A. K. S., & Indrayanti, N. P. R. (2021). Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Hotel Puri Saron Denpasar. *Journal Research of Management*, 2(2), 197-206.
- Karapinar, A., & Kucukler, A. (2022). Evaluation of Position Mariage and Woman in Mahabrata in the Context of Bio-Power Theory. *Kare : International Journal of Comparative Literature*, 1(13), 44-65.
- Khiangte, Z., Kalangutkar, A., Sinam, V., & Siddique, A. (2023). Impact of Rhizobium Inoculation and Boron Application on Morphological Alterations and Biochemical Triggers in Pea (*Pisum Sativum L.*). *Journal of Applied & Natural Sciences*, 15(1), 69-74.
- Magnilier, P., & Zabuyan, D. (2018). *Foucault at the Movies*. New York : Columbia University.
- Nassem, E. M. (2023). The Application of Foucauldian Approach to Analyse School Bullying : A Critique. *Pastoral Care Education*, 1(1), 1-19.
- Nugraha, R. N., & Nahlony, A. Y. (2023). Strategi Pengembangan Destinasi Wisata Penanganan Pandemi Covid-19 Di Provinsi Bali. *Nawasena: Jurnal Ilmiah Pariwisata*, 2(1), 1-7.
- Parawangsa, P. G. O. (2024). *Pengaruh Budaya Organisasi dan Motivasi Terhadap Tingkat Hunian Kamar The Claremont Luxury Villas (Skripsi)*. Denpasar : IPBI.
- Petrosyan, R., & Gevorgyan, H. (2024). Motivation For Success at Young and Mature Age. *Journal of Armenian Age*, 4(6), 177-189.
- Pradana, G. Y. K. (2012). Diskursus Fenomena Hamil di Luar Nikah dalam Pertunjukan Wayang Joblar. *Electronic Journal of Cultural Studies*, 1(2), 11-27. <https://doi.org/10.4643/ejcs.2012-02.05>
- Pradana, G. Y. K. (2018). Implications of Commodified Parwa Shadow Puppet Performance For Tourism in Ubud, Bali. *Journal of Business on Hospitality and Tourism*, 4(1), 70-79. DOI: <http://dx.doi.org/10.22334/jbhost.v4i1.103.g111>.

- Pradana, G. Y. K. (2019). *Sosiologi Pariwisata*. Denpasar : STPBI Press.
- Pradana, G. Y. K. (2021). Aplikasi Filosofi Tri Hita Karana Dalam Pemberdayaan Masyarakat Tonja di Denpasar. *Jurnal Abdi Masyarakat*, 1(2); 61-71. <https://doi.org/10.22334/jam.v1i2.10>.
- Pradana, G. Y. K. (2022). Mereresik dan Penghijauan Dalam Rekognisi Perayaan Hari Ulang Tahun Kemerdekaan Republik Indonesia di Desa Bangli, Tabanan. *Jurnal Pengabdian Mandiri*, 1(6), 1101-1112. <https://doi.org/2557/jpm/v1-i6-24>
- Pradana, G. Y. K. (2022a). Animo Dosen STPBI Dalam Gerakan Semesta Berencana Bali Resik Sampah Plastik di Karangasem, Bali. *Swarna : Jurnal Pengabdian Kepada Masyarakat*, 1(3), 245-255. <https://doi.org/10.55681/swarna.v1i3.115>
- Pradana, G. Y. K. (2023). Implementing The Meaning of Hospitality at Pura Luhur Batukau Tabanan, Bali, Through The Go Green Go Clean Community Partnership Programme. *Pakdemas : Jurnal Pengabdian Kepada Masyarakat*, 3(1), 1-10.
- Pradana, G. Y. K. (2023). The Meaning of Pancasila in Tradition of Subak Management : A Reflection of Pancasila Values in the Balinese Venture for the Next Generation of Food Security. *International Journal of Social Science and Human Research*, 6(6), 3537-3543. <https://doi.org/10.47191/ijsshr/v6-i6-41>
- Pradana, G. Y. K. (2023a). Praktik Agrowisata Dalam Pengelolaan Lingkungan Adat Tenganan di Karangasem : Suatu Aplikasi Pariwisata Hijau Berbasis Masyarakat. *Bookchapter Pariwisata Nusantara : Ketahanan dan Keberlanjutan dalam Pendekatan Green Tourism* (ed. Ni Putu Veny Narlianti). Denpasar : Yagudwipa.
- Pradana, G. Y. K. (2024). Peran Civitas Akademika IPBI Dalam Menjalin Makna Sosial Pada Kegiatan Beach Clean Up di Kuta. *Jurnal Pengabdian Masyarakat Bangsa*, 2(1), 77-89.
- Pradana, G. Y. K. (2024a). Transformation in Tenganan Natural Environmental in Bali : An Environmental Friendly Forest Area Management Model For Future Generations of Nature Lovers. *The Bookchapter of Advances in Environmental Research Vol. 99* (ed. Justin A. Daniel). New York : Nova Science Publishers.
- Pradana, G. Y. K., & Arcana, K. T. P. (2020). Hasil Pengelolaan Homestay Bercorak Budaya Tradisional Bali Ditengah Pengaruh Perkembangan Trend Millennial di Sektor Pariwisata. *Jurnal Ilmiah Hospitality Management*, 11(1), 1-12. <https://doi.org/10.22334/jigm.v11i1.172>
- Pradana, G. Y. K., & Arcana, K. T. P. (2023). *Homestay Tradisional Bali : Memikat Wisatawan Millenial Melalui Model Akomodasi Berkelanjutan*. Surabaya : Jakad Media Publishing.
- Pradana, G. Y. K., & Jayendra, I P. S. (2024). Panca Maha Bhuta Service: A Health Service Innovation Based on Balinese Wisdom at the Fivelements Retreat Bali Hotel. *International Journal of Humanities and Social Science*, 14(1), 116-129. <http://dx.doi.org/10.30845/ijhss.v14n1a13>.
- Pradana, G. Y. K., & Parwati, K. S. M. (2017). Local-Wisdom-Based Spa Tourism in Ubud Village of Bali, Indonesia. *Russian Journal of Agricultural and Socio-Economic Sciences*, 8(68), 188-196. <https://doi.org/10.18551/rjoas.2017-08.22>

Reslaj: Religion Education Social Laa Roiba Journal

Volume 7 Nomor 12 (2025) 4267 – 4276 P-ISSN 2656-274x E-ISSN 2656-4691

DOI: 10.47476/reslaj.v7i12.10115

- Pradana, G. Y. K., & Ruastiti, N. M. (2022). Imitating The Emancipation Of Hindu Female Characters In Balinese Wayang Legends. *International Journal of Social Science*, 5(1), 643-656. <https://doi.org/10.53625/ijss.v1i5.1307>.
- Pradana, G. Y. K., Sattvika, I P. A. E., & Pradana, K. A. W. (2025). Gamelan Gong Beri in Balinese Culture. *International Journal of Society Reviews*, 2(11), 2070-2089.
- Pradana, G. Y. K., Suarka, I N., Wirawan, A. A. B., & Dhana, I N. (2016). Religious Ideology of The Tradition of The Makotek in The Era of Globalization. *Electronic Journal of Cultural Studies*, 9(1), 6-10. <https://doi.org/10.18425/ejcs.2016-02.09>
- Pradana, G. Y. K., Wijaya, I N. S., & Purnaya, I G. K. (2024). Representation of Cross-Cultural Relations in the Bali Agung Theater at Taman Safari & Marine Park Bali : A Discourse in Balinese Tourism Performing Arts. *Mudra : Jurnal Seni Budaya*, 39(3), 415-424. <https://doi.org/10.31091/mudra.v39i3.2813>.
- Setyawan, J. N., & Benty, D. D. N. (2017). *Analisis Okupansi Ruang Kuliah Pada Fakultas Ilmu Pendidikan Universitas Negeri Malang (Disertasi)*. Malang : Universitas Negeri Malang.
- Sunyoto, D., & Wagiman, W. (2023). *Memahami Teori-Teori yang Membahas Motivasi Kerja*. Purbalingga: CV. Eureka Media Aksara.
- Taylor, S., Bogdan, R. & DeVault, M.L. (2016). *Introduction to Qualitative Research Methods : A Guidebook and Resource*. Hoboken : John Willey & Sons Inc.