

# HOTEL'S CARE FOR LOCAL COMMUNITY

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**Abstract** *Hotel's care for the community is a developing phenomenon, which has expanded considerably throughout the world in the recent years. It reflects the mutual relationships between hotels and social organizations that generate new opportunities. However, at the same time, it involves unique difficulties and challenges. In this paper, I intend to study the influence of hotel's care for local community's welfare based on triple-P (potential, placement, and protection) formula as the indicator with the use of explanatory survey method. Firstly, the finding of this analysis indicates that Four Seasons Hotel in Ubud has implemented triple-P formula with a sufficient category of 62.2%. Secondly, the analysis of impact on each variable of the triple-P indicators resulted in 39.4% from potential variable, 24.27% from placement variable, and 6.8% from protection variable. The total impact values of overall indicators were 70.47%. The remaining 29.53% was the outer factor which also influenced the local community welfare, but it was not analysed (epsilon). In conclusion, based on the triple-P formula in a practical way, the higher a hotel's care suggests the higher local community's welfare.*

**Keywords** Hotel, Community, Care and Welfare.

## INTRODUCTION

Recent researches on companies' care and concern on the welfare of local communities have been seriously conducted (Kasim and Scarlat, 2005; McWilliams et al., 2006; Basu and Palazzo, 2008; Bowen, 2010). However, researches on a hotel's care for a community have been rarely found. It is quite contradictory to the fact that hotel contribution also plays not less important roles compared to that of other companies.

Meanwhile, the activities of hotels which involve people in various social projects have resulted in interesting discussions. This trend has given value and strength to some countries such as USA, Israel, Ireland, Japan and Singapore (Hopkins, 1997; Besser and Miller, 2001; Rochlin and Boguslaw, 2001; Nuttman-Schwartz and Gadot, 2003; Cohen, 2003; Ayelet and Tzion, 2008). Perhaps due to the inspiring phenomenon, countries in Europe, America, Africa, Middle East and Asia including Indonesia have started to promote investments in hotel services for investors from China, Japan, Saudi Arabia, USA, France, Hongkong and Switzerland. (Tisdell and Wen, 1990; World Bank, 1994; Knowles et al., 2001; WTO, 2010).

However, subtle changes to this growing phenomenon have altered the trend from capitalism to neo-liberalism (Friedman, 1970). The neo-liberalism movement triggered the rise of hotel service business which contradictorily resulted in decreased community welfare, chaos at grassroots level, and the weak immune system of the economic crisis (Barnett, 2007). The previous assumption that hotel services could generate multiplier effects (Goldner et al., 2000), is now questionable. Only few hotels have been aware of their social care (Humble, 1981; Barnett, 2007). Profits seem to have been the top priority with the legal and formal aspect seems to be merely applied only because it is inevitable. Thus, social care appears to have been ignored. The issue shall be well cared to respond to the growing assumption among the hotel owners that care for the welfare of local immunities will harm their profit (Barnett, 2007).

This phenomenon remains a debated issue among academicians and business practitioners (Carroll, 1979; Ayelet and Tzion, 2008; Thomas, 2008). Despite technical differences, different terminologies of hotel social care (HSC), including charitable contributions (Ayelet and Tzion, 2008), social issues management (Wood, 1991), public policy and business (Preston and Post, 1981 : 57), stakeholder management (Agle and Mitchell, 1999; Ogden

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and Watson, 1999), corporate citizenship (Wood and Lodgson, 2002) and corporate sustainability (Gladwin and Kennelly, 1995; Altman, 1998; Van Marrewijk, 2003) have corresponded with the assumptions to legitimize the validity of the program toward the phenomenon.

One thing is common, all synonyms are resulted from the adaptation and development of the concept of corporate social responsibility (CSR) from Carroll. When it is much better, it might not be a problem.

The difference in their argument is based on the following: (1) instrumental Theories which focus on achieving economic objectives through social activities, e.g., maximization of shareholder value (Jensen, 2000), strategies for competitive advantages (Lizt, 1996; Porter and Kramer, 2002; Prahalad, 2003) and cause-related marketing (Murray and Montanari, 1986; Varadarajan and Menon, 1988), (2) political theories which focus on a responsible use of business power in the political arena, e.g., corporate constitutionalism (Davis, 1967), integrative social contract (Donaldson and Dunfee, 1999) and corporate citizenship (Andriof and McIntosh, 2001; Wood and Lodgson, 2002), (3) integrative theories which focus on the integration of social demands, e.g., issues management (Vogel, 1986; Wartick and Mahon, 1994), public responsibility (Preston and Post, 1981), stakeholder management (Rowley, 1997) and corporate social performance (Carroll, 1979; Swanson, 1995), (4) ethical theories which focus on the right to build a good society, e.g., normative stakeholder (Freeman, 1994; Phillips et al., 2003), universal rights (UN Global Compact, 1999) and the common good (Kaku, 1997; Mele, 2002). All synonyms and the basic arguments correlate with this research because they discuss business sustainability with the respect to the sociological entity. In particular, this study stresses on the sustainable development of social welfare.

Brummer (1991), McWilliams and Siegel (2001) and Bartley (2003) approached the hotel social care (HSC) with six criteria, namely motives, scale, influential decisions, types of action, types of effect, and the idealistic interests. Out of the criteria, propositions stating that hotels tend to be socially concerned when they experience improving economic conditions, too high or low competition among hotels, regulatory support, well-managed system, an independent watchdog organization, well-educated human resources, and the presence of dialogue of the stakeholders are formulated. Furthermore, other researchers define HSC as an act of social welfare concerns beyond the hotel operation for profit, technical operational hotel, and legal obligations (Brummer, 1991). Brummer also distinguishes the standard care of hotel business of the informal sector.

In relation to this study, all of these criteria can be used in the research on the Four Seasons Hotel, Ubud, Bali due to its qualified capital and human resources. However, the

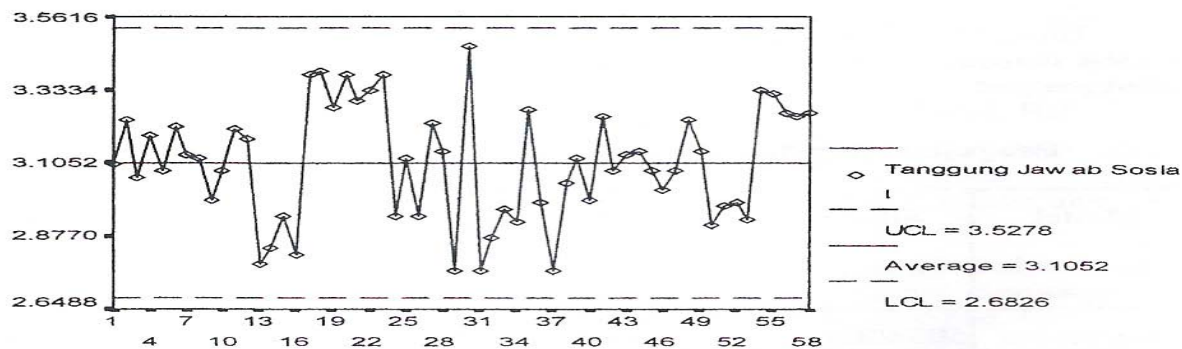
concept of social care this hotel should have a universal perspective on freedom, equality and dignified equality. HSC shall be done objectively beyond discrimination, for example, a motel of a small business category should also care for the social condition of the surrounding communities. Contradiction often occurs to motels at the informal scale focusing on maximization of shareholder value, strategies for competitive advantages, and cause-related marketing; while employees are staging a rally for decent remuneration, many people outside the motels are unemployed and poor (Sreekumar and Parayil, 2002; Campbell, 2007).

In that respect, the researcher defined hotel social care universally to promote sustainable social welfare through 3P (potential, opportunities or placement, and protection). The concern of the hotel encourages potential-developing activities for people to be able to be more independent. The concern also encourages actions the authority's giving priority to citizens opportunities to demonstrate their creativity or professionalism. In the form of political support, it protects the new citizens to compete well. This approach is more relevant and applicable to both formal and informal sectors of accommodation business services with the minimum standard of hotel's care for the stakeholders. Sustainable development of social welfare is explored from the perspective of the HSC as an instrument to reduce poverty, politics, participation, and ethics. More advanced hotels, more prosperous society, the stronger state, and the stronger symbiosis mutualism of the three are the expected values (Cohen, 2003). The formulation of the relationship between these concepts constructs hypotheses as follows: The first hypothesis, social awareness activities of the Four Seasons Hotel Ubud to local communities has been done. The second hypothesis, the correlation of effects of the social activity management of each or the entire variables of the potential, opportunities, and protection generate effects on the welfare of the local communities.

In particular, the study aims to analyze the social care of the Four Seasons Hotel Ubud for the welfare of local communities and to analyze the correlation of the social care for the welfare of society, which in turn is expected to provide input to the government, the hotel business practitioners, and communities.

## RESEARCH METHODOLOGY

Based on the approach suitability to the objectives of this study, the researcher conducted a locus explanatory survey research in all areas of the Ubud resort including homes, fields, orchards, tourism offices, markets, restaurants, travel agents, and the Four Seasons Ubud Bali after the riot of October 26, 2004. Collecting data from a representative sample of 15 hotel employees, 15 government employees, and 70 villagers around the hotel Four Seasons Ubud in

**Figure 1:** Control Diagram of The Social Care of Four Seasons Hotel Ubud

Source: Data of the tabulation process

randomly stratified proportional was conducted (Gazette, 2004; Ritchie and Goeldner, 1994). Respondents were qualified citizens with ID cards as the residents of Ubud, age 18-55, fluent in Bahasa Indonesia, physically and mentally able to answer the questionnaire. This quantitative study was conducted with the assistance of a male co-researcher with a bachelor degree in Sociology from Udayana University and a female one with a bachelor degree in hospitality industry from the local Tourism College who also works at Four Season Hotel. The survey was conducted face-to-face using a questionnaire in Indonesia language (see, Turner et al., 1995).

The hotel's care was measured with 58 items of closed questions which terms the hotel's care as the variable of influence developed from the research methods for business (Sekaran, 2003). The questions discussed the potential development of encouragement, granted accessibility of opportunities, and political support to protect the new potential citizens. The sustainable well-being as the affected variable was measured using 18 questions developed from the social development index (Ray, 2008). The choices for the answers are as follows (1) very good, (2) good, (3) adequate, (4) inadequate, and (5) very inadequate. Respondents were willing to answer all questions in full questionnaire with no significant problems. As a reward for their time, each respondent received Rp 5,000 per questionnaire. Then, the coded data were tabulated and edited using predictive analytics software to analyze the correlation of multivariate asymmetrical causality. Data were presented in tables of frequency distributions, graphs and percentages (see, Kamau and Waudu, 2012:58; Pramesti, 2011).

## RESULTS

Based on the three dimensional pattern, this research shows some answers or hypothesis test. *The first* question shows the depiction of the answers to the problem stating that

social care has been conducted qualitatively with "adequate" category equal to 62.2% quantitatively. Figure 1 describes the analysis result.

Figure 1 shows the chart of the social care activities conducted by the hotel in favour of the local community's welfare in Ubud with 2.27 as the lowest score, and 3.47 as the highest score. The score of hotel social care was obtained from the whole average which was 3.1052. The scale percentage was gained from the average divided by the highest score of Likert scale which was 5 and multiplied by 100%, which was 62.2%. Even though the social care of the hotel was adequate in this category, the hotel is expected to work harder to raise its level to be above the average. When this aspect is above the average scale which is 3.1052; it suggests that the social care in that dimension is getting better. Meanwhile, when the aspect lies under the average scale, it indicates that the social care in that dimension is insufficient which demands the hotel to improve.

In details, the 58 questions of influential sub variables were shown in Figure 1. Question number 1 to 31 showed the sub variable chart of potentials. Question number 31-50 showed the sub variable of placement. And Question number 50—58 showed the sub variable of protection. The sub variable chart of potentials appeared to be extreme, evidently with the more heading to the average scale, with a highest score of 3.4447 compared to the sub variable of placement and protection. Meanwhile, the sub variable of placement was often under the average scale, with a lowest score of 2.773 compared to the sub variable chart of protection, which was more stable. It suggests that the hotel was more committed to caring about the potential, without necessarily leaving the care of the placement and protection for the local people. The development of people's potentials by the cooperation of the hotel and the local people tended to be directed towards independency in doing business. As a result, they stayed more focused on developing their own business in arts, galleries, providing souvenirs for tourists, culinary

**Table 1:** The Overall of Multiple Linear Regression Significance Test

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	505.082	3	168.361	76.254	0.000
Residual	211.958	96	2.208	-	-
Total	717.040	99	-	-	-

Source: Data of the tabulation process

a. *Predictors: (Constant)*: The contribution of potentials, placement and protection

b. *Dependent Variabel*: The local community's welfare

**Table 2:** Significance Test on Each Coefficient of Multiple Linear Regressions

Model	Unstand. Coef. B	Std. Error	Stand.Coef. Beta	T	Significance
(Constant)	3.246	1.091	-	2.974	0.004
Potentials	0.812	0.098	0.533	8.312	0.000
Placement	0.538	0.082	0.392	6.547	0.000
Protection	0.541	0.022	0.152	2.492	0.014

Source: Data of the tabulation process

a. *Dependent Variable*: The local people's welfare

and other tourism services in Ubud. In fact, they were less interested in the opportunities offered by the Four Seasons Hotel.

The second question showed the depiction of the answers that the social care of the hotel on the three dimensional aspects either partially or integrally had a strong influence on the welfare of the local people. Based on the structural method and the multiple linear regression equation, the correlation of all variables of the social care either directly or indirectly with other dimensions of the people's welfare was 70.47%. The partial influence of the sub-variable correlation of the hotel social care either directly or indirectly with other dimensions of the people's welfare can be stated this way; the dimension of potentials was 39.4%; the dimension of placement was 24.27 %; and the dimension of protection was 6.8%. Meanwhile, the remaining percentage was the influence of another variable, not within the scope of this research. The result of the analysis was presented in table 1. In regard to testing the validity of this correlation, a multiple linear regression correlation was conducted simultaneously, as shown in table 1.

Table 1 shows the level of the local community's welfare which has been defined by the social care of all three dimensions simultaneously from the significance level ( $\rho$ ) which was 0.000. The social care done by the hotel and the welfare of people in Ubud which had a multiple linear relationship can be accepted with the significance level  $\rho < 0.05$ ,  $H_0$  was rejected or  $H_a: \beta \neq 0$  meaning that there was a correlation or influence. The probability score of F (F-count) which in the multiple regression was  $0.000 < 0.05$  showed that the stated hypothesis was accepted meaning that the sub-variables of the care on potentials, placement, and protection all together had an influence on the welfare of the local community in Ubud.

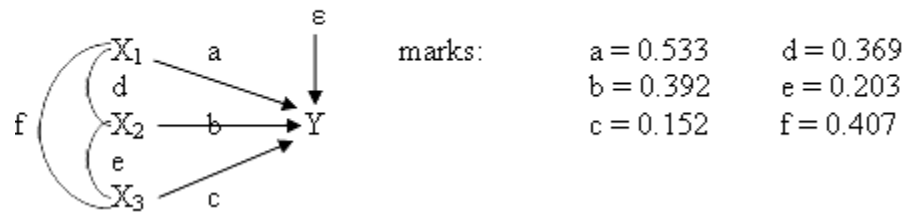
The correlation of each variable of the social care with the welfare of the local community in Ubud, Bali, is reflected in table 2.

Table 2 shows the verification of the significance test on the probability score of T of each sub variable, with a result in the sub-variable of potentials of  $0.000 < 0.05$ ; that of placement was  $0.000 < 0.05$ ; and that of protection was

**Table 3:** Coordination-correlation Matrix

Model	Care on Potentials	Care on Placement	Care on Protection	welfare
Care on Potentials	1.000	0.369	0.407	0.739
Care on Placement	0.369	1.000	0.203	0.619
Care on Protection	0.407	0.203	1.000	0.448
People's welfare	0.739	0.619	0.448	1.000

Source: Data of the tabulation process

**Figure 2:** Coordination Sub Variable Path Structure (Xi) along with the Performance Variable (Y)

0.014 < 0.05, meaning that all variables were lower than 0.05. This indicated that the stated hypothesis  $Ha_1$ ,  $Ha_2$ , and  $Ha_3$  were all acceptable. It meant that the coefficient regression of each sub variable had a partial influence towards the local people's welfare.

Meanwhile, the influential correlation among variables can be defined in a multiple linear regression equation model  $Y = 3.246 + 0.812X_1 + 0.538X_2 + 0.541X_3 + \epsilon$  (see, Aiken and West, 1991). This formula showed that the correlation of coefficients of each social care sub-variable either partially or integrally had a positive value. This was also shown by the path structure with the correlation among sub variable matrix point is reflected in table 3 below:

The direction of the positive correlation which was more than 0.5 meant that the correlation was in the strong category (Audifax, 2008). However, the data provided in the coordination-correlation matrix on table 3 showed that three sub variables had a very weak coordination-correlation matrix to each other and were even hardly correlated, which was less than 0.5 (the potentials was  $0.369 < 0.5$ , the placement was  $0.407 < 0.5$  and the protection was  $0.203 < 0.5$ )

Furthermore, results of the multiple linear regression analysis along with this coordination-correlation matrix could be described in the path structure in Figure 2.

Based on the path structure, the coefficient value of the path showed that direct correlation of the care on potentials towards the local people's welfare was  $0.533 \times 0.533 \times 100\% = 28.4\%$ . The correlation of the care on the potentials and placement towards the local people's welfare was  $0.533 \times 0.369 \times 0.392 \times 100\% = 7.7\%$ . In other words, the correlation of the care on potentials, either directly or through other dimensions towards the local people's welfare was  $28.4\% + 7.7\% + 3.3\% = 39.4\%$ .

The path structure was also shown by the correlation of the care on placement directly towards the local people's welfare which was  $0.392 \times 0.392 \times 100\% = 15.37\%$ . The correlation of the care on placement and protection towards the local people's welfare was  $0.392 \times 0.203 \times 0.152 \times 100\% = 1.2\%$ . So, the correlation of the care on placement, either directly or through was  $24.27\%$ .

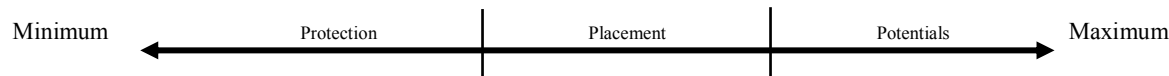
The path's coefficient value on the path structure above

showed a direct correlation between the care on protection with the local people's welfare which was  $0.152 \times 0.152 \times 100\% = 2.31\%$ . The correlation of the care on protection and potentials towards the local people's welfare was  $0.152 \times 0.407 \times 0.533 \times 100\% = 3.29\%$ . The correlation of the care on protection and placement towards the local people's welfare was  $0.152 \times 0.203 \times 0.392 \times 100\% = 1.2\%$ . Above all, the correlation of the care on protection, either direct or through other dimensions towards the local people's welfare was  $2.31\% + 3.29\% + 1.2\% = 6.8\%$ . And that of the care of the potentials, either direct or through other dimensions towards the local people's welfare was  $39.4\% + 24.27\% + 6.8\% = 70.47\%$ . Meanwhile, the influential value of other out-of-scope variables ( $\epsilon$ ) was  $100\% - 70.47\% = 29.53\%$  which was in the form of epsilon variable, out-of-scope of this research, but it has correlated with the welfare of local people in Ubud, Bali.

## DISCUSSION

Four Seasons Hotel has conducted the social care towards the local people's welfare qualitatively adequate, or 62.2% quantitatively. The result of the research has met the expectation, as projected after the riot that broke out on October 4th, 2004 in Four Seasons Hotel, Ubud, Bali. As the overall results were still in the category of adequate, the hotel still needed to do more relevant and better strategy on developing its hotel's social care activities. Compared to the situation before the riot, this research suggested that human beings were economic and business living entities, who could not be deprived out of their sociological entities (Wheelen and Hunger, 1995; Claudia, 2010). This research has also disclosed a very important formula in the research done by Cohen (2003) stating that the more a hotel achieves progress, the better people could live, the stronger the government would be, and the more harmonious the symbiosis mutualism among the three would be. The previous researcher, Hopkins (1997) had a different opinion, but both believed that hotels give values to the society and strengthen the state, as the Four Seasons Hotel in Ubud assumed prior to the riot despite uncontrollable riot. That was caused by the social care done by the hotel which generated no long-lasting impact on the local people's welfare. The social care variable of the hotel was unable to trigger the spirit of independency from the

**Figure 3:** Line of the Hotel's Social care which was directly proportional to the level of the sustainable local people's welfare



people. No matter how massive the care shown by the hotel was, it would be futile if it failed to educate people to be more independent. Instead, it would harm their character. The local people would even become lazier and more dependent. This had to be a consideration for the hotel, in order that they will not implement social care only for the sake of interest, or merely lip service, or what was called as corporate philanthropy. They do it because there is always an element of business interests, rather than purely objective social welfare (ie, Varadarajan and Menon, 1988; Jensen, 2000; Porter and Kramer, 2002). Ideally, the bigger the social care of the hotel is, the better the living of the local people will be.

Therefore, a conclusion can be drawn that the better the management of the three-dimensional aspects carried out by a hotel, either partially or integrally, the more influential it will be towards the sustainable welfare of the people. This theoretical construction can be simplified in a model shown in Figure 3.

Based on the hypothesis of this study, the Hotel's Social Care still followed the model of universal CSR with various philanthropic interests, self-defined by correlating them with the environment, marketing and services (Carroll, 1979; Ayelet and Tzion, 2008; Thomas, 2008). Companies defined CSR based on their own business interest and simultaneously, the local people also did the same (Suharto, 2008; FAO, 1998). This clash of interests has resulted in several unwanted riots, e.g. Meridien Tabanan Bali Hotel, Nikko Nusa Dua Bali Hotel, Kartika Plaza Hotel in Kuta Bali, Four Season Hotel in Ubud Bali, Hotel Bali Padma in Kuta and other hotels (Pitana, 2004; Bali Post, October the 26<sup>th</sup> 2004).<sup>3</sup>

Accordingly, this research showed important differences from the previous researches and concepts, such as utilitarian and Kantian ethics. The differences can be explained by triple P concept which explains that the contribution level of the hotel's social care management supports the local people's sustainable welfare in terms of placement and protection. However, the execution of the hotel's social care management of the local people's potentials would be difficult to be executed in the low-level awareness of the people. Nowadays, these very materialistic people would prefer to have a shortcut for quick money rather than joining a training or course funded by the hotel. This in turn puts the hotel in a difficult situation in working with the related institutions. This situation was made more complex by

practical issues such as low level of education, poverty and the lack of infrastructure to hold training on improving people's skills. Culturally viewed, the local people were not enthusiastic and motivated to go to vocational schools, where skills can be sharpened.

The hotel's commitment was more focused on the care of potentials, suggesting that the people's potentials were crucial. Ideally, the three dimensions should have been in a good position where the potentials were ranked higher than the placement. The level of care on placement should be higher than that of the protection. This may be correlated with the significance of potentials in tourism towards the local people's dependency in achieving their own well-being and ability to build a partnership with the hotel. For instance, people have run shops selling souvenirs and other creative growing businesses. Even events held by the hotel such as people's micro businesses that performed certain traditional themes have been involved. Nevertheless the contribution of the hotel's care on potentials was still felt insufficient since it achieved only the lowest level of 2.763. It suggests that the hotel management should take measures to improve do something about its betterment as soon as possible to realismaterialize an independent and well-being community. It described a correlation between the Four Season Hotel' social care in the three aspects, potentials, opportunity or placement, and protection with the local people's welfare where the variance of potentials was held the highest position, followed accordingly by that of placement and protection.

The analysis above concludes that HSC had a pattern in building the people's sustainable welfare that resembled that of Community Based Tourism (Ndlovu, et al., 2011; Haworth, 1979). The design of this new pattern was one of the ways to materialize people's welfare. Other patterns are also found, but they likely favor to certain groups of people, which is unfeasible for implementation; it refers more to the marketing interests (Kotler and Lee, 2005). Some focused on the limitation imposed to the guests such as saving energy, electricity, water, the use of chemical substances and the use of any environmentally friendly material which was commonly called 3P: profit, people and planet (Carroll, 1979).

However, it should be noted that as the study is an initial stage, more similar researches are needed. In the future, the results of this study can bring out care which encourages the hotel to focus on economic achieving social objectives through certain conditions such as: (1) prosperous community,

(2) respected managers, (3) this behaviour can improve the performance of the hotel integrated in the strategy of excellence competition, (4) the company is mediated by the regulatory environment of public and private, non-governmental organization (NGO), organizational culture, organizational structure, leadership, compensation management, competition among associations, social norms, or dialogue between stakeholders.

A further research with a greater number of samples should be an absolute need in defining how far the samples used in this research represent the results of the research. Besides, further research should be conducted, particularly on the roles of local people in tourism in achieving their own well-being (Damanik, 2010). In other words, the next researches are expected to be able to provide more useful information for designing programs and writing concepts of teaching material on contributions of a hotel's social care management.

## CONCLUSION

The above discussion concludes that the consideration of social care trends with a pattern to build a sustainable welfare is expected to reduce jealousy which leads to social conflicts. The researcher believes that an awareness-oriented hotel which provides the potential, opportunities, and protection of the community has a positive influence on the sustainable level of prosperity. The Four Season Hotel Ubud has done this social care qualitatively or quantitatively sufficient equal to 62.2%. The correlation of this social care effects in the test of sub variable of potential, placement and the overall protection to the welfare of local communities was 68.37% and the influence of each care correlation suggests 39.40% by the potential, 22.17% by the opportunity, and 6.80% by the protection.

However, this care is done at the adequate category; therefore, the hotel needs to improve it to be more relevant and actual in implementing the strategies of the hotel social care (HSC). Otherwise, it will generate jealousy and anger among the poor people leading to harming the hotel's interests as happened to the Four Seasons Hotel in Ubud, Bali in 2004. Nevertheless, the implementation of the management of the hotel's social responsibility 3P model would be difficult at the low level of public awareness which tend to be pragmatic and culturally lethargic. The low level of education showed the low level of well-being without the presence of this hotel. In this, the contradiction occurs regarding the qualifications of labors and demand for welfare improvement leading to social tension.

Thus, to prevent such conflicts to occur, hotels should use local labors by optimizing its training center at the hotel. In addition, hotels can involve the micro level businesses into the hotel or build mutual partnership by taking the micro

business as the assisted partner.

## Notes

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- 3 The 26th of October 2004, Bali Post illustrated the riot in Four Seasons Hotel in Ubud. People came to the hotel bringing with them machetes, swords, keris and other local weapons. They burnt unused tyres on the road and some of them looted the hotel so badly causing escaping guests be evacuated via the Ayung river. The hotel thought that they owned the land, the money and the license to run the business, so the hotel thought that they had no link whatsoever with the local people. The hotel management asked the people to think rationally. On the other hand, the people understood that all the properties belong to the hotel, but a part from that, the land and properties belong to them. Therefore, the local people would not let the guests and the hotel employees go pass the road which belong to them. The Banjar asked the hotel management to have a realistic point of view that, as social creatures, they have to go in line with the accepted values respected by the local people, and that they also have to respect the local people. Such a thing should not have happened if each party had not taken actions based on their vested interests.

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