

RINGKASAN KORESPONDENSI ARTIKEL:**THE IMPACT OF SUPPLY CHAIN PRACTICE ON GREEN HOTEL PERFORMANCE THROUGH INTERNAL, UPSTREAM, AND DOWNSTREAM INTEGRATION**

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

[USCM] Submission ID 1321

USCM <uscm@growingscience.com>

Thur, May 18, 2021 at 2:17 PM

Reply-To: uscm@growingscience.com

To: sautma@petra.ac.id, joe.suprpto@petra.ac.id, andrea@petra.ac.id, zeplin@petra.ac.id, info@growingscience.com

Thank you for your submission to USCM. Below is a copy of the information submitted for your records.

Submission ID: 1321

Title: The impact of Supply chain practice on Green Hotel Performance through Internal, Upstream, and Downstream Integration

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Topic(s):

- Uncertainty in SCM applications
- Customer Relationship Management
- Requirements Chain Management

Keywords: Supply chain practice, upstream integration, downstream integration, internal integration, green performance

Abstract: The company builds communication and collaboration with suppliers and customers to increase competitiveness in the supply chain flow. The organization's ability to involve suppliers and customers in business activities to achieve

efficiency and effectiveness is one of the objectives of supply chain practice. The distribution of questionnaires directly to hotel practitioners was 25 respondents, and 65 respondents obtained the distribution of google form links. The results showed that supply chain practices with supplier relationship management and quality information sharing activities could increase internal and upstream integration and not directly impact downstream integration. Internal integration with data integration activities accurately and coordination between functions on an ongoing basis can affect upstream and downstream integration and green hotel performance. Upstream integration and downstream integration with joint decision activities and planning synchronization with external parties can directly impact green hotel performance. They were increasing the market share and image of the hotel with the implementation of caring for the environment. This research contributes to hotel practitioners adopting practical supply chains in building internal and external integration to increase competitiveness and theoretical contribution to developing supply chain theory and green performance.

Comments: anakku



Your paper in USCM #1321

USCM <uscm@growingscience.com>

Thur, Jun 1, 2021 at 3:14 PM

To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Author

The following is the result of the review :

Reviewer # 1

- Add an introductory sentence to the indirect abstract of the research method.
- The abstract needs to have theoretical contributions and practical benefits
- In the introduction, observed phenomena of green hotels are added that have been implemented.
- Add journals related to the relationship between research concepts
- The discussion needs to be detailed and comprehensive

Reviewer # 2

- Abstracts can be added to research results that are more detailed and do not contradict the conclusions.
- The introduction is good enough, but it is necessary to provide research objectives in the last paragraph.
- The literature review is good, and it is necessary to set measurement items or research indicators for each theory.
- The discussion needs to be detailed

Reviewer # 3

- The format for writing articles is adjusted to the journal.
- Abstracts need to provide precise results and contributions.
- Practical phenomena and journals should both have the introduction inserted as theoretical phenomena.
- Add an explanation about the mean in Table 1
- Separate data analysis and discussion

Please adjust your performance in light of the review remarks.

Sincerely
Farhang

RESPONSE TO THE REVIEWER'S SUGGESTIONS FOR REVISION

Dear Managing Editor of USCM
Babak Farhang Moghadam

We are very grateful for the first stage review provided, and it is precious for us to make improvements to the article to make it more perfect.

We will improve any suggestions from reviewers and hope to be published in the USCM journal as a reputable journal on Q2 in Scopus indexing/Abstracting. Hopefully, the revised paper could comply with Editor's expectations.

We are looking forward to hearing good news from you.

Best Regards

Assoc. Prof. Zeplin Jiwa Husada Tarigan

REVIEWER SUGGESTIONS FOR REVISION

Reviewer/Editor: 1 (First)

Question:

A. Add an introductory sentence to the indirect abstract of the research method

Response:

a good review for valuable feedback for the article abstracts, we have completed it.

The company builds communication and collaboration with suppliers and customers to increase competitiveness in the supply chain flow. The organization's ability to involve suppliers and customers in business activities to achieve efficiency and effectiveness is one of the objectives of supply chain practice.

Question:

B. The abstract needs to have theoretical contributions and practical benefits.

Response:

We highly appreciate your suggestion, and we have revised and add the contributions, with:

This research contributes to hotel practitioners adopting practical supply chains in building internal and external integration to increase competitiveness and theoretical contribution to developing supply chain theory and green performance.

Question:

C. In the introduction, observed phenomena of green hotels are added that have been implemented.

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised, with:

Hotels can implement information technology to support employee performance. The use of technology correlates with an increase in the ability of individual employees to understand the function of information technology systems (Ratna et al., 2018).

Information technology used in Romanian hotels for front offices is used for customer check-in, room arrangement and control, and customer payment systems (Oltean et al., 2014).

This condition has an impact on the hotel to share information with the customer through marketing information.

In addition, green hotels are practically applied based on employee perceptions through an investigation process that is put forward with clean water and sanitation, affordable and clean energy, responsible consumption and production activities, and responses to climate change (Abdou et al., 2020).

Implementation of a green hotel by reducing food waste in the supply chain flow, then each department is advised to measure the number of components needed. Accurate calculations are required to buy food in large quantities to avoid overpackaging (Abdou et al., 2020). The current role of the hotel is not only used for resting places but also meeting, incentives, conventions, and exhibition activities. Organizations and government parties continuously use hotels for their actions. Hotel activities can be carried out with suppliers and customers on an ongoing basis in the supply chain management flow (Siagian et al., 2019).

Green hotels are widely applied in using materials that can be recycled, using materials that can be separated and reused. Hotel activities focus on the green by using environmentally friendly materials, maintaining processes with relatively small pollution, saving energy use, improving service procedures, adding environmental protection ideas to the training carried out (Basana et al., 2021).

Question:

D. Add journals related to the relationship between research concepts

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised relationship between research concept

3.1. The relationship between supply chain practice concepts and supply chain integration.

This sustainable ERP (enterprise resources planning) is defined as a place for internal integration and external integration used by manufacturing companies to keep data integration between functions running well and stable system integration between functions (Suprpto et al., 2017).

Supply chains practice in the company internal by sharing information between functions and departments can make coordination and communication, and data integration between departments run well (Sundram et al., 2016).

Supply chain practice in companies with quality of information sharing influences customer responsiveness in manufacturing companies (Al-Shboul et al., 2017).

Supply chain practice in manufacturing companies with a strategic supplier partnership can impact supplier performance (Al-Shboul et al., 2017).

Internal integration between departments within the company can impact increasing supplier collaboration by sharing information about inventory levels with suppliers and sharing forecasts about customer demand (Al-Shboul et al., 2018).

3.2. The relationship between the concept of internal integration and upstream integration.

Process control and development and improvements made by the company can build upstream integration to understand current customer needs and customer expectations in the future (Truong et al., 2017).

Internal integration between departments within the company can impact increasing supplier collaboration by sharing information about inventory levels with suppliers and sharing forecasts about customer demand (Al-Shboul et al., 2018).

3.3. The relationship between the concept of internal integration and downstream integration

Supply chain integration is defined by the organization's ability to exchange information with customer partners online. Internal integration within the company with solid coordination between departments and teams between internal functions can solve problems in a stable manner capable of impacting customer focus (Al-Shboul et al., 2018).

3.5. The relationship between the concept of upstream integration and green hotel performance.

The collaboration built by the company with suppliers as a form of upstream integration in improving the quality of product materials can impact the hotel's ability to save energy and water-saving practices to improve financial performance (Moliner et al., 2012).

3.6. The relationship between the downstream integration concept and green hotel performance

The hotel hopes that customers can tell their experiences after getting service from the hotel. Good relationships with customers impact hotel performance through efficiency and effectiveness (Alnawas and Hemsley-Brown, 2019).

Question:

E. The discussion needs to be detailed and comprehensive

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised discussions

The data analysis showed that the eight hypotheses and seven hypotheses could be accepted, and one hypothesis was rejected. The ability of hotels in East Java to implement supply chain practice activities can impact supply chain integration to improve green hotel performance. Based on the results of the hypothesis, it is stated that supply chain practice can affect internal integration in the hotel industry. The supply chain practice built by the hotel with quality information sharing internally and externally can accurately increase data integration and real-time data integration. The results of this hypothesis support research that states that supply chain practice can impact internal integration (Pirmanta et al., 2021; Vafaei-Zadeh et al., 2020; Sundram et al., 2016; Khalaf and El Mokadem, 2019).

The second hypothesis is that supply chain practice has an impact on upstream integration in the hotel industry. Hotel supply chain practices by building supplier relationship management and quality information sharing increase supplier involvement in joint decisions. The company makes incentive communication and coordination with suppliers about company needs. The results of this study support the research results put forward by the statement that the supply chain practice used by hotels is to build upstream integration (Al-Shboul et al., 2018; Sundram et al., 2016; Al-Shboul et al., 2017). The third hypothesis is that supply chain practice has no impact on downstream integration in the hotel industry. The company's ability to build customer relationship

management cannot improve customer processes and joint decisions with customers because many customers do not provide input for the hotel. Besides, hotel customers who make hotel reservations are not repeated in the short term and are different from manufacturing customers. Therefore, this study is different from research results that state that supply chain practice does not impact downstream integration (Sundram et al., 2016; Al-Shboul et al., 2017).

The fourth hypothesis is found that internal integration has an impact on upstream integration in the hotel industry. Internal integration that can provide increased data integration and coordination between functions on an ongoing basis can improve upstream integration because it improves supplier planning synchronization. This study supports the results of research that state that internal integration impacts upstream integration (Siagian et al., 2019; Truong et al., 2017; Pirmanta et al., 2021; Al-Shboul et al., 2018; Khalaf and El Mokadem, 2019). The fifth hypothesis is found that Internal integration has an impact on downstream integration. Internal integration used by the organization as an integrated administration system in hotels with accurate data integration can increase customer satisfaction because it can share quality information. Again, this study supports the results of research that states that internal integration impacts downstream integration (Truong et al., 2017; Pirmanta et al., 2021; Al-Shboul et al., 2018; Khalaf and El Mokadem, 2019).

The sixth hypothesis is found that Internal integration has an impact on green hotel performance. A well-organized internal data integration can impact reducing hotel operational costs by using environmentally friendly products. This study supports the results of research that Internal integration has an impact on green performance (Phan et al., 2019; Pirmanta et al., 2021; Shukor et al., 2020; Do et al., 2020; Siagian et al., 2019; Khalaf and El Mokadem, 2019). The seventh hypothesis is that upstream integration has an impact on the green hotel performance industry. Upstream integration between the company and suppliers, resulting in joint decisions with suppliers, synchronization of planning with suppliers, and quality information with suppliers, can impact hotel commitments for environmental development and reduce hotel operational costs using environmentally friendly products. Again, this study supports the results of research that upstream integration affects green performance (Shukor et al., 2020; Phan et al., 2019; Moliner et al., 2012; Pirmanta et al., 2021; Tarigan and Siagian, 2021).

The eighth hypothesis of downstream integration has an impact on the green hotel performance industry. Downstream integration between the company and the customer by synchronizing planning with the customer and sharing quality information can increase green hotel performance. This increase can be seen from the hotel's image for customers by implementing green hotels and growing market share through caring for the environment. The study results confirm the results of research, which states that downstream integration impacts green performance (Phan et al., 2019; Shukor et al., 2020; Alnawas and Hemsley-Brown, 2019; Pirmanta et al., 2021). The study results indicate that supply chain practice is indispensable in developing hotel service systems in building integration within the internal and external organizations to improve hotel green performance. Improving the performance of hotels that care about the environment can provide increased competitiveness. This research contributes to the development of practical supply chain management theory and green performance. Practical contribution on how the important role of internal integration affects external integration for hotel industry practitioners in providing coordination and collaboration with suppliers and customers to increase competitiveness.

Reviewer/Editor: 2 (Second)

Question:

A. Abstracts can be added to research results that are more detailed and do not contradict the conclusions.

Response:

a good review for valuable feedback for the article abstracts, we have change for detail:

Upstream integration and downstream integration with joint decision activities and planning synchronization with external parties can directly impact green hotel performance. They were increasing the market share and image of the hotel with the implementation of caring for the environment.

Question:

B. The introduction is good enough, but it is necessary to provide research objectives in the last paragraph.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised research objectives, with:

This study has five main objectives: first, to examine supply chain practice against internal hotel integration, and second, to explore the relationship between supply chain practice and external integration, namely upstream integration and downstream integration. Third, examine the relationship between internal and external integration, namely upstream and downstream integration. Fourth, read the relationship of internal integration to green hotel performance. Lastly, fifthly examine the relationship of external integration, namely upstream integration and downstream integration, to green hotel performance

Question:

C. The literature review is good, and it is necessary to set measurement items or research indicators for each theory.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised item measurement for all variables

Supply Chain Practice

This study establishes indicators for supply chain practice in hotels, namely customer relationship management, supplier relationship management, quality information sharing, and supports the objectives set by the company.

Internal Integration

Internal integration is determined with the construct measurement items data integration across internal functions, data integration in real-time, accurate data integration, and coordination cross functions on an ongoing basis.

Downstream Integration

Explanation about downstream integration, this research determines the construct measurement items are improving the process with customer, the joint decision with the customer, synchronizing planning with the customer, and sharing quality information with the customer.

Upstream Integration

Explanation about upstream integration, this research determines the construct measurement items improve the process with suppliers, joint decisions with suppliers, synchronize planning with suppliers, and share quality information with suppliers.

Green Hotel Performance

This study sets out green hotel performance measurement items, namely improving hotel image for customers by implementing green hotels, reducing hotel operational costs by using environmentally friendly products, increasing market share through environmental care, and hotel commitment to ecological development (Buunk and van der Werf, 2019; Abdou et al., 2020; Tarigan et al., 2020)

Question:

D. The discussion needs to be detailed.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised the discussion

The data analysis showed that the eight hypotheses and seven hypotheses could be accepted, and one hypothesis was rejected. The ability of hotels in East Java to implement supply chain practice activities can impact supply chain integration to improve green hotel performance. Based on the results of the hypothesis, it is stated that supply chain practice can affect internal integration in the hotel industry. The supply chain practice built by the hotel with quality information sharing internally and externally can accurately increase data integration and real-time data integration. The results of this hypothesis support research that states that supply chain practice can impact internal integration (Pirmanta et al., 2021; Vafaei-Zadeh et al., 2020; Sundram et al., 2016; Khalaf and El Mokadem, 2019).

The second hypothesis is that supply chain practice has an impact on upstream integration in the hotel industry. Hotel supply chain practices by building supplier relationship management and quality information sharing increase supplier involvement in joint decisions. The company makes incentive communication and coordination with suppliers about company needs. The results of this study support the research results put forward by the statement that the supply chain practice used by hotels is to build upstream integration (Al-Shboul et al., 2018; Sundram et al., 2016; Al-Shboul et al., 2017). The third hypothesis is that supply chain practice has no impact on downstream integration in the hotel industry. The company's ability to build customer relationship management cannot improve customer processes and joint decisions with customers because many customers do not provide input for the hotel. Besides, hotel customers who make hotel reservations are not repeated in the short term and are different from manufacturing customers. Therefore, this study is different from research results that state that supply chain practice does not impact downstream integration (Sundram et al., 2016; Al-Shboul et al., 2017).

The fourth hypothesis is found that internal integration has an impact on upstream integration in the hotel industry. Internal integration that can provide increased data integration and

coordination between functions on an ongoing basis can improve upstream integration because it improves supplier planning synchronization. This study supports the results of research that state that internal integration impacts upstream integration (Siagian et al., 2019; Truong et al., 2017; Pirmanta et al., 2021; Al-Shboul et al., 2018; Khalaf and El Mokadem, 2019). The fifth hypothesis is found that Internal integration has an impact on downstream integration. Internal integration used by the organization as an integrated administration system in hotels with accurate data integration can increase customer satisfaction because it can share quality information. Again, this study supports the results of research that states that internal integration impacts downstream integration (Truong et al., 2017; Pirmanta et al., 2021; Al-Shboul et al., 2018; Khalaf and El Mokadem, 2019).

The sixth hypothesis is found that Internal integration has an impact on green hotel performance. A well-organized internal data integration can impact reducing hotel operational costs by using environmentally friendly products. This study supports the results of research that Internal integration has an impact on green performance (Phan et al., 2019; Pirmanta et al., 2021; Shukor et al., 2020; Do et al., 2020; Siagian et al., 2019; Khalaf and El Mokadem, 2019). The seventh hypothesis is that upstream integration has an impact on the green hotel performance industry. Upstream integration between the company and suppliers, resulting in joint decisions with suppliers, synchronization of planning with suppliers, and quality information with suppliers, can impact hotel commitments for environmental development and reduce hotel operational costs using environmentally friendly products. Again, this study supports the results of research that upstream integration affects green performance (Shukor et al., 2020; Phan et al., 2019; Moliner et al., 2012; Pirmanta et al., 2021; Tarigan and Siagian, 2021).

The eighth hypothesis of downstream integration has an impact on the green hotel performance industry. Downstream integration between the company and the customer by synchronizing planning with the customer and sharing quality information can increase green hotel performance. This increase can be seen from the hotel's image for customers by implementing green hotels and growing market share through caring for the environment. The study results confirm the results of research, which states that downstream integration impacts green performance (Phan et al., 2019; Shukor et al., 2020; Alnawas and Hemsley-Brown, 2019; Pirmanta et al., 2021). The study results indicate that supply chain practice is indispensable in developing hotel service systems in building integration within the internal and external organizations to improve hotel green performance. Improving the performance of hotels that care about the environment can provide increased competitiveness. This research contributes to the development of practical supply chain management theory and green performance. Practical contribution on how the important role of internal integration affects external integration for hotel industry practitioners in providing coordination and collaboration with suppliers and customers to increase competitiveness.

Reviewer/Editor: 3 (Third)

Question:

A. The format for writing articles is adjusted to the journal.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised the format articles with the Author Guidelines on <https://growingscience.com/uscm/guides.html>.

Question:

B. Abstracts need to provide precise results and contributions.

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised the contribution, However, the research results have been read in detail so that they are good.

The company builds communication and collaboration with suppliers and customers to increase competitiveness in the supply chain flow. The organization's ability to involve suppliers and customers in business activities to achieve efficiency and effectiveness is one of the objectives of supply chain practice. The distribution of questionnaires directly to hotel practitioners was 25 respondents, and 65 respondents obtained the distribution of google form links. The results showed that supply chain practices with supplier relationship management and quality information sharing activities could increase internal and upstream integration and not directly impact downstream integration. Internal integration with data integration activities accurately and coordination between functions on an ongoing basis can affect upstream and downstream integration and green hotel performance. Upstream integration and downstream integration with joint decision activities and planning synchronization with external parties can directly impact green hotel performance. They were increasing the market share and image of the hotel with the implementation of caring for the environment. This research contributes to hotel practitioners adopting practical supply chains in building internal and external integration to increase competitiveness and theoretical contribution to developing supply chain theory and green performance.

Question:

C. Practical phenomena and journals should both have the introduction inserted as theoretical phenomena

Response:

Dear reviewer, we highly appreciate your suggestion, and we have add from previous research.

Supply chain integration, which consists of internal integration, supplier integration, and customer integration, can impact organizational flexibility as a form of company performance (Shukor et al., 2020). Internal integration in manufacturing companies can increase external integration, inter-plant coordination, and operational performance (Cheng et al., 2016). Hotels can implement information technology to support employee performance. The use of technology correlates with an increase in the ability of individual employees to understand the function of information technology systems (Ratna et al., 2018). Information technology can influence supply chain practice's effect on retailer performance (Tarigan et al., 2021). Information integration for the hotel industry can impact the purchasing strategy to provide real-time data reports to suppliers (Siagian et al., 2019). Information technology used in Romanian hotels for front offices is used for customer check-in, room arrangement and control, and customer payment systems (Oltean et al., 2014). The company tries to build strong relationships between functions through communication, coordination, and effective relationships to improve flexibility in anticipating change (Khalaf and El Mokadem, 2019). This condition has an impact on the hotel to share information with the

customer through marketing information. Supply chain integration can impact business performance through supply chain flexibility and resilience but has no impact if it is through an innovation system (Siagian et al., 2021).

Green activities in the industry are usually found in the use of environmentally friendly materials, the substitution of environmentally friendly raw materials, the use of supporting materials with ecologically friendly considerations, considering designs that can use a relatively small space, and the use of relatively short assembly times, optimizing processes to reduce waste and emissions, use technology that can save energy for the organization, carrying out recycling during the process phase and carrying out total quality that refers to international environmental standards (Cosimato and Troisi, 2015). In addition, green hotels are practically applied based on employee perceptions through an investigation process that is put forward with clean water and sanitation, affordable and clean energy, responsible consumption and production activities, and responses to climate change (Abdou et al., 2020).

Implementation of a green hotel by reducing food waste in the supply chain flow, then each department is advised to measure the number of components needed. Accurate calculations are required to buy food in large quantities to avoid overpackaging (Abdou et al., 2020). The current role of the hotel is not only used for resting places but also meeting, incentives, conventions, and exhibition activities. Organizations and government parties continuously use hotels for their actions. Hotel activities can be carried out with suppliers and customers on an ongoing basis in the supply chain management flow (Siagian et al., 2019).

The hotel's ability to implement green supply chain practices in Vietnam can provide a good destination image for tourists visiting the north of Vietnam (Do et al., 2020). Vietnam Tourism Industry (VTI) capability in green supply chain practice by considering environmentally friendly products and processes according to customer wishes. Green purchasing set at hotels by considering the need for environmentally friendly materials can provide employee interest in implementing activities to support green operations (Basana et al., 2021). Hotel management in determining marketing management to understand customer needs. The supplier strategy used by the hotel to coordinate the procurement of quality materials. The hotel carries out the relationship between customers and suppliers to support sustainable development to reduce the negative impact on environmental damage (Prud'homme and Raymond, 2016). Hotel performance is generally determined by the occupancy rate, profit, and adaptability, supported by the development of information technology (Oltean et al., 2014).

With the hotel's ability to provide recycled products and eco-green products for efficiency, the hotel can increase performance by reducing energy consumption and providing efficiency in services (Tarigan et al., 2020). Green hotels are widely applied in using materials that can be recycled, using materials that can be separated and reused. Hotel activities focus on the green by using environmentally friendly materials, maintaining processes with relatively small pollution, saving energy use, improving service procedures, adding environmental protection ideas to the training carried out (Basana et al., 2021). In addition, green hotels can impact operational costs by reducing permanent costs and low investment costs to increase profits and increase customer satisfaction (Buunk and Van der Werf, 2019).

Based on the explanation above, few studies discuss supply chain practice on hotel objects that involve integration with upstream supply chain and downstream supply chain parties in improving green performance.

Question:

D. Add an explanation about the mean in Table 1

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised

Based on Table 1, found for the supply chain practice variable to get a mean value of 4.266, and the mean value of the measurement item between 4.109 - 4.344. This shows that the hotel has carried out supply chain practice well and is carried out in activities work in hotels. The internal integration variable with a mean of 4.156 and the mean range value for each measurement item is at 3.969 – 4.297; this indicates that internal integration at the hotel has been running well between one function and another. The housekeeping department, food and beverage section, front office, and others have data integrated with a system. The third variable is upstream integration, with a mean value of 3.894, and the mean value of the measurement item is between 3.734 - 4.301. Illustrates that the company's relationship with suppliers has been going well and helps each other deal with the constraints that occur in the supply chain flow.

Downstream integration built by the company with distribution parties and customers is obtained with a mean value of 4.270, and the mean value of the measurement item range is at 4.125 – 4.359. This shows that the relationship between the hotel and the customer has been going very well. The information technology used by the company can be integrated with the customer, and the customer can customize the products/services produced by the hotel. As a result, the hotel's relationship with the customer looks very high, giving the customer a level of satisfaction and loyalty. Green hotel performance as the dependent variable is obtained with a mean value of 4.133. The value of the measurement item range is at 3.734 – 4.297, and this shows that the organization has run a green hotel in daily activities and has an impact on company performance. Green hotels that are implemented positively affect hotels because they can improve their image and increase profits by reducing operational costs.

Question:

E. Separate data analysis and discussion

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised, and detail as follows:

5. Data Analysis

The results of the questionnaire distribution by using direct distribution to visit hotels in East Java were 25 respondents. In comparison, the distribution via google form was sent via WhatsApp and Facebook and collected as many as 65 respondents from hotel practitioners. Thus, total data collection for the period 2020-2021 (two years) was 90 respondents. The results of descriptive analysis of respondents' answers and measurement test items with validity and reliability tests are shown in Table 1.

6. Discussions

The data analysis showed that the eight hypotheses and seven hypotheses could be accepted, and one hypothesis was rejected. The ability of hotels in East Java to implement supply chain practice activities can impact supply chain integration to improve green hotel performance



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Your paper in USCM #1321

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Sun, Jun 20, 2021 at 11:26 PM

To: Babak Farhang <editor.uscm@gmail.com>

We have corrected the article according to the suggestions of each review

Please help me to publish in your Journal

Best Regards

Zeplin Jiwa Husada Tarigan

[Quoted text hidden]



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1321

Babak Farhang <editor.uscm@gmail.com>

Tue, Sep 21, 2021 at 7:02 PM

To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Author

I have received the comments from one of the reviewers and it appears that the paper could be considered for publication should it go under careful editing. We have a group of people who could do this and in case they do the editing your paper will be accepted. The cost of our service is \$700USD. However, it is not obligatory and you may use your own service. If you wish to use our service please let me know, otherwise, feel free to upload a high quality paper using the UPLOAD option.

In case you wish to use our service, please let me know so that I could send you details of the payment.

Sincerely
Farhang



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1321

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Tue, Sep 21, 2021 at 7:26 PM

To: Babak Farhang <editor.uscm@gmail.com>

Yes, I am interested.

Please send invoice and account to make payment

Best Regards

Zeplin Jiwa Husada Tarigan

[Quoted text hidden]



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1321

Babak Farhang <editor.uscm@gmail.com>

Tue, Sep 21, 2021 at 8:22 PM

To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Thank you for your email. You may use the following two options to make the payment.

1. PayPal: In this case you could make \$700USD+4%=\$729USD to our account: growingscience@gmail.com
2. Bank account: Please make \$700+15%=\$715USD to the following bank account

Account Holder First Name: Seyed Jafar

Account Holder Last Name: Sadjadi

Bank Name: CIBC

Bank Address: [27 King St N, Waterloo, ON N2J 3Z6, Canada](#)

Transit Number: 00452

Bank Account: 9088636

International Bank Swift Code: CIBCCATT

Tel.: Phone: +1 519-886-2960

The address of the bank account holder is also as follows,

[970 Melbourne Ave](#)
[North Vancouver BC,](#)
[V7R 1N9 Canada](#)

Once you make the payment, we will keep you informed shortly.

Sincerely

Farhang

[Quoted text hidden]

[Quoted text hidden]





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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1321

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Tue, Sep 21, 2021 at 10:09 PM

To: Babak Farhang <editor.uscm@gmail.com>

Dear Babak Farhang

Thank you for accepting our article and giving the opportunity to use your team. We made payment through CIMBNIAGA Bank at 22.03 PM in Indonesia Western Time.
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Best Regards

Zeplin Jiwa Husada Tarigan

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Rekening Tujuan	: 9088636
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Nomor IBAN	: 9088636
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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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Babak Farhang <editor.uscm@gmail.com>

Tue, Sep 21, 2021 at 11:50 PM

To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Thanks for the payment. We will keep you informed shortly

Best

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1321

Babak Farhang <editor.uscm@gmail.com>

Wed, Sep 22, 2021 at 7:18 PM

To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Kindly, please visit our website at <http://growingscience.com/uscm/online.html> download your paper, read it very carefully and let me know if there is any problem. Attached, please find the acceptance letter. Also, please sign the attached copyright form and email it back to me.

Sincerely

Farhang

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2 attachments



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From: Growing Science
200 King street North
N2J 4Z4, Waterloo, Ontario,
Canada, Tel: 519-900-1541
Date: September, 22, 2021

Dear Zeplin Jiwa Husada Tariga

I would like to confirm that your paper entitled “**The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration**” **with** *Sautma Ronni Basana, Widjojo Suprpto, Fransisca Andreani* has been accepted for publication on Uncertain Supply Chain Management, An international journal.

Sincerely,

Seyed Jafar Sadjadi

Growing Science



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1321

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Wed, Sep 22, 2021 at 8:45 PM

To: Babak Farhang <editor.uscm@gmail.com>

Dear Farhang

Thank you very much for helping us in the publication, after we did a detailed check and the results were very good and copyright on attachment.

I apologize for this request, because of the new rules at our university and our country. Please add:

Acknowledgement

This research is funded by the government Indonesia with PDUPT (Penelitian Dasar Unggulan Perguruan Tinggi) project number 009/AMD-SP2H/LT-MULTI-PDPK/LPPM-UKP/2021

Thank You Very much

Best Regards

Zeplin Jiwa Husada Tarigan

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As author of the article/contribution entitled: The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration

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Name (please print): Zeplin Jiwa Husada Tarigan

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Date: September 22, 2021



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #1321

Babak Farhang <editor.uscm@gmail.com>

Thu, Sep 23, 2021 at 2:00 PM

To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Thank you for the information. We have added the acknowledgement.

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Thu, Sep 23, 2021 at 2:36 PM

To: Babak Farhang <editor.uscm@gmail.com>

Thanks a lot. for your cooperation

Zeplin Jiwa Husada Tarigan

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