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Management Elements in the Management of Aston Kuta Hotel & Residence: Implementation and Strategies for Sustainability

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ABSTRACT

This study examines the implementation of the 6M management framework (man, money, material, method, machine, market) and its strategic operationalization for sustainable business performance at Aston Kuta Hotel & Residence, Bali. Addressing a critical gap in hospitality literature which prioritizes marketing over core management systems. It employed a descriptive qualitative methodology with triangulated data collection (semi-structured interviews with 12 departmental managers, participatory observation, and organizational document analysis). Findings demonstrate that the hotel's sustainability strategy hinges on three operational pillars: (1) human capital optimization through competency-based training and performance incentives, (2) financial efficiency via predictive budgeting and resource allocation models, and (3) systematized asset management encompassing circular procurement protocols and preventive maintenance regimes. These practices substantiate the 6M framework's efficacy in achieving dual objectives: enhanced service quality and competitive resilience amidst Bali's saturated hospitality market. The research contributes to sustainable hospitality theory by operationalizing management elements as dynamic drivers of organizational viability, providing a replicable model for ASEAN 4-star hotels navigating resource-intensity challenges

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1. Introduction

Corporate entities universally prioritise profit maximisation across sectors including trade, manufacturing, and services. Realising this objective necessitates strategically optimising resources through efficient and effective deployment, thereby aligning operational outcomes with organisational goals. Robust management systems and control mechanisms constitute essential enablers of such strategic execution. Within Indonesia's increasingly competitive hospitality sector (Permatasari et al., 2015; Febriza et al., 2024; Subadra, 2023), operational efficiency has become imperative for sustaining competitiveness and organisational viability. Crucially, competitive advantage in this industry derives not merely from service quality but equally from systemic efficiency positioning optimised management control systems as a strategic key player.

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Concurrently, Indonesia's hospitality industry is expanding rapidly, paralleling tourism's ascendancy as a national economic pillar. Bali exemplifies this trajectory, leveraging its distinctive cultural heritage and natural assets to consolidate its status as a premier global destination. This growth necessitates continuous enhancement of tourism infrastructure: accommodation, gastronomy, transportation, and ancillary services must evolve to accommodate diversifying visitor expectations.

As critical accommodation infrastructure, hotels fundamentally shape tourist experiences through provision of safety, comfort, and service quality (Widari & Sari, 2023). Aston Kuta Hotel & Residence - a strategically positioned four-star establishment in Kuta catering to business and leisure segments epitomises this role. Its modern amenities (swimming pool, fitness centre, spa, rooftop dining) and proximity to key attractions (Kuta Beach, Waterbom Park, Ngurah Rai International Airport) complement its service ethos. Contemporary room design, featuring natural tones and pool views, further reinforces its market positioning.

Hospitality enterprises' success hinges intrinsically upon rigorous application of management fundamentals. Operational sustainability demands systematic coordination of the established 6M elements: man, money, material, method, machine, and market (Manulang, 2012; Mulyadi & Winarso, 2020). Strategic management requires aligning these elements with consumer purchasing power and market dynamics; product-service quality directly determines competitive positioning. Effective integration enhances oversight, performance, and adaptability—core determinants of organisational resilience.

Moreover, strategic orientation dictates capacity to navigate market evolution. Robust frameworks underpin competitive differentiation, reputation building, customer retention, and sustainable development (Lusch & Vargo, 2014). As Permatasari et al. (2015) argue, strategy must proactively secure market share whilst mitigating emergent competitive threats and steering long-term trajectories.

Scholarly attention has disproportionately focused on hospitality marketing strategies and mix applications (Andriani et al., 2023; Chandraningsih & Sudarmawan, 2023; Febriza et al., 2024; Oka & Subadra, 2024). A persistent gap exists regarding how integrated management frameworks empirically drive competitiveness and sustainability. This study addresses that gap through examining Aston Kuta Hotel & Residence's operationalisation of 6M elements and strategic management praxis. By analysing its approaches to sustaining service quality, operational efficiency, and market positioning, the research advances theoretical and practical understanding of sustainable hotel management.

2. Literature Review

Management constitutes both a scientific discipline and an art, concerned with the systematic organisation, coordination, and optimisation of resources to achieve predetermined objectives with maximal efficacy and efficiency. Within this context, effectiveness denotes the attainment of desired targets, whilst efficiency signifies the minimisation of resource expenditure without compromising output quality (Hasibuan, 2012). The artistic dimension of management manifests in the skillful orchestration of actions to secure strategic outcomes. Fundamentally, management represents a distinctive cyclical process comprising planning, organising, actuating, and controlling functions – collectively directed towards goal achievement through human and capital resource mobilisation (Terry & Rue, 2019). This aligns with Handoko's (1997) conceptualisation of management as the integrative process of planning, organising, directing, and supervising organisational efforts towards defined objectives.

Furthermore, core management functions exhibit sequential interdependence, commencing with planning as the foundational activity through which objectives are established and requisite actions determined—a forward-oriented function that logically precedes all others (Daft, 2021). Subsequently, organising entails the structural arrangement of human, material, and capital resources to enable objective attainment. This transitions into the directing phase, characterised by the execution of operational guidance. Coordinating then harmonises individual efforts towards collective goals, thereby fostering

organisational synergy through purposeful alignment. The cycle culminates in controlling: an evaluative process comparing performance against predetermined standards to enable evidence-based corrective intervention (Lee et al., 2013)

A dialectical relationship exists between planning and control: planning establishes future-oriented benchmarks, whilst control provides retrospective assessment. As Powley et al. (2012) assert, control remains meaningless without planning, just as planning lacks purpose without subsequent control. This functional interdependence ensures organisational alignment between resource deployment and strategic objectives.

In carrying out management functions, an organization or company requires resources known as management elements. Each of these elements is interconnected and cannot be separated, so if one of them is missing or imperfect, it will impact the achievement of the company's goals. The elements are:

- a. Man, human resources are the most crucial elements for carrying out management functions because all activities are executed by humans, from planning to implementation carried out by humans (Manulang, 2012). Effective management must be able to place human resources according to their competencies and skills so that optimal performance can be achieved (Mulyadi & Winarso, 2020).
- b. Money, is a medium of exchange as well as a measure of value. The size of an activity in a company can be measured by how much money is spent to cover its costs (Manulang, 2012). Therefore, (Mulyadi & Winarso, 2020) money is an important tool to achieve objectives because everything must be accounted for rationally. Good financial management includes budget planning, fund allocation, cost control, and investments that can increase the company's value.
- c. Material, management functions also require material to achieve objectives. The material element relates to the physical resources or raw materials used in production activities or services (Manulang, 2012). Good management in this aspect aims to avoid waste and enhance operational efficiency (Mulyadi & Winarso, 2020)
- d. Machine, with the presence of machinery, work processes become more effective and efficient, making machinery and humans inseparable during the company's operations (Manulang, 2012). Therefore, the selection and maintenance of the machinery or technology used must be part of a planned management strategy (Mulyadi & Winarso, 2020)
- e. Methods, to facilitate work, a procedure for carrying out activities known as Standard Operating Procedure (SOP) is necessary. This method is used for work implementation considering objectives, time, costs, and available facilities to ensure it is more effective and efficient (Manulang, 2012). The use of the right method allows an organization to increase productivity and minimize operational errors (Mulyadi & Winarso, 2020).
- f. Market is an external factor that greatly influences the sustainability of a business. Management in this aspect includes marketing strategies, market analysis, and understanding customer needs and preferences (Manulang, 2012). To determine the market, a thorough study is necessary so that the product is targeted effectively (Mulyadi & Winarso, 2020).

The elements of management as vital resources need to be applied effectively to achieve the company's goals, in its implementation, strategies are needed so that the business can be sustainable. The concepts of strategy that determine the success of a strategy according to (Rangkuti, 2006), include: (a) distinctive competence, which is the actions taken by a company to perform activities better than its competitors; and (b) competitive advantage, which refers to specific activities developed by a company to be superior to its competitors. These activities can include creating competitive advantages as a strategy to seize market opportunities. Furthermore, (Rangkuti, 2006) mentions types of strategies including: (a) management strategy, which encompasses the macro orientation of strategy development, such as product development strategies, pricing strategies, market development strategies, and so forth; (b)

investment strategy, which focuses on investment-oriented strategies such as defensive strategies, divestment strategies, and so on; and (c) business strategy, also known as functional business strategy because it is oriented towards the functions of management activities, such as marketing strategy, distribution strategy, production strategy, organizational strategy, and strategies related to finance. Additionally, (Gunn & Williams, 2007) study supported that enterprises should also use a variety of management tools in their strategic for decision making procedure in order to take into advantage all their valid perspectives. Some of the most famous management tools are: financial analysis, SWOT analysis (Mintzberg, Ahlstrand, & Lampel, 2005), core competence (Benerjee, 2003), and total quality management (TQM). The relationship between management elements and sustainability strategy can be seen in the conceptual diagram.

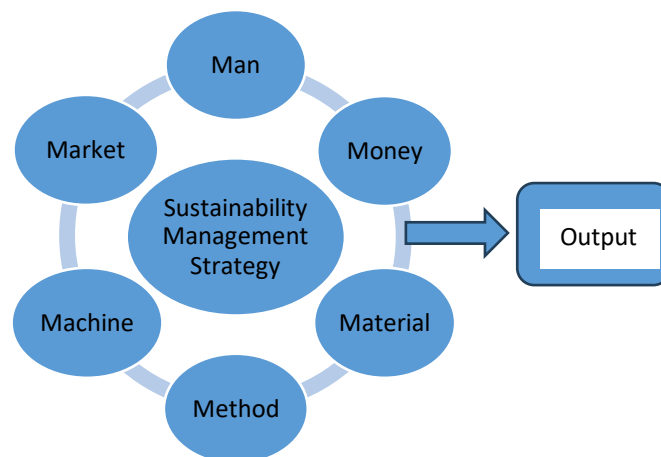


Figure 1. Conceptual Diagram of Management Elements and Sustainability Strategy

The conceptual framework in Figure 1 shows the relationship between sustainability management strategy and management elements consisting of man, money, material, method, machine, and market. Companies engaged in the hospitality business need to implement these management elements in their operations. To achieve a sustainable business, companies can also establish strategies for sustainability through the implementation of the six management elements, thus producing outputs in line with the goals they wish to achieve.

3. Methodology

The qualitative descriptive analysis technique is used to analyze data. This method includes processing data obtained through interviews, where information from informants is explained in detail. The data analysis process (Sugiyono, 2012) includes description or orientation stage: the researcher describes the information obtained, which involves describing what is seen, heard, and felt; reduction stage: the researcher conducts a process of information reduction all information obtained in the description or orientation stage to focus on specific issues; and selection stage: the researcher elaborates the identified problem as a focus set into more detail and then conducts an in-depth analysis of that focus issue. The results obtained take the form of themes constructed from the data collected in the field into new knowledge or even new theory.

The data and information were collected through observations, interviews, and document studies. Interviews serve as the primary source for understanding the issues being researched, and for building a deep understanding of the problems raised (Subadra, 2025). The author conducts careful observations, paying attention to various aspects relevant to the research goals. Data collection in this research also uses a guided interview technique, which involves gathering data to obtain information directly by asking

questions to the informants based on a previously prepared interview guideline. Additionally, in-depth interview techniques are utilized to extract information from informants. The technique for determining informants is purposive sampling, which means the author makes decisions in selecting the informants involved in the research. Based on the objectives and considerations of the author, interviews are conducted with the Manager of the Human Resource Department and the Head of Department at Kuta Hotel and Residence who has a broad insight related to the research conducted.

4. Discussion

4.1. Implementation of Management Elements

The elements of management are the foundation for effective organizational management. Each element plays an important role in supporting the achievement of business or organizational goals. In the hospitality industry, these six elements are interconnected in creating quality services, enhancing customer satisfaction, and maintaining competitive advantage in a dynamic market.

a. Man (human resource)

Aston Kuta Hotel & Residence implements a strict recruitment process to ensure that hired employees possess the skills and attitudes that meet the hotel's needs. The recruitment process at Aston Kuta Hotel & Residence begins with the Human Resource Department opening job vacancies and announcing them on social media. Once candidates submit their CVs, HRD matches the CVs with a form containing qualifications established by the Head of Department. If there are candidate CVs that meet the necessary qualifications, they will be added to the database. Next, several candidates will be selected to be interviewed by the HRD user, Head of Department, up to the management level such as General Manager and Executive Assistant Manager. This will be followed by a second screening process based on the interview results, selecting the candidates who are the most suitable or meet the qualifications. The next stage involves a cross-reference check (background check) starting from social media, debt history, validity of diplomas, previous workplaces, latest education level, and any past issues. Candidates who pass the cross-reference check will be asked to conduct a medical check-up according to the regulations of their respective departments, sign an employment contract, and wait for the onboarding or orientation schedule.

Aston Kuta Hotel & Residence, in an effort to enhance employee competence and performance, regularly conducts training tailored to the needs of each department. According to (Syafriansyah, 2024), one strategy that can be implemented is to focus on employee training and development. Competent and knowledgeable employees will be able to provide better service to guests (Febriza et al., 2024). The training process begins with a Training Needs Analysis (TNA) conducted every three months by each Head of Department (HOD). This Training Needs Analysis (TNA) is crucial to ensure that the training provided aligns with actual needs in the field, to identify areas that need improvement within each department, and to schedule training based on the results of that analysis. Based on the results of the Training Needs Analysis (TNA), the hotel then arranges a training schedule that covers various aspects, such as: general training, which is basic training for all employees regarding service standards and work ethics. Safety training is focused on workplace safety and emergency handling. In addition, there is also knowledge training, which is specific training for each department that is conducted periodically.

Annual evaluations to assess employee performance are also carried out at Aston Kuta Hotel & Residence, which includes assessments of: (1) job description, in the form of an assessment of the alignment of tasks with operational standards; (2) employee performance, evaluating effectiveness and contribution to the team; and (3) behavior and work ethics, evaluating professionalism and discipline. The results of the evaluation are used to provide feedback and opportunities for improvement. If employees do not show progress, management will issue a progressive warning letter according to company policy.

With the implementation of this systematic management, Aston Kuta Hotel & Residence is committed to developing quality and professional human resources. In addition, (Kusnadewi & Dharma Suputra, 2021), Aston Kuta Hotel & Residence also conducts Corporate Social Responsibility (CSR) activities for employees related to various aspects covering the fields of economy, education, and health. To motivate employee performance, rewards are given to outstanding employees through the best employee of the month. The provision of welfare to employees has been planned as well as possible to support the achievement of the company's goals. Manik (2020) adds, that every company strives to formulate the right format for its human resource management, starting from the recruitment process, education, and training, clear job descriptions, appropriate wage or salary systems, and the existence of career paths or staff development. Manulang (2012); Mulyadi & Winarso (2020), effective management must be able to place human resources according to their competencies and skills to achieve optimal performance.

b. Money

As part of strategic financial planning, Aston Kuta Hotel & Residence prepares a comprehensive annual budget to ensure operational efficiency and business sustainability. This budget preparation is carried out by considering various important aspects of hotel operations, including revenue projections and cost analyses required to support business activities over the next year. The annual budget includes several key components such as (1) costs of raw materials and supplies: covering the needs for kitchen operations, restaurants, housekeeping, and other hotel supplies to ensure the quality of service is maintained; (2) labor costs and salaries: allocated for employee salary payments, benefits, and incentives in accordance with company policies and industry standards; (3) overhead and operational costs: including utilities such as electricity, water, internet, as well as hotel facility maintenance to ensure guest comfort and operational efficiency; (4) marketing and promotional costs: used for marketing strategies, customer loyalty programs, and collaboration with travel agents to increase hotel occupancy, and (5) development and renovation costs: allocated for facility improvements, room renovations, and infrastructure upgrades to maintain quality standards and hotel competitiveness.

The finance team at Aston Kuta Hotel & Residence regularly analyzes revenue from various sources including rooms, restaurants, bars, and additional services such as banquets, spas, and bicycle rentals. By understanding revenue trends, the team can formulate more effective strategies to increase revenue and optimize business opportunities in each department. Yulianto (2022), money is an influential element of management, as the results of activities can be measured by the amount of money circulating in the company. Money also serves as a tool in the process of achieving goals with rationally calculated usage. Aston Kuta Hotel & Residence implements an effective cash management system to ensure the availability of funds to meet daily operational needs and long-term planning. Cash management is divided into two aspects: daily cash management aimed at analyzing daily revenue from room rents, restaurants, and additional services, as well as daily operational costs to maintain a balance between income and expenditure; and long-term cash management aimed at allocating budgets for the development and renovation of facilities, as well as technological enhancements, to improve service efficiency and guest experience. The financial management carried out by Aston Kuta Hotel & Residence is in line with (Manulang, 2012; Mulyadi & Winarso, 2020), where good financial management covers budgeting, fund allocation, cost control, and investments that can increase the company's value.

c. Material

Aston Kuta Hotel & Residence has a structured procurement system to ensure the availability of raw materials and goods necessary for the hotel's operations. In procuring raw materials, the hotel works with trusted suppliers to ensure the quality of food and beverages used. Food and beverages are sourced from official suppliers that guarantee high-quality standards, while cleaning chemicals are obtained from

providers that have been tested for safety. Additionally, Aston Kuta Hotel & Residence implements planned inventory management to ensure the availability of raw materials and operational goods, which includes managing raw material inventory, with routine monitoring to ensure that the supply of food and beverages is always available and of high quality. Inventory management of goods is carried out by monitoring hotel supplies and operational equipment to ensure they are always ready for use without disrupting service. Meanwhile, the management of service inventories, which involves collaborating with providers of cleaning, security, and maintenance services, is conducted to support the smooth operation of the hotel. Good management in this aspect aims to avoid waste and improve operational efficiency (Manulang, 2012; Mulyadi & Winarso, 2020).

d. Machine

Aston Kuta Hotel & Residence utilizes a technology-based hotel management system to enhance operational efficiency and guest services. Machines are needed to make difficult tasks easier and faster; their use increases output and profits and makes work processes effective and efficient. The rate of human error can also be reduced with the use of machines mesin (Yulianto, 2022). Aston Kuta Hotel & Residence employs the System Centinal Tech (Centech), which consists of two main systems: the Property Management System (PMS) used to manage hotel operations including reservations, check-ins and check-outs, as well as room management. This system facilitates staff in accessing information and ensures that payment transactions run smoothly, thereby enhancing the guest experience. In addition to the Property Management System (PMS), it also utilizes the Employee Management System (EMS), which is used to assist human resource management in managing employees, including work schedules, attendance, and attendance recording. Through the application of the Employee Management System (EMS), the management can carry out more structured scheduling and more effective leave management.

e. Method

Methods in management refer to the procedures or techniques used to organize and implement work processes systematically and effectively. Aston Kuta Hotel & Residence requires employees to apply and adhere to work procedures outlined in the form of Standard Operating Procedures (SOP), which are documents that describe the steps that must be followed in performing tasks or processes to ensure consistency and efficiency. Aston Kuta Hotel & Residence actively develops SOPs for each department including front office, housekeeping, and food and beverage. These SOPs provide clear work guidelines for employees to carry out their duties according to the standards of the hospitality industry. The hotel also ensures that every employee understands and applies the SOPs through socialization and regular training. Each department is required to follow the SOPs to maintain service consistency and guest satisfaction. Widari (2021), employees assigned to serve tourists must implement work procedures. The management of Aston Kuta Hotel & Residence also conducts regular supervision and evaluation to ensure compliance with SOP. This is important because supervision is carried out to control activities to align them with the planned objectives, establish standards, and compare the activities carried out with those standards (Ridwan, 2009).

f. Market

The market is a strategic place to market products that have been produced. Marketing managers are expected to master the market so that product marketing activities can run smoothly. To master the market, it is important to align the quality and price of goods with consumer preferences and purchasing power. Aston Kuta Hotel & Residence is committed to providing high-quality service for guests, whether they come for leisure or business purposes. The hotel has 215 rooms available to meet various accommodation needs of guests, whether for solo travelers, couples, or large families. Various types of rooms are offered

at competitive prices, allowing guests to adjust according to their budget. Changes in travel patterns of tourists also become a consideration for the products offered by the hotel (Widari & Prasiasa, 2024). Markets that greatly influence the sustainability of a business require an in-depth study to determine the market so that the product is on target (Manulang, 2012; Mulyadi & Winarso, 2020). Aston Kuta Hotel & Residence markets its products in collaboration with online reservations such as agoda.com, traveloka.com, booking.com, tiket.com, and tripadvisor. In addition, it also markets its products through social media, namely Instagram, Facebook, and TikTok.

4.2. Descriptive Analysis

Based on the results of interviews with informants, Aston Kuta Hotel & Residence implements various strategies related to the implementation of management elements in its operations. The strategies applied are aimed at business sustainability so that Aston Kuta Hotel & Residence can continue to survive in the face of competition and provide an extraordinary stay experience for every guest.

Table 1. Strategies for Sustainability Aston Kuta Hotel & Residence

Strategies	Implementation	Outcomes
Optimal management of human resources	Conducting strict and selective recruitment; continuous training based on Training Needs Analysis (TNA); and systematic performance evaluation.	The quality of service can be maintained; work efficiency is increasing; and sustaining competitiveness in the hospitality industry.
Efficient financial management	Prepares a comprehensive annual budget considering various important aspects of hotel operations; conducts monitoring and adjustments to the budget throughout the year; and conducts effective cash management	The budget prepared is realistic and can support business activities for the coming year, keep the hotel flexible in facing changes in market and operational conditions; and the company's profitability can be achieved.
Structured management of procurement, inventory, and facility maintenance	Structured procurement, structured inventory; regular monitoring; a planned facility maintenance system; and updates its facilities.	The hotel can avoid shortages of materials that could disrupt operations; the stability and operational efficiency of existing facilities and systems can be maintained.

Referring to Table 1, it can be seen that Aston Kuta Hotel & Residence implements several efforts to achieve sustainability strategy, so that it can produce outcomes in accordance with the company's goals.

a. Optimal management of human resources

Human resource management aims to optimally manage human resources to improve productivity and job satisfaction of employees, which will ultimately have a positive impact on the success of the organization. Aston Kuta Hotel & Residence implements various strategies in employee management by conducting strict and selective recruitment to ensure that employees have high competence and integrity. This process not only guarantees the quality of employees but also creates a solid and committed team. Continuous training based on Training Needs Analysis (TNA) is provided to employees to enhance skills according to operational needs. This systematic training ensures that employees are always ready to face new challenges in the hospitality industry. A systematic performance evaluation is also conducted to ensure professional development and productivity improvement, as well as to provide opportunities for improvement through mentoring programs. This approach aims to maintain high service standards and enhance guest satisfaction. With this strategy, Aston Kuta Hotel & Residence can maintain service quality,

improve work efficiency, and sustain competitiveness in the hospitality industry. Through effective human resource management, the hotel can not only meet guest expectations but also create a positive work environment for employees. Kurniawan (2023), by paying attention to employee performance in interacting with customers and conducting employee performance assessments plays a role in supporting service quality improvement. For sustainability, (Dessler, 2020) adds, human resource management also needs to consider external factors such as technological changes, labor market dynamics, and employment regulations that can affect the organization's policies in managing human resources.

b. Efficient financial management

The application of financial management elements is very important to ensure operational efficiency and business sustainability. Aston Kuta Hotel & Residence prepares a comprehensive annual budget considering various important aspects of hotel operations. This budgeting strategy involves cost analysis and revenue projections through budget preparation, starting with an in-depth analysis of the costs required for hotel operations, as well as revenue projections from various sources such as room rentals, restaurants, and additional services. This aims to ensure that the budget prepared is realistic and can support business activities for the coming year. Aston Kuta Hotel & Residence conducts monitoring and adjustments to the budget throughout the year, with the finance team regularly monitoring budget realization and making adjustments as necessary. This is an effort to keep the hotel flexible in facing changes in market and operational conditions. In addition, Aston Kuta Hotel & Residence also conducts effective cash management to ensure the availability of sufficient funds to meet daily operational needs and long-term planning through daily cash management and long-term cash management, thereby maintaining business sustainability. By implementing a good management strategy based on the control system of each section, the company's profitability can be achieved. Moreover (Widagdo & Mulia, 2021), management must adapt and innovate to respond to new challenges in business.

c. Structured management of procurement, inventory, and facility maintenance

The implementation of material management elements at Aston Kuta Hotel and Residence focuses on procurement, inventory management, and facility maintenance to ensure the availability of necessary materials and supplies for hotel operations. The applied strategy is structured procurement to ensure the availability of raw materials and required goods. This procurement strategy includes sourcing raw materials (food and beverages) in collaboration with trusted suppliers. Selected suppliers must meet strict quality standards, ensuring that restaurant and food and beverage services operate smoothly. In addition, cleaning and sanitation chemicals are also sourced from vetted suppliers for safety. Aston Kuta Hotel & Residence implements a structured inventory management system to ensure the availability of raw materials, goods, and services. Regular monitoring is conducted to ensure that supplies of food, beverages, and other supporting materials are always available in sufficient quantities and maintained quality. In this way, the hotel can avoid shortages of materials that could disrupt operations.

Aston Kuta Hotel & Residence implements a planned facility maintenance system to maintain the condition of the building, equipment, and hotel furnishings. Routine inspections and repairs are conducted on the building structure, including repainting the walls according to weather conditions and room occupancy levels. This aims to keep the hotel's appearance pristine and prevent damage due to environmental factors. Operational equipment such as air conditioning, electrical systems, and kitchen appliances periodic maintenance every three months to ensure optimal performance. This maintenance is crucial to avoid disruptions that could hinder guest comfort. All hotel furnishings, such as furniture, room amenities, and public facilities, are checked and repaired as needed, ensuring that with proper maintenance, the furnishings can function well and meet the comfort standards expected by guests. Maintenance within the scope of hotels, as expressed by (Ghazi, 2016), has several important objectives.

These objectives include enhancing security for guests and hotel staff by ensuring that the buildings, services, and existing facilities are safe and usable. Additionally, maintenance aims to improve the stability and operational efficiency of the existing facilities and systems. Equally important, maintenance must be able to adapt to new trends and current technologies, such as the greening movement. Therefore, it is hoped that hotel maintenance can meet all these objectives so that hotel operations can run optimally.

In addition to facility maintenance, Aston Kuta Hotel & Residence also updates its facilities, quoted from (Aston Kuta Hotel & Residence, 2025), as a top choice in Kuta that offers an ideal blend of business and vacation, Aston Kuta Hotel & Residence continues to innovate to provide maximum comfort to its guests. The updated Deluxe rooms feature a more contemporary interior with a warm and pleasant atmosphere. This design update offers a more luxurious and enjoyable stay experience. Additionally, the Deluxe rooms also provide a 50-inch Android smart TV, delivering the best entertainment with a wide range of digital content options. The Aston Suite now comes with a more modern design and the latest features to enhance the staying experience. This suite offers a separate bedroom, a spacious living room, and a dedicated dining area to provide a more comfortable and elegant atmosphere. The main highlight of the new Aston Suite is the 55-inch rotating Android Smart TV, giving guests the opportunity to enjoy entertainment more freely, both in the bedroom and in the living room.



Figure 2. One of the New Rooms at Aston Kuta Hotel & Residence

With an updated design, both the Deluxe Room and Aston Suite offer a fresher and more functional atmosphere. With this update, Aston Kuta Hotel & Residence further emphasizes its commitment to providing an exceptional stay experience for every guest, whether it's tourists seeking maximum comfort or business travelers looking for a stylish and functional place to rest.

5. Conclusion

This study can provide insights into the 6M framework of management elements in the dynamic hospitality business. Aston Kuta Hotel & Residence implements elements of management in its operations. The application of management elements, namely man, money, material method, machine, and market, is aimed at providing high-quality service and optimal comfort for guests who come for leisure or business purposes. Aston Kuta Hotel & Residence applies management strategies referring to management elements to improve service quality and win competition in a competitive market. The strategies implemented include optimal human resource management, efficient financial management, as well as structured management of procurement, inventory, and facility maintenance. With these steps, the hotel can remain relevant and develop despite being in the midst of increasingly tight competition in the hospitality industry. The findings indicate that optimal human resource management, efficient financial

management and a structured procurement system are crucial for sustainability. The strategies implemented can serve as considerations for other hotels, thus helping to face various challenges in the business environment and to achieve sustainable competitive advantage.

Management strategies in this study are analyzed based on data and information obtained from informants. For further research, it is recommended to examine management strategies using SWOT analysis, so that the resulting strategies can assist management to identify key factors that can influence hotel performance so that they can take appropriate strategic steps to leverage their strengths, address their weaknesses, capitalize on existing opportunities, and tackle potential threats.

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