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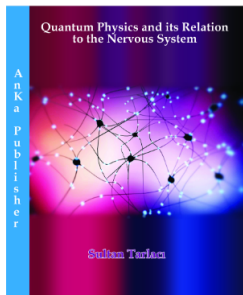
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Editorial: A Look at the Future and an Open Call for Scientific Community

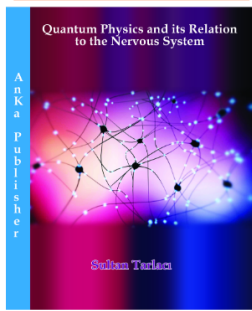
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Editorial: A Look at the Future and an Open Call for Scientific Community

What we call science is the systematization of information obtained from nature. Nature has had its own laws from the beginning. Some of these laws are easy to express, while others stretch our understanding and even our sense of logic. Our efforts to understand nature and its workings, that is our production of scientific knowledge, will never end. We may never truly understand the workings of nature, or get close to the real truth. Therefore, it is ridiculous to behave as if we knew all of the workings of nature and to say this is not scientific, it is in conflict with the (known) laws of science. The clearest example of this is when we see the workings of quantum physics in biological structures. When nature is working, it does not know the laws of our science and doesn't even take notice of them. Nature even sometimes winks at us with anomalies. We learn from nature but we cannot impose on nature the laws we have learned from it.

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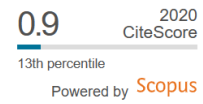
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SERVICE QUALITY IS THE MOST IMPORTANT FACTOR IN POST-PANDEMIC ERA FOR HOSPITALITY GOVERNANCE SUSTAINABILITY: BANTENPROVINCE, INDONESIA

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Abstract

This study aims to analyse information and communication technology (ICT), service quality, promotion affect to sustainability of hospitality governance. Local government policies strengthen three independent variables to influence the dependent variable. This research was conducted in post pandemic period. The stages of the research method specifically review the management of hotels in District Serang, Banten Province. Governance hotel is influenced by several objects that need to be proven in innovating. Therefore, in unexpected situations, the hospitality needs management skill. This empirical research distributes questionnaires to respondents, namely hotel management level with a number of saturated samples. The questionnaire was addressed to each division that manages 3-star hotels up to 5-star hotels. Data measurement of the questionnaire with an alternative 5 Likert scale (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, and strongly disagree = 1). Quantitative tests of data were collected through questionnaires with validity and reliability tests. Data processing using Smart PLS version 3.0. Data processing also semi-structured interviews to hotel management is service provider sector of hotel. The finding of this study includes that quality service is significant variable influence the sustainability of hospitality governance, specifically in District Serang. And during the post pandemic local government policies reinforce this variable. Impact this study is for practician that in the future hotel will find another unexpected situation, therefore hotel management need to identify priority factor. Hence, for the future research such as the target of respondents, time and also objects of research.

Keywords: Post Pandemic Covid 19, Sustainability, Hospitality Governance, Local Governance Policies.

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Introduction

The impact of Covid-19 has gradually brought enormous changes in every industrial sector. Further, that provides economic change, especially the regional economy. The Covid-19 pandemic had a huge impact on the tourism sector in 2020. This sector down 74.84% compared to the previous year (Sugeng Santoso et al., 2021). The decline was caused by global issue and government policies. In pandemic era government closed the flow of tourists went to tourist destinations. Furthermore, the subsequent decrease in the

absorption of formal and informal employment as a resource for the sector (Zhang et al., 2020). Based on (BPS, 2020) in this sector the most influential in the accommodation and include eating and drinking sector decreased by 92.7%. Such conditions require the ability to sustain the hotel management internally in order to survive.

Government policies are used as moderation in determining the risk reduction process caused by the crisis and making operational adjustments. Hotel managers maintain



smooth operations during times of crisis with different financial planning, adjustment of service methods by prioritizing health protocols, innovating by utilizing technology to survive in the market for a long time(Nicholls, 2020). Managers and employees are given learning about health protocols and a sense of security in hotels as specific needs and attractions to meet consumer expectations. Service quality is recognized as an important factor that leads to the differentiation of services and products in developing a destination differentiation strategy(Dias et al., 2021), achieving competitive advantage related to profitability and company performance. Information and Communication Technology (ICT) capabilities(Brockhaus et al., 2017)as a key in the tourist decision-making process in the search for information that is important to personal impact(Liu-Lastres et al., 2019). The hotel's commitment to making changes throughout the hotel system. In long-term orientation by adopting changes and a series of structural and technological innovations(Nunhes et al., 2020)by embracing hospitality products/services(Jenny & Han, 2020). This is what needs to be considered in the hospitality business in order to survive. However, is this ability the main factor that can maintain this hotel business in preparing itself to survive in the post-pandemic period. District Serangwith an area of 1,467.35 Km², a population of 1,428,987 people. The natural potential of District Serangfor tourism purposes such as: beaches, waterfalls, lakes, mountains and nature reserves, historical sites and city architecture. Data from the Central Statistics Agency (BPS) explained that accommodation providers were 2.38% in 2019, which was 1,830.27 billion rupiah. The number of visitors has continued to decline since the tsunami and then continued with the Covid 19. This series of events resulted in four hotels being unable to continue and 1

hotel being took over to the other management.

Therefore, this empirical study aims to prove whether the capabilities of Information and Communication Technology (ICT), service quality and promotion are important factors that affect the sustainability of hospitality business governance. The research was conducted in the post-pandemic period, which is the time span from February to May 2022. Post-pandemic is a period when the number of people infected with Covid 19 has decreased and the government has received concessions to carry out activities. For this reason, the ability of local government policies to support the influence of these independent variables on the sustainability of hotel governance.

Literature Review and Hypothesis

The tourism sector requires capital capabilities by combining intra/transsectoral from within and outside increase opportunities for companies. Hotel has resources from the tourism sector individually or through alliances. The ability in this sector has to be facilitated by information and communication technology to embodiment tourism demand, for example cheap travel packages and offers, namely investment by utilizing the local economy, subcontracting and outsourcing(Ateljevic & Page, 2009). Tourism in term of social phenomenon is related to the motivation of tourists travel for different purposes such as business, recreation, pleasure, religion, education, security and politics. The complexity of tourist interests is defined by tourism purpose for vacation and related to the supply and demand sides. In times of crisis, governance of business requires restoration of trust to maintain a stable work environment(Liu-Lastres et al., 2019). Hotel selection is important for consumers based on attributes such as hotel category, market segment, and consumer demographic profile(Jenny & Han, 2020). Customers directly participate to



selection hotel attributes. This is considered important for visitor intention to stay (Jenny & Han, 2020). Hospitality sustainability in an ever-changing situation requires additional attributes to provide trust for consumers.

1. Sustainability

Sustainability become a concern for large and small companies by paying attention to the main principle, namely the economic, social and environmental performance of the organization that can survive in the long term (Elkington, 1998). The implementation of sustainability in business is 1) preventing environmental damage, reducing costs through innovation, maintaining good relations with the government and stakeholders through legal compliance, 2) presenting an organizational culture that focuses on sustainability and evaluating non-financial parameters, such as quality, internal and external reputation; 3) commitment to stakeholders; 4) develop specific standards for implementing sustainability that integrate environmental, social and economic criteria (Nunhes et al., 2020). Managers and corporate strategists develop important policies related to environmental sustainability for more efficient management of changes in socio-economic and environmental impacts (Andreopoulou & Koliouka, 2018). Categories that need to be considered for developing a strategy (Boehlje et al., 2011): 1) Operations (practical business, society and human resources), 2) Financial, 3) Market conditions, 4) Changes in technology, 5) Rules and regulations. Regarding to these statements, sustainability in governance of hospitality is needed taking risk to make option and have capabilities of management, furthermore their can continuing the business in long term.

2. Technology and Communication Innovation

Technological innovation pays attention to environmental impacts and provides significant opportunities for companies by adapting their goods and services, promoting

the capabilities of companies to consumers (Andreopoulou & Koliouka, 2018). The Internet enables collaboration with many different companies, helping to gain a sustainable competitive advantage. New technologies can gradually change traditional (low-tech) service experiences or create new ones rapidly. Messages in communication affect customer information seeking behaviour, safety perceptions, and travel intentions (Liu-Lastres et al., 2019). Communication in the tourism sector produces effective information for tourist decision-making to visit so as to improve the reputation of the organization in times of crisis. The main concern of tourists in making travel decisions and visiting destinations is mostly hotel property, especially when it is related to health risks. Hotels are starting to make new innovations that are very important by adopting technology systems through information with technology as consumers' initial communication to find out the hotel situation before making a decision on the destination, anticipating social distance, reducing staff interaction with consumers (Shin & Kang, 2020). These studies explained that information and communication using technology system. Technology in communication can help to hotel management give hotel's information to customer. Specifically in this case was post pandemic period. Hence, the hypotheses formed are:

H1: Information and Communication Technology (ICT) has a significant effect on the Sustainability of Hospitality Management in District Serang.

3. Service Quality and Promotion

A good reputation of service quality for the interaction of customers and company managers is a key aspect of the "product" being sold (Brockhaus et al., 2017). Furthermore, service quality encourage the effectiveness of organizational sustainability initiatives, build customer loyalty and



satisfaction, get recommendations and good performance for the company(Dewi et al., 2021). Positive service perceptions strengthen consumers' attributions of sustainability, negative service perceptions not only undermine the sustainability message, but also generate cynical reactions to sustainability initiatives(Shin & Kang, 2020). Service quality is perceived, accepted and evaluated by customers compared to their expectations(Park et al., 2015). High quality of service in the form of E-service provides long-term benefits for the company, improves competitiveness, promotion leads to increased company performance(Baumgartner & Rauter, 2017). The implementation of promotion makes a

positive contribution by choosing a more sustainable product or service with an attractive and creative customer-based marketing method(Nilsen, 2015). Identify promotion strategies as market competitive drivers such as location, image, and innovative service and service satisfaction. Promotion depends on the individual's openness to experience related to the individual's activeness in seeking and appreciating novelty through different media(Shanmugasundaram, 2020). According to these studies, service quality and promotion are factors to influence hotel reputation specifically in post pandemic situation. Further these factors can

H2: Promotion has a significant effect on the Sustainability of Hospitality Management in District Serang.

H3: Service Quality has a significant effect on the Sustainability of Hospitality Management in District Serang.

Other hypotheses formed from the phenomenon are:

H4: Local government policies strengthen the influence of Information and Communication Technology (ICT) on Hospitality Management Sustainability in District Serang.

H5: Local Government Policy strengthens the influence of Promotion on Hospitality Management Sustainability in District Serang.

H6: Local Government Policies strengthen the influence of Service Quality on Hospitality Management Sustainability in District Serang.

These hypotheses form the research model in Figure 1

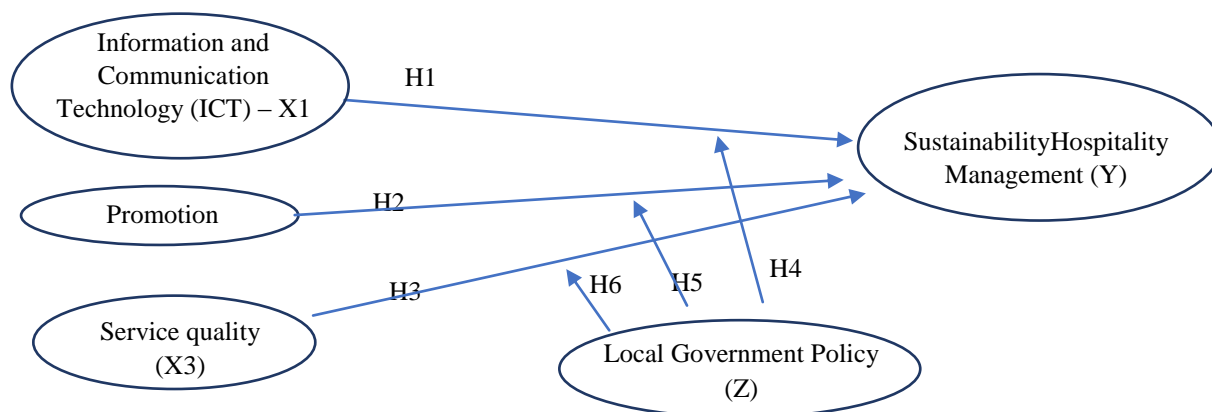


Figure 1. Research Model

Source: Data 2022

Operations in a business to be sustainable is a resource that adapts to change(Boehlje et al., 2011; Melchert et al., 2004). Technological innovation and communication as a driver of

service quality as an important aspect in selling products and services as a driver of sustainability(Brockhaus et al., 2017). Companies implement practical strategies and



add creative thinking to promote sustainable practices, and can increase product value (Nilsen, 2015). Promotion depends on the company's ability to create a marketing model, especially in the form of new services and creative promotions. Hotel governance in District Serang, especially post-pandemic, may have different effects from other regions, due to differences in demographics, geography and regional readiness in using information and communication technology innovations, service quality and promotion. The novelty was obtained after reviewing previous research with conditions in the field, this research was carried out when the situation changed due to the pandemic in District Serang.

Data Collection

This research focuses on Banten Province, which is at the northwestern tip of the island of Java. Preliminary data were collected by explanatory research to determine the relationship between the variables of the phenomena that occurred. The secondary data was collected by means of web learning and literature review to obtain data on available media, such as current phenomena, population data, geographical and economic conditions in District Serang. Primary data collected from respondents. The selected respondents are hotel managers who are structured as executive leaders, for example marketing, finance, human resources, technology and operations managers.

This quantitative research method uses a survey method and asks respondents to fill out a questionnaire. The target number of respondents is: 24 hotels with 3 to 5 star clusters of hotel. Each hotel is given 5 questionnaires. From the survey results, there are 4 hotels that are not actively operating so that the target number of respondents is 100 respondents. The total population is also a selected sample or a saturated sample due to the limited number of populations and has

been homogeneous. However, from the data collected as many as 44 respondents. The questionnaire is structured with a Likert scale of 5 alternatives levels, as follows: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5). The data collection process is strengthened by interview to informants as many as 7 informants, consisting of 2 personnel District Serang Tourism, Youth and Sports Office, 1 village head, 4 hotel managers. Semi-structured questions are prepared based on variable operational instruments that aim to confirm statements and get reasons to strengthen the analysis of the results of data processing. Data processing with statistical analysis using descriptive statistical instruments. Testing the quality of the data by validity test and Reliability test. Data analysis with Structural Equation Modelling (SEM) using Smart PLS version 3.0 program. The five stages of the Smart PLS process: 1) conceptual model, 2) determine the algorithmic analysis method used to estimate the model, 3) determine and select the number of samples, 4) evaluate the model by drawing a path diagram, 5) test the significance level of the t-statistical results and P values.

Results and Discussion

The number of hotels observed were 20 hotels consisting of 1 5 star hotel, 7 4 star hotel and 12 3 star hotel. The most human resources for hotel managers at the top management level are those who are still productive in supervisor position. Respondents have experience managing hotels because they have worked for more than 2 years. The ability of the respondents is tested by changing the situation that causes a decrease in hotel revenue.

Data processing with statistical analysis using descriptive statistical instruments. The data is processed using the Smart PLS (Partial Least Square) tool version 3.0. PLS as the right tool



to analyse data collected from respondents through questionnaires (Alsoud et al., 2021). PLS works based on Structural Equation Modelling (SEM). Before testing the relationship between variables, the reliability and validity tests were carried out first. Variable X1 (ICT) was measured using 9 item scales, variable X2 (Promotion) was measured using 10 item scales, variable X3 (Service quality) was measured using 11 item scales. Furthermore, the measurement for variable Z (Local Government Policy) is measured with 5 item scales and variable Y (Sustainability) is measured with 6 item scales. All of these items with a factor load above 0.7. The results of the outer loading are as shown in Figure 2.

Figure 2 shows that all statements on the questionnaire are valid and reliable or consistent, so that they are feasible in research. In the assessment of Cronbach's Alpha, rho A, Composite Reliability values are above 0.7, as well as Average Variance Extracted (AVE) is reliable because values are above 0.5. Table 2 shows the results of the validity and reliability of the statement. The next result is the coefficient of determination (R^2) which shows the ability of the independent variable (X1, X2, X3) and the moderating variable (Z) to the dependent variable (Y) is 0.585 or 58.5%. This indicates that there are other variables that can affect the Y variable by 41.5%.

Table 1. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
X1 (ICT)	0.798	0.820	0.836	0.388
X2 (Promotion)	0.822	0.830	0.860	0.361
X3 (Quality of Service)	0.860	0.879	0.887	0.447
Y (Sustainability)	0.891	0.900	0.917	0.576
Z (KPD)	0.818	0.824	0.872	0.58

Source: Data Processing Mei 2022

The reliability value for Cronbach's Alpha > 0.6, so that the instruments on each variable are easily understood by the respondents. The highest value on the sustainability variable is 0.891, and the lowest is the understanding of the X1 variable. However, these results indicate that the understanding respondents have a consistent understanding of the statement. The statement is in accordance with the phenomena in the field, especially in the management of the hotel where the respondent works. Similarly, the results of the measurement of rho A and Composite Reliability. The reliability value of each indicator is on the Y variable while for the independent variable the highest reliability value is on the promotion variable. In contrast to the AVE on the variables X1, X2, X3 the AVE value < 0.5.



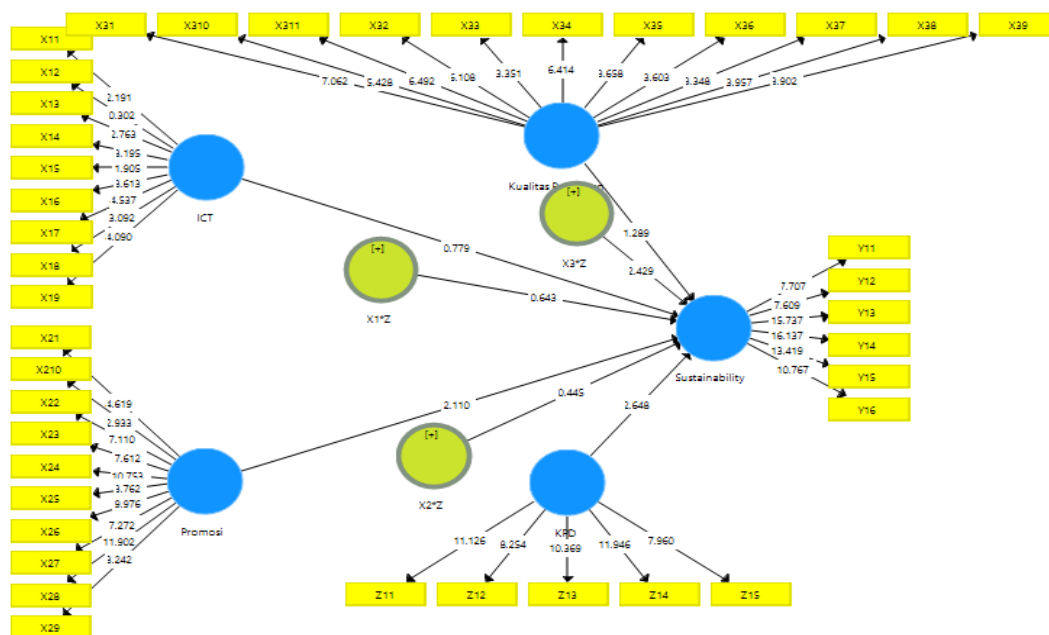


Figure 2 Validity and Reliability Test

Source: Data Processing Mei 2022

The significance of the hypothesis was calculated by using a two-tailed statistical t-test to indicate a positive direction or a negative direction. Processing data using the value of = 10%, due to the small number of samples, namely 44 respondents. The results are significant if the t statistic is compared with the t table resulting in a t statistic > 1.671 (above 1.6471). Results P values < 0.10 (below 0.10).

Table 2 Summary of Hypotheses Test and Result

Hypothesis	Hypothesis Path	T Statistics (O/STDEV)	P Value	Support?
H1	ICT ->Sustainability	0.779	0.436	No
H2	Promotion ->Sustainability	1,289	0.198	No
H3	Service Quality ->Sustainability	2,110	0.035	Yes
H4	X1*Z ->Sustainability	0.643	0.520	No
H5	X2*Z->Sustainability	0.445	0.657	No
H6	X3*Z->Sustainability	2,429	0.015	Yes

Source: Data Processing Mei 2022

The allegation of H1 was rejected because the respondents understood the importance of ICT on the sustainability of hotel management. The very large disruption gives different results depending on the hotel. This does not indicate that ICT has had a significant impact up to this transition period. The same applies to promotions, although promotions need to be carried out by hotels with the aim of attracting consumer interest. The hotel continues to introduce its existence and

activities under any conditions. However, this is different from the suitability of conditions, where the promotion does not provide the number of visitors. Another significant unproven hypothesis was formed from the support of local government policies to strengthen the influence of Information and Communication Technology (ICT) and Promotion on Hospitality Management Sustainability in District Serang. Government support is considered important by hotel



managers, especially in network infrastructure, but even this condition cannot provide a strong impact during the transition period. The number of visitors is still small and uncertain, so consumers prefer to use private networks. Even government policies cannot intervene how important ICT for hotel governance. Local government policies are needed to support infrastructure. Likewise, promotions local government policies do not strengthen the significance of hotel management sustainability. Local government policies cannot limit and expand the hotel's ability to modify the form of promotions designed by hotel managers in an effort to survive in times of disruption. Hypothesis three is accepted. This shows that the hotel still maintains the quality of service even though the number of customers is still limited. The hotel still maintains the quality of service in order to provide minimal customer satisfaction. At least it has a positive impact to attract more visitors to stay. In this case, local government policies support the quality of services by realizing infrastructure such as the provision of clean water, electricity, access to the hotel location. Other local government policies specifically in District Serang provide trust and a sense of security to consumers when visiting District Serang. One of the unexpected conditions that often occurs in District Serang is an earthquake which is estimated to have an impact on a tsunami. This strengthens the readiness of hotel management to maintain service quality. The quality of good internal service from the hotel, which is supported by the Regional Government, is a part of the readiness of this region to receive visitors who return to normal. One of the unexpected conditions that often occurs in District Serang is an earthquake which is estimated to have an impact on a tsunami. This strengthens the readiness of hotel management to maintain service quality. The quality of good internal

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Local Government policies strengthen the positive influence of service quality on the sustainability or sustainability of Hospitality Management in District Serang. In this case it can be explained that sustainability is influenced by the quality of services, especially the policies of the Regional Government. Some unexpected disturbance factors are not only caused by a pandemic, natural factors that are very vulnerable to occur in this region such as earthquakes resulting in tsunamis affect tourist visits to this region. Tourist trust needs to be built due to these disruptive factors. The hotel manager made efforts through mass media and social media but it was not strong when compared to when the local government took part in explaining the situation that District Serang was safe to visit. Likewise, the role of the Regional Government in providing public facilities and building tourist villages, cultural performances or festivals, superior products of Small and Medium Enterprises (SMEs) from rural communities and also regarding health protocols that need to be added. The local government policy aims to increase the place and attraction of tourists visiting District Serang for longer, so that the time to stay at the hotel can be longer. That is why the variable of service quality at the time apart from the influence of the pandemic still needs to be maintained, especially the support from



the Regional Government to strengthen the influence of quality on hotel governance. superior products of Small and Medium Enterprises (SMEs) from rural communities and also regarding health protocols that need to be added. The local government policy aims to increase the place and attraction of tourists visiting District Serang for longer, so that the time to stay at the hotel can be longer. That is why the variable of service quality at the time apart from the influence of the pandemic still needs to be maintained, especially the support from the Regional Government to strengthen the influence of quality on hotel governance. superior products of Small and Medium Enterprises (SMEs) from rural communities and also regarding health protocols that need to be added. The local government policy aims to increase the place and attraction of tourists visiting District Serang for longer, so that the time to stay at the hotel can be longer. That is why the variable of service quality at the time apart from the influence of the pandemic still needs to be maintained, especially the support from the Regional Government to strengthen the influence of quality on hotel governance.

Another interesting thing found from this research is that in the midst of information of revolution 4.0 and even revolution 5.0, Information and Communication Technology (ICT) does not significantly affect the sustainability or sustainability of hotel management in District Serang, even though local government policies cannot strengthen the influence of variables. X1 and X2 to the Y variable. The hotel realizes the importance of ICT in the hospitality business, but the conditions during the pandemic have been put aside for the time being until conditions are better. Rejection factors of the hypothesis are caused by a very strong disturbance to carry out hotel operations, the very high reduction in tourist visits requires the hotel to

reduce activities that are considered not too important and can reduce operational costs, one of which is ICT, not all hotels carry out ICT, there are several hotels that are still carry out traditional promotions by giving vouchers to existing customer networks to attract stays. This is because the use of ICT is easy to make hotel ratings go down due to customer complaints. However, communication through social media is still carried out by hotel managers even though it does not have a big impact. Good quality of service to avoid customer complaints or giving vouchers, souvenirs or free meals to anticipate giving a bad rating in ICT. Local government policies cannot interfere with the hotel's ability, especially in relation to the ability to operate costs due to this phenomenon, including how to do promotions (X3). The ability of ICT that cannot adapt to disruption causes the promotions carried out to be ineffective. Even though the hotel has carried out promotions such as price adjustments, family packages, welcoming services, activity packages are available for 4 and 5 star standard hotels. Likewise, 3 star hotels are packages for office activities and government agencies.

Conclusion

Unexpected changes in the situation caused disruption to the tourism business sector. The biggest influence occurs in the hotel business, especially in the Serang Regency area which is vulnerable to tsunami events coupled with the Covid 19 pandemic. The ability of hotel governance is tested whether it can be sustainable. On the basis of this thought, it is proven that the most influential factor in the continuity of the hospitality business, especially after the pandemic. The results of the study show something interesting, namely Information Communication Technology (ICT) and Promotion factors cannot affect the sustainability of hotel business governance, even local government policies cannot



strengthen these variables. Local Government Policy in the category of service quality. All indicators on service quality have a positive influence. According to finding research, this study is giving insight that the most important factor for sustainable hotel management is service quality. Hotel involve local government policies, therefore hotel has to have good relationship and networking with entrepreneurship in District Serang.

Limitations in this study are the time of the study right at the time of the transition, the need for a comparison test every time so that it can describe the complete change, visitor respondents are also needed. Future research can develop this research on other factors that can affect sustainability when disruption occurs, such as consumer interest, hospitality business reliability.

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Tentang

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1. Melaksanakan tugas sebagai Penulis pada *Neuroquantology* dengan Judul **“Service Quality is The Most Important Factor in Post – Pandemic Era for Hospitality Governance Sustainability: Banten Province, Indonesia”** yang telah terbit pada Volume 20, Issue 15, e-ISSN 1303-5150, November 2022.
 2. Melaporkan hasil pelaksanaan kegiatan tersebut secara tertulis kepada Dekan Fakultas Ekonomi dan Bisnis.
 3. Melaksanakan tugas ini dengan penuh tanggung jawab.

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Pada Tanggal : 27 Oktober 2022

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Tembusan:
- Arsip



SERVICE QUALITY IS THE MOST IMPORTANT FACTOR IN POST-PANDEMIC ERA FOR HOSPITALITY GOVERNANCE SUSTAINABILITY: BANTENPROVINCE, INDONESIA

1468

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Abstract

This study aims to analyse information and communication technology (ICT), service quality, promotion affect to sustainability of hospitality governance. Local government policies strengthen three independent variables to influence the dependent variable. This research was conducted in post pandemic period. The stages of the research method specifically review the management of hotels in District Serang, Banten Province. Governance hotel is influenced by several objects that need to be proven in innovating. Therefore, in unexpected situations, the hospitality needs management skill. This empirical research distributes questionnaires to respondents, namely hotel management level with a number of saturated samples. The questionnaire was addressed to each division that manages 3-star hotels up to 5-star hotels. Data measurement of the questionnaire with an alternative 5 Likert scale (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, and strongly disagree = 1). Quantitative tests of data were collected through questionnaires with validity and reliability tests. Data processing using Smart PLS version 3.0. Data processing also semi-structured interviews to hotel management is service provider sector of hotel. The finding of this study includes that quality service is significant variable influence the sustainability of hospitality governance, specifically in District Serang. And during the post pandemic local government policies reinforce this variable. Impact this study is for practician that in the future hotel will find another unexpected situation, therefore hotel management need to identify priority factor. Hence, for the future research such as the target of respondents, time and also objects of research.

Keywords: Post Pandemic Covid 19, Sustainability, Hospitality Governance, Local Governance Policies.

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Introduction

The impact of Covid-19 has gradually brought enormous changes in every industrial sector. Further, that provides economic change, especially the regional economy. The Covid-19 pandemic had a huge impact on the tourism sector in 2020. This sector down 74.84% compared to the previous year(Sugeng Santoso et al., 2021). The decline was caused by global issue and government policies. In pandemic era government closed the flow of tourists went to tourist destinations. Furthermore, the subsequent decrease in the

absorption of formal and informal employment as a resource for the sector(Zhang et al., 2020). Based on(BPS, 2020)in this sector the most influential in the accommodation and include eating and drinking sector decreased by 92.7%. Such conditions require the ability to sustain the hotel management internally in order to survive.

Government policies are used as moderation in determining the risk reduction process caused by the crisis and making operational adjustments. Hotel managers maintain



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Tanggal Review, 3 Desember 2022

Penilai

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