

## REGARDING OF HOTEL SURVIVAL STRATEGY DURING THE COVID-19 PANDEMIC IN BATU CITY

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### ABSTRACT

*Objectives: The purpose of this research study is to analyze the kinds of hotel in Batu City, regarding covid-19 pandemic that can survive in many more strategy. Whereas, covid 19 officially hold in Indonesia since March 2020 which had an impact on several sectors in Indonesia including tourism and hotel.*

*Methodology/Techniques: This study was used by a qualitative approach and focus on unsystematic risk in order to reconstruct the effectiveness and efficiency in Hotel Strategy. Some of the data collection techniques had interviews, focus group discussions (FGD), observation, and documentation. Additionally, there was an excavation of informants using some informants about a hotel.*

*Results: A result from coronavirus pandemic had caused by the tourism sector in Indonesia to be paralyzed, one of is the hotel business. They had made various efforts to stay afloat. Several hotels in Batu racked their brains to survive by carrying out a promotion entitled "pay now stay later" where the hotel began to take several strategic steps by selling vouchers to potential tourists with a pay now system, stay later, which was valid until the time it feels safe to holiday. There are several hotels in Batu City that posted the words "SALE" because there had no more income for operational costs.*

Keywords: hotel, survival, strategy, covid-19, Batu City

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### INTRODUCTION

As we know since the end of 2019, the world was being sick due to the Corona (Covid-19) pandemic. Whisnutama said that a number of tourists also decreased drastically to 5 million or 11 million lower than in 2019. It has been estimated that this year from 16 million tourists, this year around 5 million tourists," said Whisnutama. (<https://tirto.id/whisnutama-ri-kelahan-half-devisa-pariwisata-karena-corona-eCpV>).

According to Chairman of the Indonesian Hotel and Restaurant Association (PHRI), Hariyadi said that a number of PHRI members had also reported a significant decrease in the number of foreign tourists. He said that a hotel occupancy in Bali had dropped quite deep. Meanwhile, hotels in Bandung Regency, which were usually still able to get 40 percent occupancy in low season, unfortunately under 30 percent. On the other hand, he noted with a hotel occupancy in Manado City fell to 30 percent, even though it was usually reaches 70 percent.

Based on Hariyadi has assumed that if the Corona outbreak drags on, he probably worried that tourists from other countries will refrain from traveling and make Indonesian tourism even quiet (<https://tirto.id/saat-wabah-virus-corona-memukul-pariwisata-Indonesia-ewFi>).

Differently, Deputy chairman of PHRI Batu City Mukhlas Rofiq said that almost all hotels and inns in Batu City had experienced by a decline, especially during Christmas and New Year 2020. Occupancy usually above 70% for Christmas and New Year, currently only 20% had been filled at most from availability of rooms in Batu City. Eventually, when contacted via text message, also conveyed it to the Mayor of Batu so that it can be considered in issuing the Circular.

Indonesia through Government Regulation No. 21 of 2020 implements the Large-Scale Social Restriction (PSBB) policy in the context of accelerating for sure handling about COVID-19. This Government Regulation, which was signed directly by the President of the Republic of Indonesia Joko Widodo was consists of seven articles such a policy on restrictions on schools and workplaces, restrictions on religious activities, restrictions on activities in public places or facilities (Article 4 PP No 21 2020). This policy clearly limits the space for tourists who will visit in Batu City.

Tourism is one of the sectors directly affected by COVID-19 pandemic through lockdowns and closure with public spaces. This has resulted in travel restrictions and a decrease in demand among both domestic and foreign tourists. The Covid-19 pandemic has been changed with the global tourism landscape from 'overtourism' to 'undertourism' and affected with the tourism-dependent economy (Pappas, 2021).

In Indonesia, the number of tourists has also decreased significantly. The Central Statistics Agency (BPS) released data on the number of foreign tourist arrivals or foreign tourists to Indonesia in March 2020, which decreased by 64.11 percent compared to March 2019. Cumulatively (January-March 2020), a number of foreign tourists visiting Indonesia reached 2.61 million visits or decreased by 30.62 percent. It was compared to the number of foreign tourist visits in the same period in 2019 which amounted to 3.76 million visits. Furthermore, the room occupancy rate (TPK) for star classification hotels in Indonesia in March 2020 reached an average of 32.24 percent or decreased by 20.64 points compared to the March 2019 TPK which was recorded at 52.88 percent.

**Table 1. the room occupancy rate (TPK) for star and budget classification hotels in Indonesia in March 2019-2020**

<b>Month</b>	<b>Star</b>	<b>Budget</b>	<b>Total</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
January	47.09	38.56	44.73
February	53.42	26.96	45.69
March	62.32	26.65	52.01
April	42.35	28.97	38.40
May	51.33	30.40	45.43
June	54.96	32.38	48.07
July	69.25	38.16	60.23
August	46.70	30.82	42.27
September	57.61	27.39	48.83
October	41.80	23.27	36.78
November	64.43	31.35	54.88
December	78.05	53.45	70.56
<b>Jumlah</b>	<b>55.63</b>	<b>32.39</b>	<b>48.93</b>

The following data from BPS (Statistics Central Bureau), Batu City in figures for 2018 regarding any occupancy rate, both star hotels and a budget level.

**Table 2. the room occupancy rate (TPK) for star and budget classification hotels in Indonesia in 2018**

<b>Month</b>	<b>Star</b>	<b>Budget</b>	<b>Total</b>
<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>
January	41.69	22.11	32.84
February	40.46	20.68	31.38
March	18.02	11.96	14.52
April	2.62	2.22	2.49
May	0.00	0.00	0.00
June	7.28	11.22	8.10
July	14.62	17.58	13.99
August	21.76	20.56	20.50

September	18.81	19.04	17.48
October	26.93	18.67	21.25
November	28.41	16.43	22.68
December	28.15	9.30	20.79
<b>Total</b>	24.63	14.15	17.17

Meanwhile, a data following from Batu City in figures for 2020, which has occupancy rate decreased both star hotels and budget levels. As shown in the following table.

As the situation worsens from time to time in the world, many several countries has been implemented with some various policies, such banning flights to and from China's Wuhan International Airport. On January 20, 2020, the Indonesian government through the Directorate General of Civil Aviation issued a circular letter numbered: SE.001/DKP/I/2020 dated January 20, 2020. Since a circular was to follow up on the letter from NOTAM G0108/20 issued by the International Notam Office Beijing regarding the ban on flights to Wuhan Tianhe International Airport cannot be carried out from January 23 to February 2, 2020, except for emergency flights (Dirjenhubud, 2020).

The Covid-19 pandemic also happening at a time when humans were in a transition of life changes, from a dominant life in a physical space. There was vulnerable to pandemics with a new order of life, which was dominant in a safer virtual space. It only safest space for human activities during the Covid-19 pandemic, which was the private space. But, if there was a need to interact with others, the safest way can only be through interaction in virtual spaces (Rijanta & Baiquni, 2020).

Naturally, an impact of COVID-19 has affected changes in tourism patterns in developed countries such as South Korea and the United States. So-Young & Po-Ju (2020) discussed that the term of untack tourism or referred to as non-contact tourism can minimize interaction between tourists in South Korea as an effort to mitigate the spread of the COVID-19 virus. In the United States, the impact of COVID-19 such a negative impact on the international tourism industry, which had marked by a decline in income and changes in travel behavior (Heesup, et al., 2020). Changes in tourist behavior due to the COVID-19 pandemic was an unavoidable consequence. A transformation of tourist behavior patterns during the pandemic and post-pandemic likely something that must be understood by stakeholders in the tourism sector (Hall, Scott, & Gossling, 2020). Generally, during a pandemic looked for tourist destinations that were rarely visited to avoid crowds and still quiet as in rural tourism (Craig, 2020; Zhu & Deng, 2020). These also changes in tourist intentions and behavior patterns need to be studied further. In the future for government and relevant stakeholders can carry out appropriate tourism development, especially in the context of tourism after the COVID-19 pandemic. After the WHO decision regarding the Corona Virus pandemic, on April 2, 2020, the Government of Indonesia had enacted Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 11 of 2020 concerning the Temporary Prohibition of Foreigners from Entering the Territory of the Republic of Indonesia. However, many more rules have had exceptions to foreigners with holding limited stay permits and permanent residence permits; foreigners holding diplomatic visas and service visas; foreigners holding diplomatic residence permits and official residence permits; medical, food and humanitarian aid and support personnel; transportation crew; and foreigners who will work on national strategic projects (Laoly, 2020). Because of this regulation, some several countries in the world cannot travel to Indonesia, thus closing an entrance for foreign tourist visits to Bali. An impact of Covid-19 on the hospitality world also increasingly felt in line with the enactment of Minister of Transportation Regulation Number 25 of 2020 concerning Control of Covid-19. During the Eid Al-Fitr 1441H Homecoming Period, which contains a ban on international flights from April 24 to May 31, 2020. Although, this rule does not apply to routes that serve foreign nationals who will return to their country and Indonesian citizens who will return to Indonesia (Pandjaitan, 2020).

According to Hasibuan (1989) stated by every company generally has a strategy that will become a reference for company manager. In this case, there were accommodation managers to carry out activities in order to achieve a goal. According to Terry (in Sukarna, 2011) said that management talked about meaningful as a sequence of activities. A long process also consisting for planning, organizing, mobilizing, and controlling actions carried out to determine and achieve predetermined goals or objectives to be achieved by property owners through the use of human resources and other resources. The basic concept in management proposed by George R. Terry is known as POAC Management Theory which also consists of planning, organizing, actuating, and controlling. The planning concept can relate to the process of selecting and relating facts with making and using estimates or assumptions for the future by describing and formulating some of the activities needed. While, an organizing concept has been related to determining, grouping, and compiling some activities needed to achieve goals and objectives. It also includes the placement of employees, with provision of suitable physical factors for work purposes and the appointment in each person's authority relationship related to implementation for each activity (Sukarna, 2011).

An actuating concept had related to efforts to move group members in such a way that they are willing and trying to achieve any goals set. While, the controlling concept absolutely related to the possibility of wrong activity results. Because of these activities must ensure that all parts run according to significantly. In conclude, management was tasked with getting the organization back on track (Robin, 2001).

Planning like logical and rational thinking based on data or information as the basis for organizational, management, and individual activities in an effort to achieve goals. In quite contrast, this can assimilate with any various limitations on planning from simple to complex. For instance, it also simple to formulated with planning such determination of a series due to actions and to achieve a desired result.

Organizing with the process of compiling an organizational structure in accordance many more goals on the organization, resources, and environment surrounds it. Two main aspects on the organizational structure process were departmentalization and division of labor. Departmentalization like a grouping of organizational work activities with similar related to any activities that can be carried out together. It will be reflected in the formal structure of an organization and visible or indicated by a chart for an organization. A division of labor was a breakdown of work tasks with each individual in the organization that responsible for carrying out a set of activities. These two aspects are the basis of process in organization to achieve some goals that have been set efficiently and effectively. Organizing had a process for designing a formal structure, grouping and organizing, also dividing tasks or work among members in the organization that can be achieved.

Directing of a human relationship in leadership that binds subordinates to be willing to understand and contribute their energy effectively and efficiently in achieving the organization goals. In management, this direction also very complex because in addition to involving humans, it also involves various behaviors on the humans themselves with a different variety.

Supervision like a process to observe the implementation for all organizational activities and to ensure that all work being carried out goes according to a predetermined plan. A benchmark of supervision such as planning and supervision with two sides in the same coin.

Based on what was conveyed in the background, some questions need to be answered and studied more deeply in this research about a strategy for the survival about hotels in Batu City during the Covid19 pandemic.

## **THEORITICAL**

COVID-19 pandemic should lead to more critical consideration with growth models for global tourism, interrelated reasons on the risks posed in the course of tourism growth as well as the sector's contribution to climate change. Historically, tourism has been success with determined by almost all tourism organizations such as UNWTO, ICAO, CLIA or WTTC as tourism numbers growth. According to Gosling et al. (2020) provided that an interesting explanation of the impact about corona virus, which has become a challenge in the whole world due to an absence by a vaccine and limited medical capacity to treat diseases. Additionally, non-medical efforts were only way to overcome a pandemic. One of them also survive with global travel restrictions and stay-at-home orders, which resulted in the worst economic growth since World War II, thus influencing more than 90% in the world's population to refrain from public gatherings and mobility.

According to Gosling et al., (2020) also conveyed that some views in his writings on previous studies on the impact between a crisis on tourism from the population perspective. This study suggested that any crisis event can served as a reference point for evaluating the social costs. An inherent complexity also involved in assessing with many social costs and benefits for tourism in times of crisis, which had previously been demonstrated (Weaver & Lawton, 2013). A crisis can reduce a negative perception about the tourism like population. For another research, Garau-Vadell et al., (2018) founded that an economic crisis also increased residents' willingness to support tourism as it significantly lowered their perception of tourism costs. Residents become more tolerant of tourism and place greater value on economic development during economic crises (Lindberg & Johnson, 1997). A balance of costs and benefits may differ between population groups and the level of involvement for individual residents with the tourism and hospitality industry may determine their attitude (Andereck, Valentine, Knopf, & Vogt, 2005). On the other hand, some negative impact of tourism can be exacerbated by a crisis. In particular, an entry of infected persons into tourist destinations during a pandemic (Bajardi et al., 2011; Epstein et al., 2007) might had serious consequences for public safety.

There were any unique findings from Qiu et al., (2020) assumed that during the pandemic for a unique effort on the part of local communities to encourage more contributions for younger residents to contribute and to financing risk reduction. Because, they have more digitally savvy and connected to the internet more often than older residents. Talked about younger generation has more likely to access the latest information about the pandemic crisis in real time. Thus, during the Covid-19 outbreak, some local governments and tourism organizations must involve the younger generation who tend to be more motivated and knowledgeable, in crisis recovery actions after the pandemic.

According to Jamal et al., (2020) said that a phenomenon of Covid-19 outbreaks since December 2019, which began in Wuhan China and has not ended until now. It should be an important lesson for the world community, because disease outbreaks and other pandemics will become something happens, absolutely. Some of reason was because increasing the number of trips and the ease of access to tourist destinations around the world. Thus, the impact from health problems due to outbreaks in the tourism world must be managed by paying attention to health facilities and accurate information for visitors and local residents including the direct and indirect impacts.

According to Mair et al., in Jamal et al., (2020) discussed that a learning from the SARS outbreak, tourism researchers should be more proactive in responding and how to design crisis management. Unfortunately, there was a lack of coordination on how to implement it both at the local and state levels. A problem also not just economic recovery, destination images management, media management, and promotion. The hospitality and tourism industry had a valuable role to play in developing robust health

communication strategies, including providing medical facts about virus transmission and prudent measures to reduce the risk of infection. They also have to manage misinformation and ensure friendliness to their guests.

Tourism like a business with very vulnerable to potential crises that come from various things, including external shocks and inherently unpredictable, so they cannot make preparations for dealing with crises. Additionally, an explanation of Christof Pforr & Peter J. Hosie (2008) combined about the relationship between tourism and crisis.

Currently, unclear how the accommodation business can be ensured with some rooms were safe for new arrivals, or how individual COVID-19 cases occurring at the accommodation company will be handled. In particular, large chains should also reconsider their global supply chains and the dependency structures have been created.

### **Understanding the Covid-19 Pandemic**

The coronavirus has been outgrowth of the 2002 disease, SARS. SARS would be severe acute respiratory syndrome, which was a disease that attacks the respiratory system. It became a global focus because of a potential for epidemics and high mortality rates and when the beginning of 2020 WHO declared that sars-cov 2 was an epidemic attacked in the world (S. Hui et al, 2020). The government was required with the use of masks or covering a nose and mouth to avoid transmission for the virus that can spread through the air. Indonesia through Government Regulation No. 21 of 2020 implemented by the Large-Scale Social Restriction (PSBB) policy in the context of accelerating a handling of COVID-19. This Government Regulation, which was signed directly by the President of the Republic of Indonesia Joko Widodo, consists of seven articles, one of which have a policy on restrictions on schools and workplaces, restrictions on religious activities, restrictions on activities in public places or facilities (Article 4 PP No 21 2020).

Covid-19 spreads through direct contact (skin to skin) and also through droplets that spread through the air. Actually, an incubation period of up to 14 days after direct contact. Covid-19 was a development of SARS which attacks the respiratory tract. Because of, the main characteristics were coughing, fever, and difficulty in breathing to cause death (S. Hui et al, 2020).

### **Hotel Definition**

Definitely, a hotel has defined with as a place to stay with many facilities that can be used as a place to stay for tourists. Some facilities also contained in the hotel such as consist with several room services, food, and other accommodations (Lawson, 1976). Meirina (2017) in her book also explained that another understanding of the hotel described by Charles E. Steadmon and Michael L. Kasavana in their book entitled *Managing Front Office Operations* in 1990:

“A hotel might be defined as an establishment whose primary business, which has providing lodging facilities for the general public and which furnishes one or more, in the following services: food and beverages services, room attendant service, laundering of linens, and use of furniture and fixtures.”

It can be interpreted, a hotel can be defined as a building whose main business, which was providing lodging facilities for the general public and which provides one or more, from food, beverage service, uniformed room service, washing of bed linen, and supporting furniture in the room.

A hotel must have the following facilities to support operations such as:

- Building
- Guest room to stay
- Dining and drinking room
- Laundry
- Human Resources
- Services
- Other facilities

### **Hotel Classification**

Properly, some classification for star hotels were by dividing several hotels into certain levels or classes. The Indonesian Hotel and Restaurant Association could be abbreviated as PHRI, used to carry out hotel classification activities every 3 years until 2014 and was continued by the Business Certification Agency or LSU since 2014 until now by considering the number of rooms and facilities provided.

### Classification for Star Hotels

The Ministry of Culture and Tourism through the Directorate General of Tourism issued a regulation on business and hotel classification based on:

- a. A size of the hotel or the number of guest rooms
- b. A location of the hotel and the facilities
- c. Owned equipment
- d. Employee education levels

The following was some classifications of hotel classifications according to several criteria (al-Bataafi, 2006; and Andrews, 2013), such as:

- Classification about capacity number of rooms
- Small hotel: a hotel with less than 150 rooms
- Medium average hotel: a hotel with a number of rooms between 150-300
- Medium above average hotel: a hotel with a number of rooms between 300-600 rooms
- Large hotel: hotel with the same number of rooms or more than 600
- Classification in terms of the purpose of guests staying
- Business hotel: a hotel used by business people who come to conduct business activities
- Resort hotel: a hotel built for recreational activities with supporting facilities with many more function
- Classification in terms of activities or special activities
- Sport hotel: a hotel specifically provided with the benefit of athletes or sportsmen and located in a sports complex
- Ski hotel: a hotel had provided for the needs of skiers or guests who come specifically to ski
- Convention hotel: a hotel intended for convention purposes
- Budget motel: a motel with specifically provided for tourists by a relatively low budget
- Classification in terms of facilities and requirements

### METHODOLOGY

This research study was used with qualitative approach that deemed appropriate to be used to provide a more in-depth picture in the hotel with many more strategy during a Covid-19 pandemic. A data was obtained from literature studies, documentation, and interviews. It also reduces the data that will be drawn into a conclusion of the results study.

Regarding for qualitative method by Bogdan and Taylor, 1975 (in Moleong, 2006) defined as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. David Williams, 1995 wrote a qualitative research, which has a collection of data in a scientific setting, using natural methods, and carried out by naturally interested people or researchers. In qualitative research, some methods were usually used by interviews, observations, and the use of documents.

### Research sites

The location of this research will be carried out in Batu City by involving:

- Hotel resorts: 2 hotels
- Budget hotels: 2 hotels

Totally, there are 4 hotels studied with operational system and strategy during the covid-19 pandemic.

### Informant

Informants in this research were people who did in depth interview with responsible for the management hotel such marketing.

### Data source

Sources of data also used by primary and secondary data sources

### **Primary data**

According to Nasution (1964) assumed that it can be obtained directly from the field or research place. A data was obtained from observations and informants related to the object of research, stakeholders, tourists, and managers.

### **Secondary Data**

According to Wardiyanta (2010) said that a secondary data was information obtained indirectly from sources, but from third parties. Secondary data like a data obtained from data collection technique that support primary data sourced from books, journals, annual reports, literature and other documents related to research problems.

### **Data Collection Technique**

This research would be conducted with the researcher that use by interviews and observations in data collection.

An interview was a conversation with a specific purpose that conducting with interviews, as emphasized by Lincoln and Guba (in Moleong, 2006: 186) also included by constructing about people, events, organizations, feelings, motivations, demands, concerns and others unanimity; reconstructing such roundness as experienced in the past; projecting roundness as expected to be experienced in the future; verify; changing, and expanding information obtained from other people, both human and non-human (triangulation); and verifying, modifying and extending the constructs developed by the researcher as checking the results of the interviews. This interview was used by a semi-structured interview, such an interview guide, but still be developed according to needs.

According to Kusuma Narbuko and Achmadi (2002) discussed about observation like a data collection tool that carried out by observing and systematically recording the symptoms being investigated. A data technique from the author by going directly to the research location to observe directly the object studied. Direct observation was used to identify various facts from an object of research with the aim of deepening the desired results.

### **Data Analysis Method**

A data has been collected in the field research with a raw data that cannot be used to draw conclusions. The data would be obtained from analyzed using a management theory proposed by George R. Terry, known as the POAC Management Theory that consisting of planning, organizing, actuating, and controlling. This is to reveal and understand the meaning in a deeper and detailed way.

### **Planning**

Planning explains about logical and rational thinking based on data or information as the basis for organizational, management, and individual activities in an effort to achieve goals. For instance, it was simple to formulated by planning that determination of a series on actions to achieve a desired result.

### **Organizing**

Organizing describes about process of compiling an organizational structure in accordance with the goals of the organization, its resources, and environment.

Two main aspects of the organizational structure process were departmentalization and division of labor. Departmentalization for the grouping for organizational work activities with similar related activities can be carried out together. It would be reflected in the formal structure of an organization and visible or indicated by a chart of an organization.

A division of labor like a breakdown of work tasks from each individual in the organization that responsible for carrying out a set of activities. These two aspects were the basis of an organization process to achieve the goals with set efficiently and effectively. Organizing also talked about a process for designing a formal structure, grouping and organizing, and dividing tasks or work among members of the organization can be achieved efficiently.

### **Directing (Actuating)**

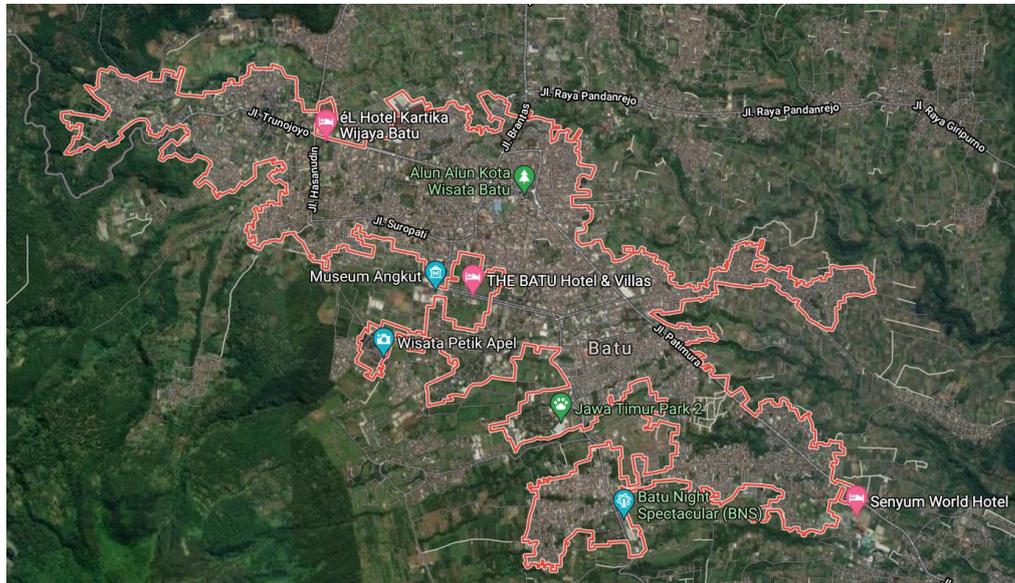
Directing or actuating explains about a human relationship in leadership that binds subordinates to be willing, to understand, and to contribute their energy effectively and efficiently in achieving the goals of an organization. In management, this direction was very complex because in addition to involving humans, it also involved with various behaviors for the humans themselves, which had humans with a variety of different behavior.

### **Supervision (Controlling)**

Supervision or controlling shares for the process of observing in the implementation such all organizational activities to ensure that all work being carried out goes according to a predetermined plan. A benchmark of supervision like a plan, therefore with planning and supervision by two sides of the same coin.

## RESULTS

The total area of Batu City is 199.09 km<sup>2</sup>, or 0.41% in East Java Province with very strategic location, as a liaison between the Greater Malang area and the Kediri, and Jombang areas. This also located in the heart of East Java Province, Batu City was also directly adjacent to Malang Regency, Mojokerto Regency, and also Pasuruan Regency. The provisions for this area boundary were regulated in the Regulation of the Minister of Home Affairs Number 16 of 2012 concerning in Regional Boundaries. The Batu City area between an altitude of 680 to more than 3,000 meters above sea level, with an average temperature in the last 3 years (2017 – 2019) between 16o to 31o Celsius. The temperature had quite cool, influenced by many mountains that surrounded in the Batu City area, such as Mount Panderman and Mount Arjuno.



These advantages made Batu City for one of the most calculated tourist destinations. Since, an existence of the Jatim Park Group, which opened a thematic tourist vehicle, it has increased the number of tourist destinations in Batu City. Many investors would be invested in Batu City with an existence for tourist destinations without any availability of adequate accommodation. It can lead to a decrease in tourist visits. Some investors were competing to provide accommodation for tourists who are coming to Batu City for vacations, just transit, and even business visits.

An existence of accommodation talked about the proliferation of hotels in Batu City. Previously, there were only a few star hotels in Batu City, most of them were even budget hotels and only privately owned. BPS data in 2017, there are 15-star hotels with a total of 1489 rooms, then 952 non-star hotels with a total of 7046 rooms. Whereas in 2014, the number of star hotels was only 11 hotels with 1218 rooms available and 489 non-star hotels and 4266 rooms available. This could indicate by the need for accommodation for very high areas in Batu City.

2020 to be assumed with a tough year for tourism, not only in Indonesia, but also throughout the world. The impact of this pandemic also very much felt in Batu City. In the first two months of the outbreak, a Batu City Government had issued a circular letter to prohibit hotels from operating for 3 (three) months, such as March-April-May 2020. Entering the following of month, a hotel can operate provided that it meets the health protocols were requested by the Batu City Government. This also cooperates with the Batu City Covid19 Cluster. Health Protocol Guidelines must be fulfilled by tourism actors in Batu City.

Slowly, this stretching began to show results, crawling little by little to get income. Although, it continues to adapt to new policies from both the central government and local governments.

There are 4 (four) research locations studied including two-star hotels and 2 budget hotels. For another information, two-star hotels such as the Golden Tulips Holland Resort and The Onsen Hot Spring Resort. Some results of the initial interviews of these two-star hotels had an occupancy rate of almost 60% every year before the pandemic and they also called themselves by resort hotels. Resort hotel like a hotel with any recreational activities that supporting for visitors. Meanwhile, Mentari Hotel and Ragil Kuning Hotel were jasmine-level hotels with private ownership by an annual occupancy around 30%-40%. It was not really offer, other than room cleanliness and hospitality. Because, they do not have a meeting room or recreation room in the hotel.

2021 ordered with 3<sup>rd</sup> year in The Onsen Hot Spring Resort Songgoriti that located on Jl. Arumdalu no.98, Songgokerto districts, Batu City. Onsen Resort offers the sensation of Japanese tourism in Batu City. There are two types of cottages, such as a Deluxe Suite which consists of 2 bedrooms and the Executive Suite which consists of 3 bedrooms. It was equipped with a hot water bath in each cottage. Touches of Japanese atmosphere also felt in every corner of this resort, making with only accommodation by a theme and uniqueness as its attraction. Kimono preferable with a traditional Japanese dress, this outfit also worn at the Front Office or Receptionist of the Onsen Resort. When, it restricted entering the Onsen environment, guests will be greeted by Torii, which in Japanese is called the gate to nirvana. Additionally, there was a Shinkyo or red bridge with a mainstay spot to take pictures and get

a Japanese atmosphere. In cottages, Onshen Resort also offers a restaurant that still open to the public with a menu of Japanese specialties. There were photo facilities using traditional Japanese clothes (kimono) and also a hot spring bath for a public.

A location choice according to the owner with contours of a land that being secluded and in a cold area like Songgoriti, reminded him of the atmosphere in Kyoto, Japan. Because of, a location and contours in the land, Onsen gets the nickname little Kyoto. Before the pandemic, this resort was the most searched for through the Online Travel Agent application, and every weekend this place was fully booked.

### **Sun Hotel**

This hotel had been located in the main road to Batu City from Malang City, Ir. Soekarno Road, Mojorejo District, Batu City. There are also consisting of 40 rooms and to be one of the budget hotels that was founded in 2000. For another side, around 2 km towards Batu City, there was a tourist spot belonging to the Jatim Park Group "Dino Park" or commonly called with Jatim Park 3. For tourists who have a minimal budget, Mentari hotels can be an option for accommodation to stay cation with their families or friends. Some visitors absolutely more cheerful with any advantage in Mentari Hotel, along the road to Batu, offers many culinary choices, both restaurants and food stalls.

Owner of Mentari Hotel is a resident of Surabaya City, he also had another business, such Pharmacy in Surabaya. Currently, the management of Mentari Hotel is handed over to Mr. Purwanto Mukais who serves as Operations Manager (OM). He has managed this place since the inception of Mentari hotel.

### **Yellow Ragil Hotel**

This small hotel was located at Jalan Panglima Sudirman, Batu City that lined with jasmine hotels and established in 1997. Ragil Kuning Hotel near from a Post Office and across the road with the Batu Mayor's Office House, formerly a Batu City Government Office, which was then centered at the Among Tani City Hall.

Currently, a Hotel Ragil Kuning like a family hotel owned by the late. Mr. RM Suryoningprodjo who was later replaced by his wife and also handed over to his first daughter, Mrs. Dece Diah. Because of management from a family, the atmosphere of this accommodation had been like staying at home that friendliness as a property owner. It has 15 rooms with a standard type of one bed for two people with an en-suite bathroom.

The Batu City Government had also distributed with a circular that a hotel would not be operational for 3 months starting from March-April-May 2020. A hotel must had a good requirements such health protocol in accordance with government regulations and Covid-19 task force unit in Batu City. Hotel Ragil Kuning would be back in operation in November 2020.

### **Research Sites, Hotel History and Operations Golden Tulip Holland Resort**

One of the five-star hotels in Batu City, which offers a one stop vacation. It has been located in Villa Bukit Panderman Housing. In the highlands, this hotel offers views and cool air that can be enjoyed in the morning and evening with magnificent of Batu City. Some visitors can access to residential roads that lack lighting and not a few holes along the way make Golden Tulip Holland with hidden place, very enjoyable. Golden Tulip Holland had been included in the Golden Tulip hotel chain, but all management and policies were managed by the property owner. Golden Tulip only provided with some guidelines and decision making remains with a property owner with consists for two big businessmen in Indonesia. One of the owners is an entrepreneur Holland Bakery, and the name Golden Tulip Holland had been taken from one of the owner's brands.

The total number of rooms is 260 rooms with many more facilities, which has offered by a swimming pool equipped for a children's playground, cycling facilities, table tennis, meeting rooms, restaurants. For addition, Sky Dome was part of Golden Tulip as a restaurant with modern dome-shaped architecture. It was also necessary to make a reservation at least a day before arrival because of a visitors traffic in tourism areas. Golden Tulips Holland has been provided with couples who taken with a tulip flower by a view of Batu City.

### **The Onsen Hot Spring Resort**

#### **Hospitality Business in Batu City**

The Central Statistics Agency (BPS) also released data in the number of foreign tourist arrivals or foreign tourists to Indonesia in March 2020, which also decreased by 64.11 percent compared from March 2019. Cumulatively, (January-March 2020), the number of foreign tourists visiting Indonesia would be reached 2.61 million visits or decreased by 30.62 percent compared to the number of foreign tourist visits in the same period in 2019, which amounted to 3.76 million visits.

Based on BPS data on the occupancy rate of five-star hotels during 2018, it was 55.63% and for budget hotels 32.29%, while in 2020 with occupancy rate for five-star hotels fell to 24.63% and for budget hotels to 14.15%. Eventually, in May 2020, there were no beds due to a circular from the Batu City Government for all hotels in Batu not operating.

A coronavirus pandemic has caused by the tourism sector in Indonesia to be paralyzed with a hotel business. They had made various efforts to stay afloat for several hotels in Batu that racked their brains to survive by carrying out a promotion entitled "pay now stay later". Whereas, a hotel began to take many strategic steps by selling vouchers to potential tourists with a pay now system, stay later, which valid until the time also feels safe to holiday. There are a lot of hotels in Batu City that posted the words "SALE" because there is no more income for operational costs.

### **Planning, Organizing, Actuating, Controlling Planning in Golden Tulip Holland Resort**

Since the beginning of pandemic, Golden Tulips Holland Resort was a bit difficult to move because collided with the Circular issued by the Batu City Government and the Government Regulation on Large-Scale Social Restrictions. Based on a circular issued by the Batu City Government, all hotels in Batu City were prohibited from operating for 3 months. In this case, they want to return to operation, when hotels were required to comply with health protocols, exactly. Golden Tulips Holland Resort absolutely received by cleanliness, health, safety, and environmental sustainability certificates with the title of satisfactory. In a target market is local residents who want to do a staycation, by showing their identity card as residents of Greater Malang that they will get a special price.

### **CHSE Certified Golden Tulip Holland Resort Photos**

At the beginning of a pandemic, Golden Tulip Holland Resort also carried out unpaid leave, which was to lay off employees with deferred salaries. Meanwhile, an existing employee were employed on odd jobs, to fill each other's vacant divisions. Almost 5 months, since it was opened when the pandemic started to improve, Marcomm from Golden Tulip Holland also said that he did not expect too much from the local government when dealing with this pandemic. Because, this also often a few plans that had been arranged for the next few months like tentative. Surely, a manager also more flexible to arrange plans on how to operate and survive during the pandemic. For example, during a big event (Idul Fitri) in 2021, Golden Tulips Holland Resort offers attractive prices for staycations like residents of greater Malang.

A Golden Tulip Holland Resort has just launched its newest facility such SkyDome. Restaurant with a modern and elegant design is one of the attractions sold at this resort. Some visitors can enjoying a luxurious dinner with a view of Batu City, which had a selling point for Golden Tulips Holland Resort. To enjoy this facility, guests were also required to make a reservation one day before visiting. This SkyDome indirectly became a star in the Golden Tulip Holland Resort area.



**Figure 2: The atmosphere in the SkyDome Golden Tulip Holland Resort Source: Researcher**

### **Planning in The Onsen Hot Spring Resort**

Touches of Japanese atmosphere has felt in every corner of this resort, made it the only accommodation with a theme and uniqueness as its attraction. During the pandemic, Onsen resorts often carry out promotions through social media, television, and other print media. Marketing communications from Onsen also conducted with sales call activities to big city areas for promotion. One form of promotion carried out by The Onsen Hot Spring Resort also through any capital's artists with an endorsement system, where the artist reviews some accommodation and publishes. Hopefully, it was through by artist's personal account and provided with inspiration or ideas when visiting The Onsen, and hot spring resort when traveling to Batu City.

During the month of Ramadan, occupancy at The Onsen Hot Spring Resort tends to be low and also held by a group iftar package, every day that they had been prepared for 100-120 pack. In conclude, There were additional income from the package can cover expenses from The Onsen Hot Spring Resort.



Figure 3. Promo for Iftar Packages at The Onsen Hot Spring Resort

Source: Company Profile The Onsen Hot Spring Resort



Figure 4. Photo of Iftar at The Onsen Hot Spring Resort

Source: Researcher

## Planning Hotel Mentari

This hotel has been located in the main road to Batu City that doesn't want to do much events during the pandemic. They also admit any income which have decreased drastically. In the around of Mentari hotel, several budget hotels just opened it. From the East side, there is the redjeki hotel, then to the West, such the Briggs Inn, and Dedauan. Indirectly, these hotels become competitors from Mentari hotels which was results in market share or the division of guests who will stay. The age of hotel building also a consideration for guests to stay that was founded in early 2000. When researchers had visited at the Mentari Hotel, it was seen some parts of the building were peeling paint, due to the lack of renovation. Mentari Hotel also does not use Online Travel Agent services to attract guests. Owner has a reason like as a small profit sharing between OTA and Mentari Hotel. According to the manager, an existence of this franchise store can be an additional point for guests to stay and enjoy.

The management of Mentari Hotel cannot do much time about marketing, only relying on loyal guests who have stayed in several times. A manager said that this hotel only a passive income, because of the owner has another business in Surabaya. Surely, operational costs have been assisted by other business income owned by the owner. If things don't get better soon, the hotel owner plans to temporarily close the Mentari Hotel.

## CONCLUSION

This research study has a conclusion in order to maintain hotel life during the pandemic. Management theory can be used as an analytical tool including the planning function can be in the form of good relations with customers and business partners. During this pandemic, competitors while maintaining the safety, health, and welfare of employees, which is still working. Second, an organizing function in the form of saving for all available resources, restructuring payments to vendors, and suppliers who cooperate by a company, and negotiating with related parties. Third, a directing function can be in the form of implementing very high hygiene standards by management system. This also equipping with all employees such as masks and face shields, conducting training on hygiene standards. Fourth, a controlling function in the form of a thorough control for some series such three processes above carefully in order to ensure. In the last, all steps have been carried out properly that they do not conflict with many goals in the organization being established.

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