

EVALUATION OF QUARANTINE PROGRAM: LESSON FROM HOTELS IN INDONESIA

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Abstract: International travelers had to quarantine upon arrival at a designated hotel in Indonesia during the pandemic to prevent the spread of the coronavirus. This study aims to investigate the hotel quarantine program in Indonesia from management perspectives in crisis circumstances. A qualitative methodology was applied with data triangulation collected from 11 top-level managers, operations, and management from official quarantine hotels in the second quarter of 2022. In-depth interviews were conducted to explore the antecedents behind hotel management and evaluate the repatriation quarantine program through the crisis management lens framework. The findings enhance the concept of crisis management framework in a particular program employed during a pandemic. Three related phases emerged from data analysis in crisis prevention and planning, strategic implementation, and evaluation were discussed. This study reveals the suggestions for hotel managers and the government for a future sustainable strategy. This study is the first paper to address the hotel quarantine program evaluation in Indonesia. This study contributes to enriching the hotel industry's crisis management framework. Pertinent recommendations for hotel management and government are provided to cope with this crisis.

Key words: hotel industry, quarantine, Indonesia, Covid-19 pandemic, Crisis Management Framework

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INTRODUCTION

The World Health Organization (WHO) published the first situation report on 2019-nCoV on January 21, 2020 (WHO, 2020a), updated its assessment of the outbreak as a public health emergency of global concern on January 31, 2020 (WHO, 2020b), and declared to be a pandemic on March 11, 2020 (WHO, 2020c). On September 20, 2020, Indonesia announced the most significant deaths among Southeast Asian nations, with 9,553 fatalities (Ulfiana, 2020). This is connected to several health-related issues, such as comorbidities and biochemical factors (Heriana et al., 2022). This led to the highest position in Southeast Asia for the number of reported cases (Djalante et al., 2020). As of June 2022, the Official National Disaster Management Authority requires proof of valid health insurance for all international arrivals to track the development of the situation regarding the spread of Covid-19 in various countries. Coping with that situation, mandatory quarantine is a requirement for foreigners and Indonesian nationals who travel internationally (Loasana, 2021).

Quarantine is performed at suggested locations approved by the Ministry of Health at their own expense, except for Indonesian Migrant Workers, Indonesian students who study abroad, and government employees who return from overseas activities. Hotel quarantine programs have appeared as a result of the Covid-19 pandemic. The announcement follows a national uproar over the substantial expenses associated with hotel quarantines (Nugraha, 2021). The Covid-19 task force claimed that 16,500 available hotel rooms had been converted into quarantine facilities, and these rooms are 70% booked. Prior to the quarantine program, the Covid-19 pandemic hardly impacted the hotel industry due to travel restrictions and border closures. The consequences of a pandemic on hotel operations were destructive. This industry has lost millions in revenue; 75 million jobs and USD 2.1 trillion in annual revenue are at risk (WTTC, 2022). The average revenue per available room (RevPAR) decreased by about 90% in 2020 (Courtney, 2020).

Implementing the quarantine program in hotels in Indonesia has had some benefits and challenges for hotel management. One of the benefits is that hotels in Indonesia were relieved and survived the middle of a catastrophe as a mandatory program by the government for international travelers (Choirisa et al., 2023). However, there were several issues with internal hotel management during the program, such as human resources capacity in handling quarantine clients as a result of major laid-off at the beginning of Covid-19 (Choirisa, 2022). In addition, employees need to deal with guest boredom as negative emotions and moods experienced by the hotel guests during quarantine (Pratt and Tolkach, 2022). On the other side, hotel management subsequently needs to provide unusual service delivery in order to meet the government requirement for quarantine hotels such as frequent guest facilities sanitation and ensuring guest safety to protect them from the spread of the virus. Strategic crisis management is implemented in businesses to mitigate

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adverse consequences (Bilic, et al., 2017). Therefore, this study outlines those gaps and challenges, posing evaluations for the quarantine program. By identifying strategic responses used by the hotel industry and exploring the level of knowledge and readiness of Indonesian hoteliers for crisis management, this study brings contributions to practice.

LITERATURE REVIEW

1. Crisis Management Framework

A crisis is described as a situation that has a potentially long-term effect on an organization which possibly interferes with the ability to operate normally (Malhotra and Venkatesh, 2009) and jeopardizes its fundamental principles, including its subjective sense of self and existential base (Pauchant and Mitroff, 1992) due to natural crises, civil conflicts, technology failures, and pandemics (Cushnahan, 2003; Tse, 2006). Crisis management is a helpful tool for managers to run a successful organization, and it notably helps to keep the business surviving (Ribaric, 2010). Therefore, crisis management entails all actions that must be appropriately organized before a crisis occurs to handle and immediately and effectively (Yu et al., 2008). Crisis management became one of the popular topics in the hotel industry, particularly in unpredictable circumstances such as epidemics, plagues, or pandemics. Previous studies on managing epidemic crises have emphasized the adverse effects on the tourism sector and suggested that additional research be done to comprehend the various facets of an epidemic crisis.

A study in Ghana looked at how small and medium-sized hospitality and tourism operators (SMTHOs) handle crises. The pandemic had a significant impact on SMTHOs, including unexpected cancellations of reservations, the depletion of emergency funds, and declines in revenue, as well as other problems like layoffs and failures to pay taxes (Dayour, et al., 2020). Several studies have been conducted to evaluate the ability of hotels to deal with Covid-19 effectively with the crisis management strategy (Le et al., 2021; Lai and Wong, 2020; Choirisa and Situmorang, 2021). In addition, some impacts that negatively affected such as hotel room rates and occupancy rates decrease (Kim et al., 2018) in line with a decreased demand for hotel rooms (Song et al., 2011). This could lead to economic crises and deter tourism because of the high economic uncertainty (Olivia et al., 2020). Recognizing that a crisis has various stages, including pre, during, and post, may help academics and practitioners better grasp crisis management techniques (Ritchie, 2004). The pre-disaster step seeks to create a state of readiness prior to a triggering event (Carmeli and Schaubroeck, 2008). The purpose of post-disaster research is to effectively handle future crises by conducting a critical analysis of lessons learned. However, the aim of the study at the crisis management stage is to create emergency and contingency management (Sawalha et al., 2013). According to a number of studies on crisis management techniques at various stages, most studies were conducted after the crisis. Because it was undertaken during the COVID-19 crisis, this study has good value for hospitality research.

2. Quarantine in Indonesia for International Travelers

Governments respond to the COVID-19 crisis by managing pandemics and implementing quarantine and border controls. The Covid-19 literature highlights quarantine's efficiency in stopping infection transmission (Chiew et al., 2020). Facility-based quarantine is believed to be more successful than at-home quarantine (Chen et al., 2020). To ensure international travelers are not infected with the virus, the Indonesian government mandates that repatriated individuals submit to Covid-19 testing before and after quarantine. They will be treated at a hospital if their test results are positive. To prevent the spread of Covid-19, the Indonesian government has put quarantine restrictions in place for those repatriated. In several dedicated hotels, international travelers must isolate their first 14 days in Indonesia with a minimum of 1 dose of vaccinations under strict quarantine conditions. Hotels must adhere to stringent health precautions during this time, which includes physical distance, self-protection such as wearing face masks or face shield, and hygiene such as washing hands (Quarantinehotelsjakarta, 2020). Emerging literature primarily focuses on the Covid-19 pandemic's effect on the hotel industry, either from the customer's insight or the management's strategy. Meanwhile, in the medical literature, isolation and quarantine in response to the emergence of the infectious virus have long been discussed (Dincer and Gocer, 2021). This is because quarantine constrains people's freedom of movement and raises moral concerns about restricting people's rights (Upshur, 2003). Moreover, mental health has raised concerns from the medical literature about its effectiveness and ethical issues (Brookes et al., 2020). A study investigated the quarantine programs impacted by multiple negative and positive opinions that affected their well-being (Dincer and Gocer, 2021) and Indonesian hotel employees were having the intention to leave due to their mental health issues in handling quarantine guests (Choirisa, 2023).

The mandatory Covid-19 quarantine has also had an effect, such as emotional suffering (Xin et al., 2020) and negative emotions (Pratt and Tolkach, 2022). However, facility-based quarantine is believed to be more successful than at-home quarantine (Chen et al., 2020) in effectively stopping the spread of infection (Chiew et al., 2020). Le and Phi (2021) conducted a study refining a pandemic crisis management framework in the hotel sector based on global news media. This study has revealed effective management practices in hotels globally, which involved, transformational emergencies, business innovation, services changes, adverse effects, strategies for recovery, health and safety measures, and government policies. Nevertheless, hotels need to adjust their operations to the crisis management practice as hotels tend to delay system maintenance and push employees to take unpaid leave (Lai and Wong, 2020). The literature study identifies hotel quarantine as a strategy to cope with the pandemic, which impacts the hotel business as an accommodation provider. However, there are few studies on quarantine programs from the business accommodation insight and how they handled the unpredictable situation during the program. Therefore, this study focuses on evaluating the quarantine program implemented in designated hotels in Indonesia, specifically from a management perspective. By examining the quarantine program through the crisis management framework, the study seeks to provide insights and recommendations for improving its management and addressing any identified challenges or issues.

RESEARCH METHODOLOGY

This study employed a qualitative method with a semi-structured interview approach in 2022 through an online meeting. Table 1 summarized the demographic profile of the respondents. A total of 11 participants were middle managers to director level from international and local chain hotels in Indonesia. To seek comprehensive insight, both management and operations were involved. All participants were at the official quarantine hotels, managed by Indonesian Hotel & Restaurant Association or PHRI (Persatuan Hotel dan Restaurant Indonesia). Neither the participant's information nor the hotel names were revealed during the data analysis as a protective measurement of the hotel's reputation.

Table 1. Demographic profile of participants (Source: Author Data)

Participants	Gender	Educational Background	Years of Service	Position	Hotel Chain
P1	M	Bachelor	31	General Manager	Local Chain Hotel
P2	M	Bachelor	15	Regional Director of Revenue	Local Chain Hotel
P3	M	Master	11	Front Office Manager	International Chain Hotel
P4	F	Bachelor	15	Human Resource Manager	International Chain Hotel
P5	M	Bachelor	22	Director of Room	Local Chain Hotel
P6	M	Bachelor	20	Food & Beverages Manager	International Chain Hotel
P7	M	Master	20	Director of Revenue & E-Commerce	Local Chain Hotel
P8	M	Bachelor	20	Director of Sales	International Chain Hotel
P9	M	Bachelor	15	Executive Chef	International Chain Hotel
P10	M	Bachelor	14	Duty Manager	International Chain Hotel
P11	M	Bachelor	25	Executive Assistant Manager	Local Chain Hotel

The participants for this study were from the operation and management manager levels. In order to enrich the study result, diverse departments were involved in obtaining insight. Participants were experts in their field, as depicted in Table 1. Their experience was more than a decade. The operational managers were duty managers and front office managers as a service counter in room handling and director of rooms as an overall service environment in room and security. Moreover, the food and beverage manager and executive chef represented the food and beverages department as an insight into production, service delivery, and management planning. At the management level, the regional director of revenue and director of sales sought a strategy for business development to generate income. On the other side, human resources managers support the human sources aspect of the business while general managers and executive assistant managers examine from the holistic view as decision-makers. A study found that the manager the role of a decision-maker significantly impacts contingency planning and crisis management (Giousmpasoglou et al., 2021).

As of case study, this research is fitting for data triangulation. The data involves using multiple sources, methods, or observations to confirm findings while enhancing the validity and dependability of this study. This method aims to reduce bias, reinforce the evidence, and strengthen confidence in findings (Bryman, 2001). This study had a range of sources such as interviews with various informants in different situations or contexts (Patton, 1999). Lincoln and Guba's (1985) stated that credibility, transferability, dependability, and confirmability criteria were used to assure the research quality and reliability. Several interviews, observations, and document findings were combined to achieve credibility. Then, to provide industry databases that could be used in various industrial-research situations, transferability was maintained by continuously comparing the results with individual circumstances. Reliability was attained by keeping all recordings, notes, and other documentation for assessment and auditing purposes. Confirmability was attained by ensuring that the researchers prevented their biases or theoretical perspectives from compromising the research's total integrity (Situmorang and Japutra, 2024).

Furthermore, to boost data dependability, secondary data for this study was obtained from various sources, including research studies, government publications, Covid-19 data, and quarantine hotel information highlighting mandatory quarantine services for more than 15 months of the program. Then, the analysis procedure is divided into several stages. Before analyzing the data from multiple participants, the researcher compiled the transcript, coded the data to find the outcomes of interviews grouped according to the research question's theme, and analyzed the results based on the preset themes (Bryman, 2016) as can be seen in Figure 1 for the research methodology flowchart.

The research questions were developed from the crisis management framework consisting of the following sections:

1. Proactive pre-crisis planning

At this stage, the respondents were asked about the hotel situation during Covid-19 and how the hotel employed the quarantine program.

2. Strategic Implementation

This stage was questioning hotel strategic implementation with challenges and opportunities.

3. Evaluation & Feedback

In the evaluation stage, the participants were asked about their suggestions based on their experience in providing a quarantine program.

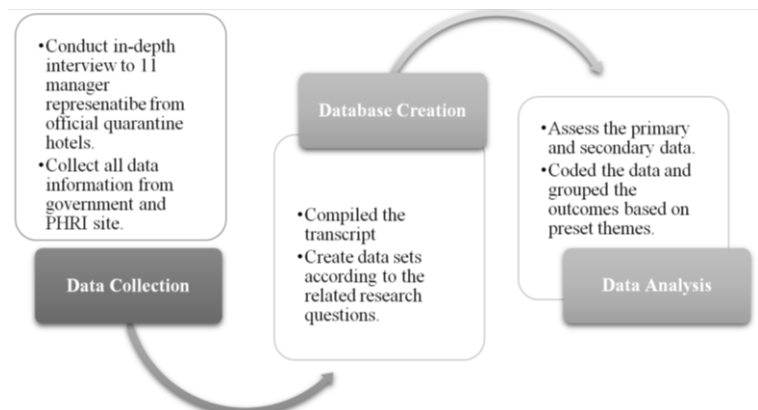


Figure 1. Research Methodology Flowchart (Source: Author)

FINDING AND DISCUSSION

Given the data set, each data had analyzed to the central discussion theme based on the research topics. The findings are based on the crisis management framework by Ritchie (2004). This study provides the strategy in hotel management during Covid-19 which was obtained from in-depth interviews. In the following sections, the documentation and observation were after the findings data to explore these results about the crisis management framework.

1. Hotel Quarantine Flow

In the third quarter of 2021, the Indonesian government made a mandatory regulation for international travellers who enter Indonesia to be accommodated in appointed hotels in Indonesia and gradually opened its borders to tourism in 2021. Institutions involved in this program namely the National Agency for Disaster Countermeasure, Military Regional Command, The Ministry of Health in Indonesia, the Indonesian Covid-19 task force with The Indonesian Hotels and Restaurants Association (PHRI), worked together as the Covid-19 task force team facilitating international travellers who required mandatory quarantine. The government has designated 15 hotels in Jakarta and surrounding areas, where the largest airport is located. As depicted in Figure 2 hotels that want to be certified as an official hotel were required to register to PHRI such as being a member of PHRI and holding a Cleanliness, Health, Safety, and Environment Sustainability (CHSE) certification. Then, a site visit inspection will be conducted by the PHRI together with the Ministry of Health, assisted by the local police and then the local military to ensure that hotels or facilities met their minimum safety and hygiene protocols. If the hotel passed the assessment, they will be informed to follow the regulations of the program such as different entrance areas if there were any regular guests, the hotel must provide accommodation for nurses, doctors, and an Indonesian national military hired to monitor and make a decision if there were positive case found in a hotel.

“The office hotel must hire twenty-four hours doctors and nurses and provide their accommodation to regularly check guests’ PCR test results from the airport within three days and seven days after”. (P5)

The hotel must also adhere to requirements that the hotel has two separate lobbies for regular guests and guests who will carry out quarantine repatriation. Additionally, the hotel must create its health protocol, starting with the elevator facility, employee facilities, and all public areas that must be equipped with standards or (Standard Operating Procedure) SOPs from the Indonesian Ministry of Health and the Task Force of the Republic of Indonesia.

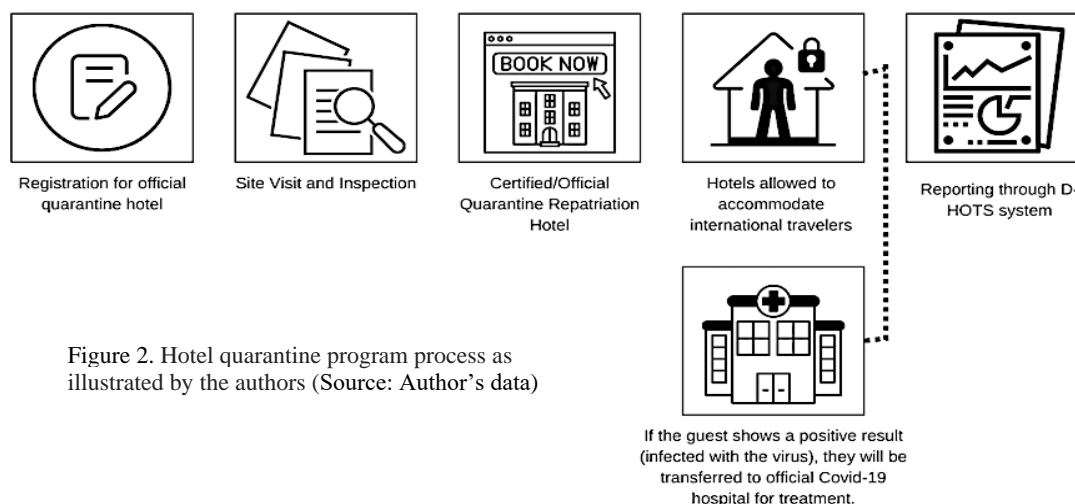


Figure 2. Hotel quarantine program process as illustrated by the authors (Source: Author’s data)

Table 2. Quarantine Hotel Requirements (Source: Author Data)

Hotel Facilities	Requirement
Lobby	Different Lobby access between regular and quarantine guest
Room	Internet; In-Room Entertainment; Regular Disinfectant; Balcony space (plus point)
Check-in Counter	Acrylic Divider; Hand Sanitizer; Visible social distancing sign
Public Area	Visible Social Distancing Sign; Maximum Capacity Arrangement
Lift/Elevator	Different Lift to cater to regular and quarantine guest; Maximum Capacity Arrangement
Food & Beverages	Serve in-house full meals

All participants mentioned that all public areas must provide hand sanitizers, and the main area and rooms are disinfected every three hours and several other health protocols. However, if the hotel found a positive case, then the hotel must empty the room for three days. Moreover, hotels need easy access to the local hospital within 5 minutes. Back and forth to the local hospital that can support if there is a positive case for Covid found within the repatriation guest. Meanwhile, the PHRI set the hotel’s rate range policy based on the hotel’s star to avoid a price war among the hotel’s competition. In order to prevent the five-star hotel from stealing the business from four or three-star hotels, the government has strict regulations that hotels have to comply with while registering their hotel as a quarantined hotel in a price range for different hotel stars. Many participants agreed to follow their obligations, and Participant 11, as the decision-maker, felt convenient with how government policy protected their competition in a crisis.

“Quarantine rate decided by PHRI is a very good policy, this regulation protects both customers and hotel competition”. (P11)

In addition, the quarantine hotel program impact hotel's social environment by having contactless service. Given the devastating effects of Covid-19 on the hotel industry, transformation service is considered a responsive solution. The priorities of hotel management have changed due to the adaptation of the new standard service for the quarantine program. Safety and hygiene became the new priority to provide a safe environment for guests and employees through contactless service (Bonfanti, 2021). Therefore, hotel management must carefully plan the quarantine program's concept and system to meet the government requirement to stop the spread of Covid-19. Once hotels pass the assessment, they will be listed as the official hotels on the Indonesian quarantine website managed by PHRI. Then, hotels were allowed to accommodate quarantine guests with conditions if positive cases were found during the isolation. The guest must be allocated to the dedicated hospital for Covid-19. Then, for the data to be in sync with the Covid-19 case, hotel management must constantly report and update the guest's PCR test results per the DHOTS system.

2. Crisis Management Framework in Quarantine Program

Based on the findings, this analysis developed a crisis management framework for the hotel industry in a quarantine program. The analysis is presented through the following phases: crisis prevention and planning, strategic implementation, and evaluation and feedback. This study revealed how hotels employed the quarantine program. Participants claimed they faced many challenges in the new normal servicescape. However, the opportunity earned while conducting the quarantine program was revenue and word-of-mouth. As soon as the quarantine program was released, hotel occupancy rose substantially, helping the industry survive the pandemic catastrophe. In addition, guests who enjoyed their stay were more likely to spread the word about it in their community, which benefited the hotel's reputation. As a result, despite the challenges encountered during its implementation, this quarantine has successfully supported the hospitality sector. The findings for each phase of the crisis management framework from management insight are discussed in the following sections. The crisis management framework by Ritchie (2004) was not focused on hospitality themes. However, this study found several phase similarities between the framework and findings. Although these findings revealed, different strategies and techniques used in hotels, prevention and planning through business scanning and risk analysis were found. The data successfully identify the action for planning in a crisis in the following descriptions:

2.1. Phase 1: Pre-event and early symptom

The most popular hotel crisis preparedness strategy is the saving cost, especially in the early symptom and pre-event phases (Le and Phi, 2021). Many participants claimed that as the first experience in a pandemic, hotel management had no clue to decide the initial stage of an unpredictable situation. Although they utilized crisis planning, such as saving resources in human resources and assets, the situation remained uncontrollable. Participants 1 & 11, as decision-makers, mentioned that hotel management analyzed the risk in different possibilities as the circumstances were unusual. The highest risk for them before joining the quarantine program was closing the operations. However, the hotel underlined the importance of brand image for its sustainability. Hotel management predicted that the trust could sharply decrease once they joined the quarantine program. It would be difficult for them to return to regular business as their facilities have been affected by the potential spread of the virus from the quarantine program. Nonetheless, the business demand could have been more critically slow. This becomes the most significant consideration in remaining business to survive.

"Was a quite delicate situation. We also know how to make a deal with Covid-19. but the board of directors only gives the option to join the quarantine program for the property which was suffering from the revenue" (P7)

This phase is mandatory to ensure that hotels consider other possibilities to unfortunate their business or alter their risk to opportunity in generating revenue. The majority of hotels failed to analyze their business and identify a new target market prior to the development of the quarantine program. When the quarantine program began, however, many hotels were able to assess their commercial risk and begin looking for new businesses to help them manage their financial and management risk. Hotels in this phase considered international travelers as a top priority to boost their occupancy. Hotels diversified their business by expanding their service to special packages such as entertainment or food and beverages product. This tactic strategy was effective in attracting travelers from abroad who require quarantine hotels.

2.2. Phase 2: Emergency

This phase is when the pandemic became apparent such as booking cancellations and an increase in Covid-19. Most hotels rapidly implemented a defensive or survival strategy through cost-cutting, namely laid-off or closed operations. In this phase, hotel management also planned to save resources, as they short their income; one of the participants from an international hotel chain had to close their hotel temporarily since the pandemic was announced due to zero demand. On the other side, not only local chain hotels but also international hotels decided to use varied strategies to release working capital, increase operational effectiveness, and delay non-critical renovations (Israeli et al., 2011). Some hotels utilize their resources effectively, such as closing floors to maximize guest rooms in dedicated floors and avoiding hiring new employees. To overcome this situation, when the government allocates several hotels to be the official at this phase with strict rules and requirements. The effect of the emergency phase the hotel management was in employee surveillance to ensure the health protection of stakeholders.

"Every hotel registered as the official quarantine hotel, the staff cannot go home for about two weeks or one month. They are willing to do that instead of being layoff." (P4).

Local or International chains owned by established and sustained companies might experience a different impact from an independent hotel with zero support from their corporate. As a result, it is crucial for hotel management to prepare sufficient financing or stock before a crisis to be able to cover operating expenses like wages and utilities. In the meantime,

All participants mentioned CHSE (Cleanliness, Health, Safety, and Environment Sustainability). This was established in accordance with the Minister of Health's Decree on Health Protocols in Public Places and Facilities in the Context of Covid-19 Prevention and Control in December 2021. More than half of tourists visiting Indonesia tend to choose hotels that implement complete health protocols. It is believed that hotels that have implemented the CHSE concept will have a higher occupancy rate (Mediana, 2022). Moreover, to be able to join the quarantine program, the official hotel was required to be registered as a member of The Indonesian Hotels and Restaurants Association.

"We register to PHRI and then PHRI conducted the audit to ensure that our hotels or facilities met their requirements because this is a special need for the repatriation". (P11)

As the hospitality industry is prone to government changes, hotel management must consider basic certifications such as hygiene and sanitation, quality management systems, and health and safety management systems. Hence, the hotel was fully equipped with appropriate certification whenever the regulation transformed. In addition, networking in the hotel industry is subsequently critical. The quarantine program is dedicated only to the Indonesian Hotels and Restaurants Association members. Therefore, expanding networking in a related field is necessary to have an early opportunity.

2.3. Phase 3: Crisis

Most countries implemented a lockdown or border restriction strategy throughout the crisis. It was managed in different levels, lobbies, and facilities to ensure particular service. Two options offered to hotel management were service transformation and closure, which left them with low power (Le and Phi, 2021). Most respondents revealed that operations-maintained efficiencies, such as cutting the cost of manning, closing facilities, wage reduction, and being laid off. Meanwhile, some hotels registered their hotel as the official quarantine hotel with market diversification. They open quarantine hotels for a specific maximum occupancy or room number; others they sell for regular guests.

"The first wave of Covid-19, our hotel occupancy, is challenging. It was only five per cent at that time; even when another hotel collapsed, they had to reduce their employees. Fortunately, our hotel did not because we joined this repatriation program, our occupancy increased, and we gained more revenue from the quarantine program."

In addition, most participants mentioned the cost reduction primarily from manning and salary reduction. Firstly, they terminate the daily workers and part-timers. Then, it escalates to the contract status of workers. Some hotels wait until their time contract limit ends, and some forcibly shut the contract. In different strategies, some hotels with backup financial sources from their company could only provide basic salaries without service charges for permanent staff. However, hotels must cut their permanent employee's basic salary for low financial sources. For instance, the manager level will be reduced to 60% while the associate level will be around 40%.

"We have to limit persons to work at our hotel, but we have many guests to be handled. Thus, we need to hire daily workers to substitute staff who have been laid off at the beginning of the pandemic." (P3)

Hotels need to reduce their costs effectively to protect their capital. Although the quarantine program required complex services that might affect to hotel's operation costs such as the budget for hygiene and sanitation, hotels must effectively cut their biggest expenditures. Most hotels were forced to lay off their employees and close several floors to maximize their electricity and water costs. However, hotels should consider the negative side of cost reduction in operations quality. Similarly, previous research comparing hotel business between the early and pandemic stages found that hotels have a tendency to delay office and system maintenance and push employees to take unpaid breaks (furloughs) (Lai and Wong, 2020). This is because wage costs expense roughly 50% of operating costs (Mandelbaum, 2017). By executing the highest expense, hotels can effectively reduce operating costs during a crisis. In addition, with few sources left to support its operations, hotel management had to maintain their performances. The capacity adjustment was the strategy to overcome the circumstances as a tactical strategy in labor capacity. *Short-term capacity management* is defined as the implementation procedures or prerequisites for implementing the strategic plan, emphasizing relatively brief periods and specific operations (Pullman and Rodgers, 2010). After evaluating the quarantine program, hotel managers considered cross-support systems among departments. Employees employed during the quarantine program must be willing to be placed in other departments and maximize their capacity.

"Particularly in Food and Beverage Department, to fulfil a different service scheme for quarantine guests, other employees were placed to help the kitchen or service team in food preparation or room delivery services." (P1)

"I burned out for quite some time because of the workload, which was not aligned with our sources. A quarantine repatriation business is a business that requires a labour-intense which is with the minimal sources." (P8)

"We often skip our meal, our meal break, and then that becomes a common thing which is not good at all. Long of our shift is normalized during that past two years" (P8)

"In Food and Beverages Department, we hired more people to call all quarantine guests and delivered their food for full-day packages as they were only allowed to consume the hotel's food. We hire more people in the kitchen to cook and prepare the food.

The hotel was expected to perform at its optimal level despite challenges with internal operations, although employees were afraid of being exposed to Covid-19 (Teng et al., 2019). Hotels were responding to crises by altering their resource capacity in order to deal with these circumstances. Hotel personnel must be willing to adjust their workload and working hours as necessary. Employees were required to assist the other departments in the quarantine program in order to provide hotel services. To meet the service ratio, employees frequently put in more time at the workplace than is standard. By utilizing this short-term strategy, they successfully matched capacity adjustment to demand. These techniques have an immense success potential to improve guest experience immediately (Adenso-Díaz et al., 2002; Klassen and Rohleder, 2002).

2.4. Phase 4: Recovery

This phase is when travel demand swiftly recovers and bounces back as the number of cases declines and governments

relax their travel restrictions. Participants 3, 6 & 9, as decision-makers in hotel daily operational service, mentioned that service automation and innovation were the strategies learned from the quarantine program. Many hotels encountered difficulties accommodating all guest needs during the quarantine program. Hotel managers should consider anticipating their operations through service automation. In addition, for the Covid-19 pandemic case, hotel employees were asked to avoid direct service to their guests. Thus, service automation can be a solution. For instance, hotels can use technology as a tool for guests to choose their menu, eliminating the need for receptions to phone each guest individually daily to inquire about their meal choices. The automation service may optimize manual procedures to enhance hotel operations and guest experiences. In the quarantine program generally, the DHOTS was an innovation made for the quarantine program by the government and Indonesian Hotel & Restaurant Association. DHOTS applications system is an innovation to help hotels connect to the appointed department in government that helps its program to run synchronized. As soon as an international traveler enters Indonesia for the first time until the completion of the quarantine program, this technology can connect all the institutions to track and record their movements. However, there needs to be internal hotel management innovation to ensure communication workflow runs smoothly among departments since the quarantine program requires strong communication among related staff. Thus, hotel managements need to employ technology that supports operation teams in integrating their operational services. The official hotel in quarantine program might impact its reputation or brand image due to accommodating potential positive guests. Some hotels were concerned about regular or loyal guests' perspectives in facilitating international guests. People can assume there is a significant possibility of virus transmission even though quarantine hotels have rigorous procedures to tackle a positive guest during their program. Therefore, hotels must develop an effective marketing strategy to share the hotel's optimal implementation in suppressing the spread of Covid-19.

2.5. Phase 5: Resolutions

The system may not return to normal after a crisis since several components will likely change. However, lessons learned from the program can be concluded as communication, transparency, and marketing for government and hotel management. Most of the respondents mentioned that communication is critical for this program. Since this program involved many institutions and companies, the information should be delivered internally at the initial stages if there are any critical issues, such as quarantine period changes or new implementation regulations, rather than informing the press at the first action.

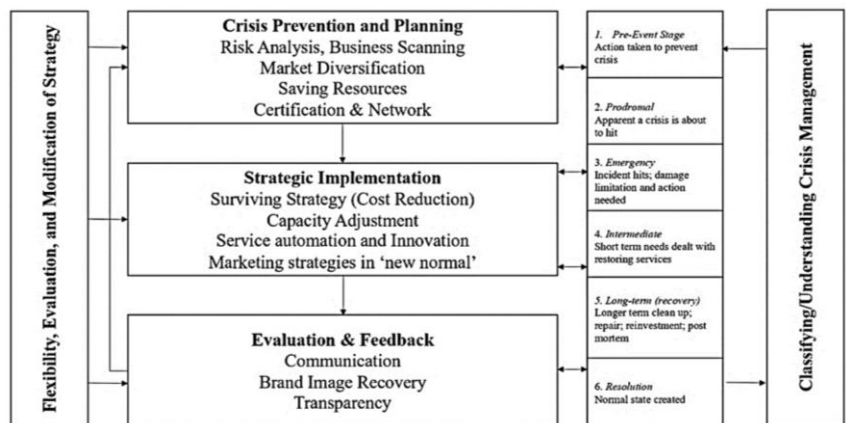


Figure 3. Crisis management practices in hotel quarantine program by Ritchie (2004) (Source: Author Data)

This is because all the decisions from the government will impact the operations, and in many cases, hotel management receives the news through the media, such as news articles, television, and social media, not from the internal organization involved. Many participants mentioned that their operations team faced challenges to inform sudden changes from the government in relation to their quarantine program.

“I would say the rules should be clear and not be launched at the last minute. Because it affects the guest's flight itinerary or the guest's schedule based on the experience, the regulation came very on short notice”. (P4)

In the meantime, for the hotel management side, few participants said that marketing was a key to gaining the market trust by exposing the "New Normal".

“We need to get the regular business market by a marketing campaign to expose our hotel is clean from Covid-19, especially after the quarantine program lifted”. (P8)

Transparent communication is vital to obtaining the success of a specific program. This quarantine program involved many institutions and companies, so synchronizing information is challenging. Therefore, internal communication must be active between the government, the Ministry of Health, airport staff, and hotels to avoid misleading information. The quarantine program was initially subject to a 14-day quarantine mandated by the government; this was later reduced to 8 days, five days, and three days as of December 2021 (Situmorang, 2021). The sudden information for international travelers was directly and indirectly related to hotel management in communication and the coordination nature of the quarantine task force and caused miscommunication among them. The Indonesian government could not fully comprehend how to handle COVID-19 because communication was problematic, particularly at the government level (Roziqin, 2021).

In addition, hotels are concerned about how people portray their brands, so a recovery strategy to gain market trust is necessary. Since people prefer to choose a hotel with less risk of health, the exposure by promoting hygiene, sanitation, and safety should be the hotel's priority. Social media as an online distribution channel could be an option to demonstrate the hotel's strategy to protect its customers. In the evaluation stage, the participants were asked about their suggestions based on their experience in providing a quarantine program. Both international and local chain hotels shared similar challenges and opportunities dealt with quarantine programs. Moreover, there are lessons learned from its program, which involved internal preparation and external communication. Furthermore, lessons must be feedback for the hotel's management even if

the crisis has passed. *Crisis management* is a continuous process that involves a feedback loop returning to the pre-crisis stage once the crisis is ended. This enables hotel management to learn from past circumstances and develop a new strategy that helps the business perform better. In summary, the findings indicate that many organizations established various recap plans in light of the crisis, including plans to assess the situation, draw lessons from it, and enhance their operations as depicted in Figure 3. Some also engaged in increased marketing efforts and capacity maintenance plans. The hotel management also provides the evaluation of the quarantine program in order to enhance effective communication among stakeholders.

CONCLUSION

This study aimed to explore the hotel management insight who had experience in quarantine hotel operations. This study found that official quarantine hotels in Indonesia had prepared with proactive pre-crisis planning in risk analysis to strategic implementation and evaluation. The quarantine program provided by the government helped the hospitality industry to bounce back into business in unprecedented circumstances. After hotels registered as the official quarantine accommodation, hotel management applied their strategic implementation from pre-joining to the end of the quarantine program. At the beginning of the quarantine program, numerous hotels encountered several difficulties running the quarantine program to fulfilled the government safety and hygiene regulations during the required period of isolation. Because of low demand in business, hotels shifted their market to accommodate quarantine guests instead of retaining their existing segmentation.

Also, as suitable accommodations, hotels were equipped with the necessary certification to obtain the public's trust. Meanwhile, during the most challenging time in the middle of the quarantine program, hotels enforced capacity adjustment to their human resources while applying cost reduction to their operating expenses. The service automation was a lesson obtained to ensure that the quarantine procedures were performed successfully. Most official quarantine hotels need service automation to transform their servicescape and support critical departments in service delivery. Additionally, the innovative system was utilized to connect the external organizations participating in the government's quarantine-mandated program so they could monitor the movements of quarantine guests. Hotels also campaigned for their new regular facilities treatment during the pandemic to ensure the public acknowledged their preventive actions to deal with Covid-19 and guest safety as a primary priority. As the last stage in crisis management, hotel management evaluates communication and transparency between stakeholders as critical issues in the quarantine program.

Since the mandatory isolation days during the quarantine program fluctuated depending on the Covid-19 case, hotels as the accommodation facilitator need to communicate and directly interact with international guests to inform their isolation days that possibly be cut or extended. The urgent information spread to the media instead of the internal task force, which hugely impacted the quarantine operations, especially for hotels that experienced minim information for the update. Therefore, to develop an improved strategy for their future actions, the government should consider announcing crucial information or policy earlier to the primary organization involved in the quarantine program before announcing it to the media. In addition, to rejuvenate the hotel brand, official quarantine hotels were campaigning for the new standard strategy in seeking trust from the public as their prominent action to tackle their concern related to Covid-19.

1. Theoretical and Managerial Implications

The result of this study enriches the crisis management framework in the hospitality industry, particularly programs employed by collaboration between the government and the hotel industry. This study benefits hospitality studies in extending crisis management strategy in pandemic circumstances. The development of the current framework is the result of this study. In prior studies, certification, networking, and marketing were not included as early preventative strategies or as the new normal for the crisis stage. In the last phase of the crisis, brand image recovery was identified as a new practice. Transparency was after the government's suggestion to share the opportunity with the other suffering hotels. The hotel sector can cope with a crisis successfully and efficiently by understanding the strategic crisis management method. Hotel management can obtain a better overview of their operations and essential resources. They should focus on constructing structured structures to respond successfully, cultivating a responsive and adaptable culture, and enhancing managerial competencies as part of the management development process to handle future crises (Evan and Elphick, 2005). It concentrates on the crucial procedures of the various stages and can assist them in making the right decisions. Hotel managers can optimize their standard operating procedures in crises, such as handling contaminated covid guests.

Moreover, hotel management must consider employees' well-being when handling quarantine guests. Hotels can hire a professional service to provide counseling sessions for employees who feel burned out because of the complexity of stress brought on by their concern over losing their jobs and fear of Covid-19 (Choirisa et al., 2023). Importantly, as the quarantine program causes employees stressors, hotel managers should consider employing technology to help operate effectively. Therefore, one of the methods for reducing employee strain might be service automation in food-taking orders since all quarantine guests were offered full-day meals. Next, hotels can consider leveraging the servicescape by designing a self-check-in counter to limit human contact. The strategy applied could comprehend that hotels need crisis management and that survival may depend on planning and preparation. It is strongly recommended for hotel management develop a written crisis manual which should act as a guide with designated tasks and responsibilities.

2. Limitation and Future Studies

This study has several limitations. The respondents were from the official quarantine hotel in the capital city of Indonesia. Data could be obtained from richer empirical results from different perspectives from the stakeholders, such as the government and international travelers who experienced quarantine in Indonesia. In addition, this study was conducted nearly to the end of the quarantine program. Thus, it may impact the insight of the respondent's recovery phase. In addition,

all respondents were at managerial levels and might have had different insight from an associate level which intensively works directly with quarantine guests. Thus, reviews from the management side cause a potential bias as a top-level employee. This study encourages future studies to cover further research from holistic stakeholders' perspectives to complement the management insight from the crisis framework. However, a study found that quarantine guests were satisfied with the quarantine program in Indonesia (Handani, 2022).

Furthermore, this study shows that hotels' survival ability during the pandemic depends primarily on government assistance and strategic alliances with other stakeholders. Therefore, more study is required to examine how hotel guests and governance affect hotel pandemic crisis management (Le et al., 2021). The crisis management for non-official quarantine hotels may vary, and future research could compare the differences between official and non-official hotels.

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