

Guest Satisfaction on Star Hotel Preparedness In New Normal Era of Covid-19

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Abstract

Implementing health protocols is one of the hotel industry's survival strategies in response to the Covid-19 pandemic. Although many studies have examined the importance of management strategies in dealing with disasters in the context of the Covid-19, there has been no study analyse the level of guest satisfaction on the preparedness of star hotels during the 'New Normal Era in Bandung, West Java. This research was conducted to evaluate guest satisfaction on star hotels' preparedness by collecting data from guests who had stayed during the pandemic. Importance-Performance Analysis (IPA) by sampling 100 respondents was used to assess guest satisfaction with performance, especially within the star hotel section, then dividing the results into four quadrants (Priority, Maintain, Low priority, and Excessive) and Guest satisfaction determine by using Customer Satisfaction Index (CSI). IPA analysis results show most of hotel section have implemented the preparedness health protocol that exceeds guests' expectations. Measurement of the guest satisfaction index shows guests are very satisfied with star hotels' preparedness in reducing the risk of the Covid-19 pandemic. However, star-hotels still need improve the preparedness by adapting and innovating service through technology.

Keywords

Covid-19; Guest Satisfaction; New Normal; Preparedness, Star-Hotel

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Introduction

The Covid-19 pandemic is the largest non-natural disaster that has significantly impacted the tourism and hospitality industry. Compared to previous epidemic outbreaks such as SARS, Ebola, H1N1, and MERS, Corona Novel Virus Disease-2019 (Covid-19), which originated in the city of Wuhan, China, has forced the tourism industry to be paralyzed by the closure of various tourism destinations due to regional quarantine policies for both locally and

regionally (lockdown). This situation causes a decline in the number of tourists to visit, occurring in a global crisis in which tourism and hospitality have become one of the worst-hit industries. This condition will certainly impact business continuity, including the hotel business in Bandung.

The hotel industry is a leading tourism sector contributing to the regional income of Bandung. Since the pandemic broke out, the hotel sector's tax revenue has decreased

drastically from the target set in 2020. At the beginning of the disaster, it was also called the emergency response period, which lasted from March to May 2020; it was recorded that there were at least 166 closed-star hotels in Bandung City (PHRI, 2020). Even though there is no obligation for hotels to close operations, the existence of regulations restricting residents' activities and prohibiting people from traveling brings considerable losses to the hotel sector. This condition triggered the cancellation of room reservations, decreased occupancy rates, and lost hotel revenue. In April 2020, it was the lowest occupancy point for star-rated hotels with an average of 10.77%; this is very different from the same month in the previous year 2019, which reached 53.17%.

The term "New Normal" refers to a scenario that aims to accelerate the handling of Covid-19 for both health and economic aspects. The New Normal is a new way of life order that has emerged as a logical response to the existence of Covid-19, accompanied by changes in people's behavior and lifestyle as a result of strict adherence to health protocols (Irawati, 2020). The 'New Normal' period begins in June 2020, when the government announced a policy easing for community and economic activities. At this point, the hotels were reopening, and the occupancy rate was slowly improving. Some hotels operate following health regulations. Even though there are no standard guidelines in place yet, several hotels have carried out their respective hotel management's health protocol activities.

Recently, topics related to disasters and crisis management have become very popular, especially topics related to the Covid-19 phenomenon and its impact on the tourism and hospitality sectors. The impact of Covid-19 not only on the local economy but also threatens the sustainability of destinations on a global scale. The pandemic has a significant effect on the business sector and hospitality industry due to changes in society's economic level,

especially for low economic circles (Gössling, Scott, & Hall, 2020). Although the level of impact varies by geographic area, the economic side is generally the most affected (Yang et al., 2020). The pandemic has left entrepreneurs and hotel managers with few options, and they are heavily reliant on government policies and the role of associations (Del Chiappa et al., 2021). Therefore, strategic management is critical for mitigating the negative effect arising from a disaster and crisis

Disaster and crisis are intrinsically related terms. It occurs in line with high uncertainty over natural and environmental conditions. There are various types of crises that occur. The first is man-made, such as economic crises and terrorism. The second is a crisis that is natural disasters such as earthquakes, floods, and epidemics. When a disease outbreak, whether it an epidemic or a pandemic, hits, the level of tourist visits can decrease because safety is a priority (U and So, 2020). In line with the decrease in demand, the occupancy rate and hotel room prices also decline (Kim et al., 2005). The tourism and hospitality industries have significantly suffered due to the crisis, and it will take a long time to recover. Whatever the cause of the crisis, whether man-made or natural, apart from its direct impact, the crisis's response can also affect destination image and reputation.

Disaster phase consists of three stages: the pre-disaster phase, the emergency response period, and the post-disaster phase (Sutton & Tierney, 2006). In general, Preparedness studies became a concern after the disaster occurred, but now it seems to be the main focus that is dynamic and can be traced to each phase (Badri & Kazemi, 2020). Preparedness becomes an integral part of the tourism crisis management process. Several studies define preparedness as planning activities to increase capacity, such as setting up warning systems, critical resources, information, and identifying risks and problems that occur intending to minimize or avoid damage due to disasters.

Preparedness can also be defined as a concerted effort to improve disaster response by emphasizing the importance of training, insights, evacuation plans, disaster simulations, emergency equipment, and resource allocation (Altay & Green, 2006; McEntire & Myers, 2004; Novak et al., 2018; Rodríguez Espíndola et al., 2018). Preparedness measures are typically implemented in the interim between mitigation and disaster response activities.

As part of the tourism industry, Hotel must respond to hazards both internally and externally. External non-natural disasters often occur and impact the hotel industry, such as epidemics and terrorism. Preparedness is one strategy to reduce disasters' negative impact and prevent losses (AlBattat & Mat Som, 2013). On the other hand, Badri & Kazemi (2020) emphasize a correlation between preparedness and the hotel level because this is related to financial resources, human resources, management approaches, hotel facilities, and structures.

Covid-19 differs from previous epidemics, which are regional and tend to last a relatively short period. Covid-19 occurs almost evenly around the world and is still ranging on. It is estimated that it will take a relatively long time to recover to stable conditions (Lai & Wong, 2020). As a component that strengthens the economy, the hotel industry must bounce back and adapt to rapid changes. Covid-19 has provided lessons on the importance of cleanliness and health. Therefore, hotels must increase health preparedness for guests and employees through training programs to increase employee insight and skills followed by planned preventive actions. Studies Hussain & Kareem (2020) reveals guests' expectations of hotel preparedness. They suggests that guests' most crucial thing to consider during the pandemic is sanitation and health services. Jiang and Wen (2020) argued that health and hygiene were a priority for guests during the Covid-19 pandemic. In responding to a pandemic, hotel managers

must perform precautionary measures, including a disinfectant program and preventive system.

Guest expectations can be used as a benchmark in providing quality service to performance (Zeithaml et al., 2006). Hotel management must be aware of guest expectations, and measure the perception after the guest has consumed the service itself is equally important. Understanding guests' perceptions of service quality will impact guest satisfaction, which is the hotel's goal (Hussain & Kanna, 2019). Until now, there has been no study that examines guest satisfaction with hotel preparedness during the 'New Normal' Covid-19 period.

Till now, the Covid-19 pandemic is still spreading. This situation is assuredly a challenge for the sustainability of the hotel business. It is enduring and trying to win the market by providing a sense of security and excellent service quality to guests. Implementing strict health protocols is the key to hotels' preparedness to survive and adapt to business sustainability. Examining the deterioration of the tourism sector, the government, through the Ministry of Tourism and Creative Economic, officially issued a national tourism recovery strategy by implementing a CHSE-based health protocol. This program includes cleanliness, health, sanitation, and environmental sustainability. CHSE is a certification process for tourism industry players who have met established health protocol standards, including hospitality. The implementation of health protocols and high discipline is expected for the Indonesian tourism sector to revive (Purnama, 2020)

CHSE certification ensures that the hotel industry can continue to operate during the pandemic. As of January 2021, more than 143-star hotels in Bandung had received CHSE certification (Kemenrekraf, 2020) implying that most Bandung's star hotels are prepared to provide the best service to guests. However, this is not the case in practice; according to the findings of a

marketing outlook research report conducted by 'Inventure Knowledge,' 59,9 % of consumers were still unsure about implementing hotel health protocols (Rachmaniar, 2021)

On the other hand, studies discuss the preparedness of star hotels are still very limited. In general, hotel preparedness studies are discussed in the context of natural disasters, such as the vulnerability of hotels on the beachside (Sagala et al., 2016) and earthquakes (Nguyen et al., 2018). Research related to disease outbreaks was carried out by Hung et al. (Hung, Mark, Yeung, Chan, & Graham, 2018), reviewing the government's role in preparedness during Hong Kong's SARS. Previous studies of preparedness have focused on approaching the steps that should take by management. Till now, there has been no study that measures preparedness in terms of guest satisfaction. Therefore, this study aims to compare the appropriateness of guests' performance and expectations on preparedness in reducing the risk of the Covid-19 pandemic by taking the location at star hotels in Bandung City. The pandemic has shifted the guest priorities; not only hotel with full facilities and services will affect guest satisfaction, yet guests' standards of cleanliness and health will be the first concern in choosing accommodation. This study is expected to help the hotel industry evaluate preparedness and health protocols are implemented as a better disaster management planning program. Apart from the management's efforts on preparedness, hotel must prioritize guest satisfaction in its operations as a service product. This study uses standard health protocols as new experiences related to hotel services.

Guest Satisfaction

There is no doubt that satisfaction and service quality are the main drivers for hotel success (Hong et al., 2020; Matzler, Sauerwein, & Heischmidt, 2003); Kozak et.al, 2004). In the hotel industry,

satisfaction is important from the aspect of tourist service (Ervina, Indra, & Taufiq, 2021), furthermore service will have an effect on consumers (Forte, 2018) when guests are satisfied, it becomes predictor for revisit intention. Some researchers state that service is related to satisfaction. As a marketing tool, satisfaction is the key to tourism marketing strategy (Hau & Omar, 2014). During the pandemic, there was a shift in consumer orientation, health, cleanliness factors and became a consideration for staying guests in choosing a hotel (Hussain, 2020). consumer expectation is one way to build guest satisfaction (Ariffin and Maghzi, 2012).

Measuring Guest Satisfaction

The Customer Satisfaction Index (CSI) measurement is used to determine the level of guest satisfaction with products and services. Many companies widely adopt CSI in determining future targets. Without CSI, the management cannot set goals to increase guest satisfaction. Furthermore, CSI can also used to evaluate guest satisfaction levels regularly. Evaluating the CSI score each year can eliminate service attributes that are considered harmful and improve services which are more essential. In this study, the CSI calculation adopts the theory proposed by Bhote (1996) with the following computations:

$$CSI = \frac{T}{5 Y} \times 100\%$$

Where:

T = Importance score x Performance

5 = Maximum score value used in scale measurement

Y = Total score of the mean of importance

The satisfaction criteria for the calculation results can be classified as follows 0.81-100 very satisfied; (b) 0.66 - 0.80 satisfied; (c) 0.51 - 0.65 is quite satisfied; (d) 0.35 - 0.5 less satisfied; and (e) 0.00 - 0.34 dissatisfied. The maximum CSI score is 1.00, while a score below 0.50 indicates low service performance. CSI score above 0.80

indicates a high level of satisfaction with service performance.

Research Methodology

A survey instrument was developed to measure the level of importance and preparedness performance of star hotels. The questionnaire was distributed to guests who had stayed at star hotels in Bandung during the Covid-19 pandemic. Distribution through online media is the most effective way in collecting data during the outbreaks. Question items are designed with googleform and distributed via the WhatsApp and Telegram applications from January to February 2021. The list of research questions is divided into three sections. The first section is respondent data, the second tells about respondent characteristics, and the third is related to hotel preparedness divided into four hotel sections; Front Office, Housekeeping, Restaurant, and Public Areas. The number of preparedness attributes consists of 29 questions covering efforts to prevent the risk of Covid-19 in hotel operations. Identification of preparedness using a Likert scale with a value range of 1 (very unsatisfied) to 5 (very satisfied)

The number of sampling in this study was set at 100 respondents based on Lameshow Formula calculation with minimum of 96 respondents (Lameshow, 1997). Refers to Austin and Sutton (2014) opinion's where he explained that practitioners did not try to generalize their findings to the broader population. Instead, they try to find examples of behavior, to clarify the participants, thoughts, and feelings, and to interpret learner experiences of exciting phenomena, to find explanations for human behavior in a particular context ". Furthermore, the data is processed quantitatively to obtain the total score, mean value, and guest satisfaction index (CSI) for each importance and performance, then analyzed using the Important-Performance Analysis (IPA) method.

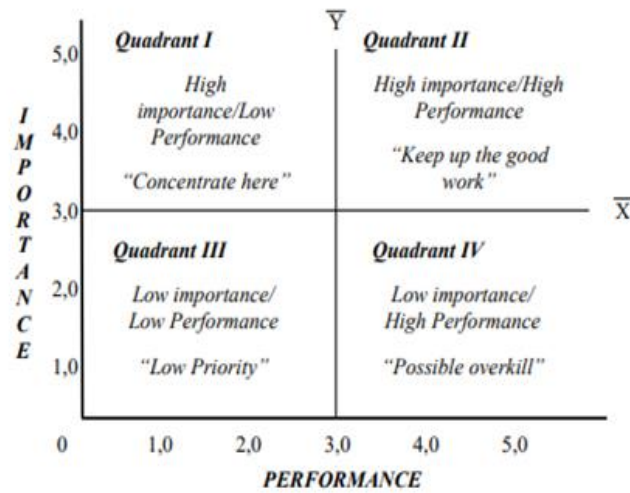
Measurement and Questionnaire Design

Measurement of hotel preparedness in reducing the risk of the Covid-19 pandemic is guided by the WHO directive policy on managing the accommodation sector (WHO, 2020), the global protocol reference for the New Normal period for the hospitality industry (WTTC, 2020). As a local standard, it refers to the direction of the Ministry of Tourism and Creative Economy of the Republic of Indonesia regarding guidelines for implementing cleanliness, health, safety and environmental sustainability in hotels in the context of implementing health protocols for prevention and control of Covid-19 or CHSE (Kemenparekraf, 2020). Besides previous studies on guest expectations of hotel preparedness proposed by Hussain & Kareem (2020). This questionnaire is intended for hotel guests focusing on the hotel preparedness area, divided into four parts of the hotel that are most in contact with guests when staying at hotels during the New Normal period; Front Office, Housekeeping, Restaurants and Public Areas. Detail of attributes of preparedness shown in Table.1

Important Performance Analysis (IPA)

Martilla and James (1977) developed the concept of Importance-Performance Analysis (IPA), which has been widely used as marketing tool to review and create new strategies in tourism research for prioritizing tourism service improvements. IPA is a method used to analyze the relationship between importance and performance. The total score for evaluating the level of performance shows the position of an attribute on the X-axis. In contrast, the attribute's position on the Y-axis is indicated by the total score of the importance level of the attribute. The level of importance and performance is contained in a Cartesian diagram which is divided into four quadrants. As a result, each quadrant in the standard IPA chart represents a distinct strategy that can assist managers in identifying areas of concern and necessary

measures to increase tourist satisfaction. Quadrant I contains attributes that are considered important by consumers.



Source: Martilla & James, 1977

Figure 1. IPA Analysis

However, in reality, these attributes are not following consumer expectations, so that the strategy that can be done is to add resources to improve performance. Quadrant II presents high importance and high-performance attributes so that they need to be maintained. Quadrant III shows that it comprises attributes that are considered less important, and in fact, the performance is not special. Even though it is not done well, these attributes are not a

threat to the hospitality industry. Hence a low priority strategy can be applied. Finally, quadrant IV shows attributes with low expectations according to consumers but shows good performance. Hence, companies need to execute strategies to reduce resources on attributes in this quadrant. By analyzing each attribute that is in each quadrant, management can develop actions that need to be taken to improve quality (Bacon, 2003).

Table 1. Attributes of Preparedness

Hotel Section	Practice	Sources	Code
Front Office	Employee personal protective equipment		FO1
	Implementation of social distancing		FO2
	Digital transaction application		FO3
	Employee and guest partition		FO4
	Availability of temperature body, wastafel & hand sanitizer		FO5
	Sterilization of guest luggages		FO6
	Availability of health protocol guidance		FO7
Housekeeping	Cleaning room with disinfectant		HK1
	Daily Change of Linen		HK2
	Roomboy personal protective equipment		HK3
	Cleanliness & hygiene of the toilet area	WHO, 2020; WTTC 2020; Kemenparekraf 2020; Hussain, S., Shah, F.A. & Kareem, S. (2020)	HK4
	In room emergency guideline		HK5
Restaurant	Implementation of social distancing		RE1
	Online Menu		RE2
	Availability of body temperature, wastafel & hand sanitizer		RE3
	Digital transaction application		RE4
	Food & beverage hygiene		RE5
	Use of Disinfectants for cleaning		RE6
	Availability of health protocol guidance		RE7
	Cleanliness & hygiene of the toilet area		RE8
Public Area	Implementation of social distancing (Fitness area & Pool)		PA1
	Availability of health protocol guidance		PA2
	Availability wastafel & hand sanitizer		PA3
	Implementation of sosial distancing in Lift		PA4
	Touchless technology in lift and parking area		PA5
	Cleanliness & hygiene of the toilet area		PA6
	Emergency evacuation guide		PA7
	Waste container always closed		PA8
	Cleaning of public areas with a disinfectant		PA9

Results and Discussion

The study results are divided into three parts, (1) the demographic profile; (2) characteristics of the respondents, and; (3)

the preparedness of star hotels. Star hotel preparedness consists of evaluating guests' performance and expectations, which are then analyzed using Importance Performance Analysis (IPA).

Respondents were chosen based on the guest population's representation staying at star hotels in Bandung during the pandemic. Respondent profiles were analyzed through social demographic characteristics, including gender, age, regional origin, education, occupation, and frequency of stay. The questionnaire results show that the number of male respondents is more than women with the highest age category in the 20-30 year age group (42.7%). Most of the

guests who stay are residents who live locally in Bandung (52.7%). As many as 44.9% of respondents stayed for one (1) night during the pandemic. This condition was considered very reasonable because limiting micro and large-scale activities imposed by the government greatly affected people's mobility during the pandemic. Details of the demographic data of the respondents showed in Table 2.

Table 2. Demografic Profile

No	Variable	Percentage %
1	Gender	
	Male	53,3
	Female	46,7
2	Age	
	20-30 Yo	42,7
	31-40 Yo	28
	41-50 Yo	14,7
	50-60 Yo	5,3
	> 60	9,3
3	Place Origin	
	Bandung	52,7
	Jabodetabek	8,1
	Sumatra	20,3
	Pulau Jawa & Bali	9,1
	Other	9,8
4	Education	
	High School	26,3
	Diploma	17,7
	S1 (Bachelor Degree)	21,3
	S2 (Post Graduates)	28
	S3 (Doctoral Program)	6,7
5	Occupation	
	Government Staff	16,2
	Private	33,8
	Student	35,1
	Other	14,9
6	Frequent of Stay	
	One Time	44,9
	Two Time	31,9
	Three Time	5,8
	> 3x	3,2
	Other	14,2

Sources: Data Processed, 2021

The purpose of guests staying at star hotels in Bandung is for a vacation with 48.9%. While most information sources are from Online Travel Agents (OTA) and Social Media with a percentage of 33% and 31.5%, respectively, indicating that the level of internet and technology use significantly affects tourism activities, particularly in selecting a place to stay. During the pandemic, there was an imposition of restrictions on residents' activities. Many people used the "Work From Home (WFH)" program to do staycations, the terms commonly used to stay overnight while enjoying vacation time at star hotels in Bandung.

Table 4 shows the results of the level of preparedness between importance and performance in star-rated hotels. The questionnaire consists of 29 attributes, classified into 7 (seven) attributes of the Front Office department (FO), 5 (five) attributes of Housekeeping (HK), 8 (eight) attributes of Restaurants (RE), and 9 (nine) attributes of Public Area (PA). The lowest preparedness value is in attribute FO1 (use of personal protective equipment on front-office employees), RE7 (the presence of a

health protocol guideline at the restaurant), PA1 (application of Social Distancing Fitness area & Pool), PA6 (toilet cleanliness and Hygiene and PA9 (cleaning public areas with disinfectants) with a gap value = 0.03. All-star hotel employees have equipped themselves with personal protective equipment, using masks, face shields, and gloves when serving guests.

The highest gap value is in RE5; food and beverage hygiene (gap value = 0.20). Then followed by PA7; emergency evacuation Route Guide (gap Value = 0.19) and the following RE1; application of social distancing & RE2; availability of menus online (gap value = 0.16). Hotel guests are still unsure about the presentation of food and drinks because they are still susceptible to being contaminated by viruses and bacteria. Besides that, the provision of online menus needs to be improved. In public areas, star hotels need to add evacuation route guidelines and directions regarding guests' safety while staying, especially in corners of the hotel, which is considered very minimal.

Table 4. Average Value of Performance, Importance, GAP and Conformity Level of Star Hotels Preparedness

No	Indicator	Performance Score	Importance Score	Gap	S = X * Y	% Level of Conformity
Front Office						
1	FO1	4,42	4,45	-0,03	19,68	99,39%
2	FO2	4,37	4,41	-0,04	19,28	99,13%
3	FO3	4,14	4,2	-0,06	17,39	98,60%
4	FO4	4,27	4,31	-0,04	18,40	99,05%
5	FO5	4,54	4,65	-0,11	21,10	97,60%
6	FO6	3,90	4,05	-0,15	15,78	96,23%
7	FO7	4,42	4,51	-0,09	19,95	98,07%
	Average FO	4,29	4,37	-0,07		
Housekeeping						
1	HK1	4,12	4,25	-0,13	17,49	96,83%
2	HK2	4,26	4,33	-0,07	18,43	98,30%
3	HK3	4,37	4,51	-0,14	19,72	96,94%
4	HK4	4,46	4,52	-0,06	20,17	98,71%
5	HK5	4,42	4,54	-0,12	20,08	97,42%
	Average HK	4,33	4,43	-0,10		
Restaurant						
1	RE1	4,26	4,42	-0,16	18,81	96,30%
2	RE2	4,05	4,21	-0,16	17,06	96,23%
3	RE3	4,33	4,4	-0,07	19,07	98,48%
4	RE4	3,79	3,85	-0,06	14,61	98,57%
5	RE5	4,08	4,28	-0,20	17,45	95,26%
6	RE6	4,15	4,25	-0,10	17,65	97,74%
7	RE7	4,37	4,4	-0,03	19,24	99,36%
8	RE8	4,36	4,41	-0,05	19,22	98,84%
	Average RE	4,17	4,28	-0,10		
Public Area						
1	AU1	4,32	4,35	-0,03	18,79	99,32%
2	AU2	4,28	4,32	-0,04	18,50	99,12%
3	AU3	4,37	4,41	-0,04	19,28	99,13%
4	AU4	4,45	4,52	-0,07	20,11	98,42%
5	AU5	3,78	3,91	-0,13	14,79	96,73%
6	AU6	4,29	4,32	-0,03	18,55	99,42%
7	AU7	4,31	4,5	-0,19	19,38	95,73%
8	AU8	4,31	4,41	-0,10	19,00	97,68%
9	AU9	4,36	4,39	-0,03	19,14	99,29%
	Average PA	4,27	4,35	-0,66		
	Total		123,56		538,12	
	CSI		0,87			

Source: Data processed, 2021

The IPA analysis results on star hotels' preparedness carried out using a cartesian diagram divided into four quadrants. Hotel preparedness includes four divisions that most commonly contact guests while their staying; Front Office (FO), Housekeeping (HK), Restaurant (RE) and Public Areas (PA). The first step is to determine the

intersection of the two axes to form four quadrants by calculating the average value of the performance level (X) and the importance level (Y). The results of the calculation show that the X value is 4.26 and the Y value is 4.31. Details of the average per share of the hotel show in Table 5.

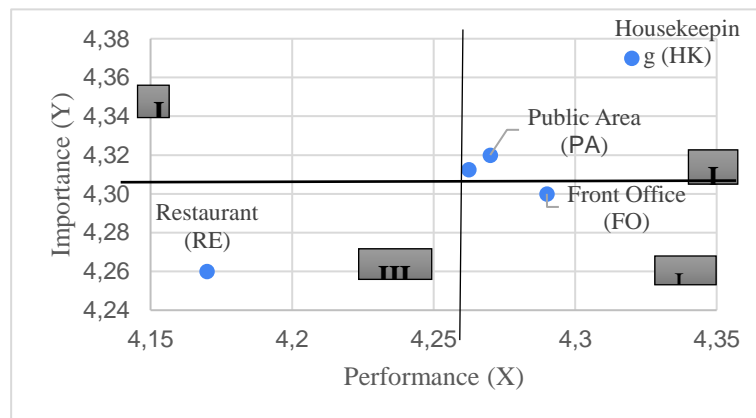
Table 5. Comparison Section of Star Hotel Preparedness

Bagian Hotel	Performance (X)	Importance (Y)
Front Office (FO)	4,29	4,30
Housekeeping (HK)	4,32	4,37
Restoran (RE)	4,17	4,26
Public Area A (PA)	4,27	4,34
Average	4,26	4,31

Source: Data Processed, 2021

The comparison value of preparedness for each part's performance and importance level illustrated in the Cartesian diagram in Figure 2. The Housekeeping (HK) and Public area (PA) sections are in quadrant II, which indicates that they are stable and

need to be maintained. It means the management has effectively and efficiently implementing preparedness in reducing the risk of the Covid-19.

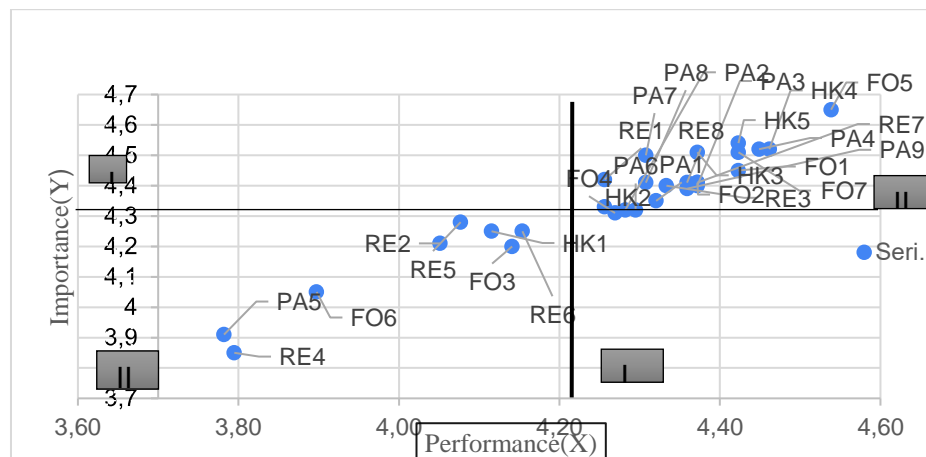


Sources: Data Processed, 2021

Figure 2. Important-Performance Analysis (IPA) Diagram on Hotel Section

The Restaurant section (RE) shows low performance and does not get the guests attention. During the pandemic, most hotels implemented a non-buffet breakfast system (*ala carte*) or delivered directly to the guest room. Also, the hotel applies visitor restrictions as directed by the local government with a restaurant capacity of 30%. The Front Office (FO) occupies quadrant IV, which means it has performed beyond the target. It indicates that in the interests of being not too focused, but showed performance that exceeds guest expectations.

The distribution of 29 attributes of preparedness classified into Quadrant II and Quadrant III in the cartesian diagram. A total of 21 attributes occupy Quadrant II and eight attributes in Quadrant III. There are no attributes that are scattered in Quadrants I and IV. Details of these attributes show in Figure 3 below.



Sources: Data Processed, 2021

Figure 3. Importance-Performance Analysis (IPA) Diagram of Star Hotels Preparedness Attributes

Customer Satisfaction Index (CSI)

Measuring the level of guest satisfaction on star hotels' preparedness in reducing the risk of the Covid-19 pandemic in Bandung is determined by the guest satisfaction score. The hotel management can use the CSI score analysis results to determine objectives to increase guest satisfaction during their stay during the 'New Normal' or adaptation to new habits. Table 4 shows the guest satisfaction score on hotel preparedness of 0.87 or in the range of 0.81 - 0.100. It indicates that hotel guests are very satisfied with star hotels' preparedness performance in Bandung. It also supported the evaluation of open questions regarding the readiness of star hotels during the pandemic. In general, 82% of respondents stated that Bandung hotels have met and implemented health protocol standards properly. Although this condition makes guests comfortable to stay in, it does not fully provide a sense of security. Therefore it is necessary to have stringent supervision from the management so that the implementation of the CHSE can be carried out consistently. Pandemic raises guest awareness of the importance of cleanliness, health and safety. This condition must be in line with the quality of services provided by hotels. Guest satisfaction scores on the preparedness of star hotels in the city of Bandung will continue to increase if the management continues to develop the preparedness attributes that have been

described previously. However there is still room to enhance preparedness through better service to achieve guests' satisfaction and loyalty at the hotel to quickly restore the hotel's condition, which has deteriorated due to the Covid-19 pandemic.

Discussion

The IPA analysis results on star hotels' preparedness reveal that the Housekeeping Department (HK) and Public Area (PA) are in quadrant II, which means that they have shown good performance and meet guest expectations. The Restaurant section (RE) is in quadrant III with low guest performance yet expectations. Meanwhile, the Front Office (FO) department is located in quadrant IV, meaning that the performance exceeds guest expectations. The priority of FO as the heart of the hotel is the main focus of management. However, it is necessary to focus on improving the Restaurant section's performance in order to make guest feel comfortable while enjoying meals, besides as hotel product, food and beverages can increase hotel revenue after rooms.

The preparedness attributes of star hotels are divided into two (2) cartesian diagram quadrants, particularly quadrant II and quadrant III. In quadrant II, there are 21 of the total 29 attributes or 72.4%. These attributes consist of the preparedness of four

hotel divisions, i.e. five (5) attributes in the Front Office (FO) department, five (5) attributes from the Housekeeping (HK) department, 4 (four) attributes from the

Restaurant(RE), and there are eight (8) attributes from the Public Area (PA) section. The distribution of each attribute type can be seen in Table 6.

Table 6. Distribution of Preparedness Attributes in Quadrant II

Hotel Section	Atributtes
Front Office (FO)	Employee personal protective equipment (FO1)
	Implementation of social distancing (F)2)
	Employee and Guest Partition (FO4)
	Availability of body temperature, wastafel & Hand Sanitizer (FO5)
	Availability of health protocol guidance (FO7)
Housekeeping (HK)	Daily change of linen (HK2)
	Roomboy personal protective equipment (HK3)
	Cleanliness & hygiene of the toilet area (HK4)
	In Room emergency guideline (HK5)
Restaurant (RE)	Implementation of sosial distancing (RE1)
	Availability of body temperature, wastafel & hand sanitizer (RE3)
	Availability of health protocol guidance (RE7)
	Cleanliness & hygiene of the toilet area (RE8)
Public Area (PA)	Implementation of social distancing (Fitness area & Pool) (PA1)
	Availability of health protocol guidance (PA2)
	Availability of wastafel & hand sanitizer (PA3)
	Implementation of sosial distancing in Lift (PA4)
	Cleanliness & hygiene of the toilet area (PA6)
	Emergency evacuation guide (PA7)
	waste container always closed (PA8)
	Cleaning of public areas with a disinfectant (PA9)

Sources: Data Processed, 2021

The attributes located in quadrant II indicate star hotels have met guests' expectations and have a good performance, which is in line with previous studies on guest expectations for hotel preparedness during the Covid-19 period in India (Hussain et al., 2020). She argued that implementing health protocols consisting of cleanliness, security and safety is the primary consideration for

guests choosing accommodation. It was considered necessary as a mitigation measure in reducing the risk of Covid-19. The existence of the CHSE certification program for the hotel sector, which the Indonesian government declares through the Ministry of Tourism and Creative Economic (Kemenparekraf, 2020), assists hotel management in preparedness

standards to provide guarantees guests who will stay. Although most of the star hotels

have passed the CHSE certification, in reality, the respondents prefer hotels with the middle-to-top star category or hotels with well-known brands since they think have a better preparedness level.

Quadrant III indicates the preparedness of low priority, which contain attributes that consider lacking by guest, and in fact, their performance is not too excellent or just ordinary. This means the attributes in this

quadrant have a low level of importance, and their performance is also considered flawed by guests. Eight (8) preparedness attributes from each part of the hotel occupy quadrant III or as much as 27.5% of the total attributes. Front Office Section with 2 (two) attributes (FO3, FO6), Housekeeping 1 (one) attribute (HK1), Restaurant Section 4 attributes (RE2, RE3, RE5, RE6), and one attribute Public Area(PA5). In detail, the distribution of attributes in quadrant III showed in Table 7 .

Table 7. Distribution of Preparedness Attributes in Quadrant III

Department	Atributtes
Front Office	Digital Transaction Application (FO3)
	Sterilization of Guest Luggages (FO6)
Housekeeping	Cleaning Room With Disinfectant (HK1)
Restoran	Online Menu (RE2)
	Digital Transaction Application (RE4)
	Food & Beverage Hygiene (RE5)
	Use of Disinfectants for Hygiene (RE6)
Public Area	Touchless technology in lift and parking area (PA5)

Source: Data Processed, 2021

In the Front Office, digital transaction applications (FO3) and sterilization of guest luggage (FO6) are less of a concern for guests. Generally, hotel guests who stay have made room reservations and prepayments, which is less of a concern. Despite providing digital transaction services, there are still hotels that accept cash payments. In terms of sterilization, considered lacking in terms of performance and guest expectations, and the hotel has not fully implemented the sterilization of goods with disinfectants.

In quadrant III, the attributes most preferred by respondents are related to the use of technology to reduce direct contact with guests during the guest cycle (pre-arrival, arrival, staying period, and departure). Such as digital transaction applications (FO3), online menus (RE2), touchless technology

in elevators and parking lots (PA5). Although research results showed that things are less than guests' expectations, the management needs to shifting using technology as a solution in hotel services during the 'New Normal' where the pandemic is still ongoing and can contribute to guest satisfaction and comfort. This result support finding of (Sigala, 2020) whereas technology as the core in reopening tourism. If we look closely, the Restaurant contributes the most to quadrant III, with four (4) attributes. During a pandemic, the activities of restaurants, such as eating and drinking, is minimal. Most hotel guests prefer to eat in hotel rooms instead of dine-in Restaurant areas. Even though the government limit the guest number in Restaurant, but still the management can make revenue from food & beverage product. This in line with what

Honey-Roses et al. (2020) stated that the Restaurant might need to accommodate outdoor space to reduce the risk of virus transmission.

Conclusion

Preparedness has an essential role in reviving the hotel industry, which was deadened by the Covid-19 pandemic. Managing preparedness is one hotel marketing strategy in new normal era, the ability to provide comfort and reduce the occurrence of the spread of virus is the primary consideration for guests in choosing accommodation. The evaluation of the satisfaction index (CSI) on hotel preparedness shows that guests are very satisfied. This study explains that although previous studies indicate that consumers are still not assured about hotel preparedness when guests have stayed, generally they are satisfied with hotel preparedness implementation. However, in practise hotels still have room to improve the preparedness by adapting and innovating through product and services. The use of technology is beneficial in reducing direct contact with guests when interactions occur (low touch). Besides, need for socialization so that the wider community and guest hotel understand the implementation of the CHSE can increase guest confidence to stay during pandemic. In general, star hotels in Bandung hold CHSE certification, which contains standards for implementing safety and environmental hygiene in hotel operations. However, the level of guest satisfaction and expectations depends on the management consistency. Somehow, this study did not consider the classification of star hotels which can affect the level of preparedness. Therefore, future studies need to examine more detail in every level of the hotel. Research results can be used as a reference in evaluating preparedness performance and as a strategy for mitigating health crises in the long term.

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