

Communication Of The Crisis Of Hotel Ibis Budget Daan Mogot Jakarta In Facing The Covid-19 Pandemic

Deny Hendriyatmoko¹⁾, Marlinda Irwanti Poernomo²⁾

¹⁾Master of Communication Studies Program, Postgraduate School, Universitas Sahid, Jakarta, Indonesia

²⁾Lecturer of Communication Studies Program, Postgraduate School, Universitas Sahid, Jakarta, Indonesia

*Corresponding Author

Email: deny.Hendriyatmoko@yahoo.com, marlinda1610@gmail.com

Abstract

This study aims to understand the crisis response strategy that occurred at the Ibis Daan Mogot Hotel Jakarta in dealing with the Covid-19 pandemic. The research method used is case study research with a descriptive approach with qualitative data types. Researchers use a post-positivism paradigm because researchers want to build understanding regarding the crisis communication strategy of the Ibis Budget Daan Mogot Hotel Jakarta in dealing with the Covid-19 pandemic. The post-positivism paradigm trusts more in the process of verifying a finding of results using various methods so that researchers choose this paradigm. In this study the researcher is the key instrument, the data collection technique is carried out by triangulation or combination, the data analysis is inductive or qualitative, and the results of qualitative research emphasize meaning rather than generalization. In this study, Miles and Huberman's analytical techniques were used which consisted of data reduction, data presentation, and drawing conclusions. In this study the researchers explored the truth of the information through interviews with various parties. In addition, researchers also make observations, archives, and photographs, as well as observing news and websites. The crisis that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta was a crisis caused by the Covid-19 pandemic so that the crisis that occurred could be categorized as a victim cluster type of crisis because it was caused by the Covid-19 pandemic. In the victim cluster, it means that the Ibis Budget Hotel Jakarta Daan Mogot Jakarta positions itself as a victim so that the attribution that the company is responsible for the crisis is very weak. This provides an advantage for the Ibis Budget Hotel Jakarta Daan Mogot Jakarta because the threat to reputation is relatively mild.

Keywords : Communication, Crisis, Ibis Budget Daan Mogot Hotel, Covid-19 Pandemic

INTRODUCTION

Companies engaged in any field are at risk of experiencing a crisis, so proper crisis management is needed to anticipate or overcome crises that occur. Companies need to understand the crisis identification process and how to resolve the crisis so that crisis management is needed. Crisis management is a management of management, response, and control of crises to restore the company's image (Dirani et al., 2020). A crisis can cause a company's reputation to become bad, so crisis management is needed with the right steps to deal with the crisis so that the company's reputation is maintained properly (Saridakis, Lai, Mohammed, & Hansen, 2018).

A crisis that occurs can affect a company's reputation because the public tends to want to know and understand what steps the company will take at a critical time, especially in determining the ultimate goal of reputation. Crisis is an unstable situation with various possibilities of producing unwanted results (Ratzan, Sommariva, & Rauh, 2020). A crisis related to a company's reputation is a serious problem that must be resolved by office holders because the company's reputation has been built for a long time and if the company fails to overcome the crisis it can threaten the reputation that has been built for a long time.

On March 2, 2020, the government confirmed that the Covid-19 case had entered Indonesia. The statement regarding the entry of Covid-19 into Indonesia was delivered directly by President Joko Widodo. After that, on March 11, 2020 the World Health Organization (WHO) declared Covid-19 a global pandemic because this virus is considered to spread quickly and cause quite

serious illness. To reduce the spread of Covid-19, the Indonesian government implemented various policies, such as advising its people not to leave their homes and Large-Scale Social Restrictions (PSBB) (Paek & Hove, 2021). The existence of this PSBB policy has a great impact on the economic sustainability of the company. One of the sectors that was greatly affected was the hospitality sector. The Indonesian Association of Hotels and Restaurants reported that in April 2020, a total of 1,642 hotels in 31 provinces in Indonesia were forced to temporarily close due to Covid-19 (Bappenas, 2020). Chairman of the Indonesian Hotel and Restaurant Association (PHRI) Haryadi Sukamdani stated that of the 1,642 hotels, there were 501 hotels that were closed in West Java, 281 hotels in Bali, 144 East Java hotels, and 100 Jakarta hotels (Yu, Li, Yu, He, & Zhou, 2021). Several hotels in Jakarta that chose to close include the Aston Kartika Grogol Hotel, Putri Duyung Resort Ancol, Discovery Hotel, Kartika Chandra Hotel, Sultan Hotel Jakarta, and others (Indarti, 2021).

One of the hotels that experienced crisis communications due to being viral on social media in 2021 and being affected by Covid-19 is the Ibis Budget Daan Mogot Hotel Jakarta. Hotel is one of the business sectors that has been greatly affected by Covid-19 (Cheng, 2018). This happens because the main source of hotel revenue is the guests who stay overnight. When there is Covid-19, the government implements policies that aim to minimize people's mobility in order to prevent the spread of Covid-19. This policy made the Ibis Budget Hotel Daan Mogot Jakarta empty of visitors. Hotel Ibis Budget Jakarta Daan Mogot Jakarta is one of the Brand Economy Hotels from the Accor company which has a total of 198 rooms, 1 restaurant and 6 meeting rooms. During the pre-pandemic period, the average occupancy rate that this hotel could produce was +/- 118 rooms (60%) However, after entering the pandemic period starting in mid-March 2020, the hotel occupancy rate was only around +/- 20 rooms per day or 10%, this causes the occupancy rate to drop dramatically as positive cases of Covid-19 increase in Indonesia.

The Covid-19 pandemic has not only had an impact on hotel occupancy or occupancy rates, but also on public trust to use hotel services so that it can endanger the reputation and image of the Ibis Budget Daan Mogot Hotel Jakarta. The Covid-19 pandemic has made people worried, afraid, or even reluctant to use hotel services in the midst of a pandemic (Frandsen & Johansen, 2020). Considering that hotels are places that are used interchangeably by people whose medical history is not confirmed one by one, it is only natural that people are afraid of contracting Covid-19 while staying at hotels. Thus, to overcome the crisis caused by the Covid-19 pandemic, public relations is needed in order to rearrange the management of crisis communication strategies, manage smooth communication, and maintain a positive image of the Ibis Budget Daan Mogot Hotel Jakarta (Eriksson, 2018).

Prior to the Covid-19 pandemic, the number of rooms occupied at the Ibis Budget Daan Mogot Jakarta Hotel, out of a total of 200 rooms, the number of rooms occupied on average reached 178 rooms per day, whereas during the Covid-19 pandemic the number of rooms were filled with only around 20 rooms. per day. This creates a crisis because the hotel's main source of income is the number of guests staying. The decline in the number of guests during the Covid-19 pandemic was due to the government's policy of imposing PSBB, the public also had a negative opinion about the Hotel Ibis Budget Daan Mogot Jakarta. Public concern arose about the safety and comfort of the hotel after these conditions. Before the Covid-19 pandemic, the Ibis Budget Daan Mogot Hotel was known as one of the hotels that had a good level of comfort and security. However, it seems as if the reputation of the Ibis Budget Hotel Daan Mogot Jakarta has declined during the Covid-19 outbreak (Liu-Lastres, 2022).

One of the crisis countermeasures carried out by the Ibis Budget Daan Mogot Hotel Jakarta to survive in the midst of the Covid-19 pandemic is the Ibis Budget Daan Mogot Jakarta Hotel as an accommodation for patients infected with Covid-19. The appointment of the Ibis Budget

Daan Mogot Jakarta Hotel as one of the accommodation services for Covid-19 patients is a challenge in itself for management in tackling the pandemic that has occurred. The amount of news that has appeared in various media has made the hotel's image assessment unfavorable, because how is it possible that a hotel that should be used for overnight stays has changed its function to become a place to treat people infected with the Covid-19 virus. Responding to the crisis requires crisis communication to improve the company's reputation. This should be clarified to the public, both from the hotel management and from related government agencies. Management must plan well for maximum publications through a mature action plan from the public relations department (Zhang, Xie, Chen, Dai, & Yi-Jun, 2023). Based on the problems described above, the researcher is interested in knowing the crisis communication carried out by the Ibis Budget Daan Mogot Jakarta Hotel in dealing with the Covid-19 pandemic.

RESEARCH METHODS

In this study the researcher was the key instrument, the data collection technique was carried out by triangulation or combination, the data analysis was inductive or qualitative, and the results of qualitative research emphasized meaning rather than generalization (Reber, Jin, & Nowak, 2022). In research methods, the author will explain the types of research, research objects, data collection methods, data analysis techniques, and research locations (Vu, Nguyen, Ho, & Vuong, 2019).

The research method used is case study research with a descriptive approach with qualitative data types. Qualitative research is research that emphasizes data collection or the reality of issues based on disclosing what has been explored or disclosed by informants and the data collected is in the form of written or oral words from the people observed (Malecki, Keating, & Safdar, 2021). Data collection in case study research is usually extensive, describing sources of information through observation, interviews, documents, and audio-visual materials so as to provide a detailed explanation of each case and the themes in this case and at the final stage can give meaning to the case being studied is descriptive in nature. that is, in qualitative research the case study leads to a detailed and in-depth description of the conditional portrait of what actually happened according to what happened in the field of study (Lu & Jin, 2020). According to Yin (2013) in case study research in the question section it is not enough if the question only asks "what", but you should also use "how" and "why" so that in-depth descriptive information is obtained. In this study, researchers describe crisis communications carried out by the Ibis Budget Daan Mogot Hotel Jakarta, types of crises, previous crisis history and reputation, and crisis response strategies to deal with the Covid-19 pandemic. According to Nazir (1998) the descriptive method is a method in examining the status of human groups, an object, a system of thought, a condition, or even a class of events in the present. The descriptive method in this study is used to analyze how the Ibis Budget Daan Mogot Jakarta Hotel communicates crisis in dealing with the Covid-19 pandemic (Akinyemi & Adejumo, 2018).

The data source is where the data is obtained using certain methods either in the form of humans, artifacts, or documents. The primary data in this study is the main data related to crisis communication at the Ibis Budget Daan Mogot Hotel Jakarta in dealing with the Covid-19 pandemic. Secondary data researchers obtained through literature study in order to collect relevant data to add to and support evidence from other sources that can be taken from books, internet magazines, internet, archives, photos, documents, and non-human information. In this study, researchers took data from media coverage, both print and online, such as articles and websites.

This study uses a qualitative descriptive analysis. According to Moleong (2020) descriptive research is research that describes the current state of the research object as it is in accordance with the facts in the field. Qualitative descriptive analysis technique is a way of analyzing or processing data by systematically compiling data in the form of sentences with categories about a particular variable, so that general conclusions can be obtained (Pengnate, Lehmborg, & Tangpong, 2020). In this study, Miles and Huberman's analytical techniques were used, which consisted of data reduction, data presentation, and drawing conclusions.

RESULT AND DISCUSSION

Crisis Type

In dealing with a crisis, companies must be able to identify a crisis through several stages, one of which is identifying the type of crisis. To carry out crisis responsibility, the first thing that needs to be done is to identify the factors forming crisis responsibility and the threats posed by the crisis (Coombs, 2015). Identifying the type of crisis is the first step that must be done before moving on to the next stage. Thus, to obtain information about the type of crisis at Hotel Ibis Budget Jakarta Daan Mogot Jakarta, interviews were conducted with several informants from Hotel Ibis Budget Jakarta Daan Mogot Jakarta who felt they had a role and responsibility regarding the crisis that occurred.

The type of crisis at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta can be identified through several questions regarding the type of crisis, namely the signs of an impending crisis, the informants' views on the crisis that occurred, and the attitude of the informants in understanding the crisis.

Table 1. Crisis Types

Crisis type	Description	Example
<i>Victim cluster</i>	Organizations as victims. The attribution that the organization is responsible for the crisis is weak. Threat to reputation is mild.	Natural disasters Rumors that discredit the organization Workplace violence Product damage caused by outsiders, terrorists and sabotage.
<i>Accidental clusters</i>	· The crisis happened by accident · The attribution that the organization is responsible for the crisis is at a low level · The threat to reputation is at a moderate level	Technology failure or accident due to technological error Product poisoning, product withdrawn from market Allegations from <i>stakeholders</i> that the organization's activities harm them
<i>Preventable clusters</i>	The organization deliberately causes a crisis to occur The organization took the wrong action The attribution that the organization is responsible for the crisis is at a strong level	Human error causes work accidents, product damage Law violations, such as: <i>With no injuries</i> <i>Stakeholders</i> were lied to but did not result in any injuries. <i>Misconduct management</i>

Huge threat to reputation

Law violations by management.

With injuries

Stakeholders are in a state of danger due to management actions and result in casualties.

The amount of news regarding the entry of Covid-19 in Indonesia has made several business sectors worried about the threats that are occurring, one of which is in the hospitality sector. The hotel sector is one of the sectors that has experienced a major impact due to the Covid-19 pandemic due to the emergence of government policies that limit people's mobility so that the number of visitors or guests at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta has decreased significantly. In responding to this news, the Ibis Budget Hotel Jakarta Daan Mogot Jakarta must be prepared and prepare steps to anticipate the crisis (Frandsen & Johansen, 2018).

The interview above shows that the crisis caused by the Covid-19 pandemic is a new crisis that has occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta, so new steps are also needed to deal with it. The Covid-19 pandemic has forced the Ibis Budget Hotel Jakarta Daan Mogot Jakarta to prepare in advance because it will greatly impact the hospitality sector. The Covid-19 pandemic has had an extraordinary impact on the world of tourism, including hospitality services, causing hotel revenue to decline. Reducing employees and limiting purchases of operational items are steps taken by the hotel to save budget.

Based on interviews related to the type of crisis above, it shows that the crisis has no signs of an impending Covid-19 at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta. The hotel first heard about Covid-19 only through news from the government saying that Covid-19 had entered Indonesia. The impact caused by the crisis was very large for the hotel business so that the hotel reduced staff and limited spending on temporary operational items to reduce expenses.

Past Crisis History and Organizational Reputation

After identifying the type of crisis that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta, the next step is to identify the history of the crisis and the reputation of the previous organization. Crisis history provides experience for the organization to avoid the threats of an imminent crisis. Crisis history and an organization's previous reputation have a direct and indirect impact on the reputational threat caused by a crisis. If the organization has experienced a similar crisis in the past, the current crisis will pose a much greater reputational threat.

The previous crisis history and organizational reputation that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta can be identified through a number of questions, namely whether the hotel has experienced a crisis, who is responsible for the reputational damage caused by the crisis, and what the organization has done to prevent reputational damage as a result the crisis.

The many crises that occurred before at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta are still in the not too heavy category. The previous crisis at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta was confirmed by Mr. Desbi Abdul Fatoni as the Security Officer who was directly involved in the process of handling several of the crises that had occurred.

Based on the information from the interview above, it shows that the Ibis Budget Hotel Jakarta Daan Mogot Jakarta has experienced several crises that occurred before the Covid-19 pandemic crisis which could threaten the company's reputation. When a crisis occurs, someone must be responsible for completing actions to prevent reputational damage. Based on the interviews above, it shows that all levels of management and employees are responsible for the crisis that occurred. From the security side, ensuring security at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta.

After knowing who is responsible for completing actions to prevent damage to hotel reputation due to several crises that have occurred, the next step is to find out what the Ibis Budget Hotel Jakarta Daan Mogot Jakarta has done to prevent reputation damage due to the crisis. According to Mr. Indra Gunawan, General Manager of Hotel Ibis Budget Jakarta Daan Mogot Jakarta, said that to deal with several crises that have occurred, this was done.

Based on the interviews related to the history of the crisis and the reputation of the previous organization above, it shows that the Ibis Budget Hotel Jakarta Daan Mogot Jakarta has experienced several crises that have the potential to damage its reputation, including finding bodies, floods, drugs, and others. All levels of management and employees are responsible for the crisis, especially the hotel management. In dealing with various crises that have occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta, employees and management agree that in dealing with these crises they have been prevented or resolved based on the hotel's existing and complete SOPs.

Crisis Response Strategy

After knowing the type of crisis and previous crisis history and reputation, the next step is to determine a crisis response strategy. A quick response helps the company in creating an impression of control and is necessary to get the organizational definition of a crisis. The crisis response includes the first public statement a spokesperson makes about the crisis. This first statement is usually conveyed through the mass media or the internet, so it becomes a concern in crisis management with media and internet relations. From a stakeholder perspective, a quick response shows that the organization took action and was able to respond to a crisis. Conversely, a slow response makes the organization appear incompetent (Zhai, Zhong, & Luo, 2019). Thus, to obtain information regarding the crisis response strategy at the Ibis Budget Jakarta Daan Mogot Hotel Jakarta, interviews were conducted with several informants from the Ibis Budget Jakarta Daan Mogot Hotel, who were felt to have a role and responsibility regarding the crisis that occurred.

Table 2. Crisis Response Strategy

Crisis Type	Response Strategy
<i>Victim cluster :</i>	<i>denial</i> strategy seeks to remove or remove all links between the organization and the crisis.
Natural disasters	· Attacking, criticizing, or confronting a person or group that claims that the organization is at fault (<i>attack the accuser</i>).
Rumors	· The crisis strategy focuses on explaining that no crisis has occurred (<i>denial</i>).
Workplace violence	· Focus on blaming other people or groups outside the organization for causing the crisis.
Product damage by outsiders	
Sabotage or terrorist	
<i>Accidental clusters :</i>	The strategy of reducing the impact of the crisis (<i>dimmish</i>) seeks to convince the public that the crisis is not as bad as the public imagines and that the organization can control it.
accusations	· Trying to minimize organizational responsibility by denying the intention to admit that the crisis is beyond the ability of the organization to control it (<i>excuse strategy</i>).

Accident due to technical fault · Strategies to reduce perceptions related to the damage
Problems with the product caused by the crisis (*justification*).
caused by technical faults

Preventable Clusters : Rebuild strategy (*rebuild strategy*)

Human error that causes work · Offer compensation (*compensation strategy*)

accidents, product damage. · Fully assume all responsibilities and apologize to the
public (*strategy apology*).

Legal violations:

With no injuries : *stakeholders*
were lied to but did not cause
any injuries.

Management misconduct : law
violations committed by
management.

With injuries : *stakeholders* are
in a state of danger due to
management actions and result
in casualties.

Based on the interview above, it shows that in carrying out a crisis response strategy, Hotel Ibis Budget Jakarta Daan Mogot Jakarta seeks to meet hotel eligibility standards from the government as evidenced by the CHSE certificate and eligibility standards from Accor as evidenced by the ALLSAFE certificate. The certificate is used so that the Ibis Budget Jakarta Daan Mogot Jakarta Hotel can open self-isolation services for patients affected by Covid-19 in order to increase hotel occupancy rates so that hotels can survive in the face of the Covid-19 pandemic.

In facing the crisis caused by the Covid-19 pandemic, Hotel Ibis Budget Jakarta Daan Mogot Jakarta acted according to the SOP provided by the Accor Crisis Committee, namely the Accor Hotels Process to Act in Crises, Hazards & Emergencies (APACHE) so that the crisis can be resolved properly. Based on the interviews related to the crisis response strategy above, it shows that the Ibis Budget Hotel Jakarta Daan Mogot Jakarta applies a crisis response strategy, namely making the hotel a place of independent isolation. In conveying its crisis response strategy to the public, Hotel Ibis Budget Jakarta Daan Mogot Jakarta uses social media and print media. The public is considered important for the Ibis Budget Jakarta Daan Mogot Hotel Jakarta because the public is an integral part of the sustainability of the hotel because the reputation of the Ibis Budget Jakarta Daan Mogot Jakarta Hotel is bad or good depending on the public's evaluation.

Discussion

Crisis Process

The crisis process that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta was based on the results of an interview with the General Manager of the hotel, namely Mr. Indra Gunawan. The following are the results of interviews related to the process of the crisis:

It started with the government reporting on Covid-19 in March 2020 when they stated that a conflict had started in Jakarta. There, new policies began to be implemented, such as PSBB, then PPKM, and which certainly had a huge impact on hotel occupancy rates at that time so that hotels were forced to survive the onslaught of the crisis that hit due to Covid-19. Certainly with limited finances the hotel will be in danger of closing in March, so management has begun to introduce how financial strength can be when Covid doesn't subside and the steps management will take to deal with the Covid-19 crisis. First, the hotel made financial efficiencies by cutting

employee salaries, at that time up to 50% and even laying off employees to be able to maintain financial turnover at the hotel because there were so many of them. Because Covid doesn't know when it will end so hotels can minimize expenses as possible so hotels can still survive and can open and don't have to close.

Here actually appeared the trigger for the communication crisis, there were lots of reports in the mass media, television, in the newspapers, so that at that time there was a communication crisis which resulted in a lot of rejection from both the community, the sub-district head and several agencies at that time but it turned out that the hotel was able to control the crisis by communicating it well to the public that the hotel had conducted an assessment or audit from the government that the hotel was indeed appropriate for isolation. So at that time the hotel or the management of the permit had to be issued from the Health Office of the Ministry of Health from the Tourism Office and BNPB. So that after issuing a permit, the permit and making several improvements to be able to meet the requirements to be used as a place for isolation of Covid-19. At that time the hotel immediately issued a release and also reported that the Ibis Daan Mogot Hotel was one of the hotels officially used for Covid-19 isolation based on an assessment or audit from the government so that with this business, namely facilitating Covid-19 patients, we could turn the wheels of the economy so that can suppress the communication crisis well and finally can also prevent other crises from happening, for example a financial crisis or a crisis of trust from the public or a crisis of trust from employees so that the Ibis Budget Daan Mogot Hotel has managed to deal with the Covid-19 pandemic quite well (Cheng, 2020).

Ibis Budget Daan Mogot Hotel Crisis Communication in Facing the Covid-19 Pandemic

Crisis communication at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta in dealing with the Covid-19 pandemic was analyzed using the *Situational Crisis Communication Theory* (SCCT). This theory has the aim of explaining the anticipatory mechanism of how stakeholders act against crises to protect the organization's reputation due to the crisis and to explain public reactions to a crisis and crisis strategies made by *public relations practitioners* (Claeys & Coombs, 2020). According to Coombs (2015) SCCT theory explains three variables, namely the type of crisis, previous crisis history and organizational reputation, and crisis response strategy. Based on the results of interviews obtained from various informants regarding crisis communication that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta, the researcher will present the results of these interviews based on the SCCT theory as follows.

Crisis Type

Based on the interview results, the type of crisis that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta, namely *the victim cluster*. Companies can be said to be a victim cluster if the crisis that occurs is caused by natural disasters, workplace violence, product damage, and rumors (Coombs, 2015). Reputation is very important for an organization and a crisis can threaten that reputation. The crisis that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta was a crisis caused by the Covid-19 pandemic so that the crisis that occurred could be categorized as a *victim cluster type of crisis* because it was caused by the Covid-19 pandemic. In *the victim cluster*, it means that the Ibis Budget Hotel Jakarta Daan Mogot Jakarta positions itself as a victim so that the attribution that the company is responsible for the crisis is very weak (Kim, 2018). This provides an advantage for the Ibis Budget Hotel Jakarta Daan Mogot Jakarta because the threat to reputation is relatively mild.

The emergence of the Covid-19 pandemic crisis at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta did not have specific signs, the beginning of the crisis was marked by the government's announcement about the news that Covid-19 had entered Indonesia. The existence of government policies that limit people's mobility makes the Ibis Budget Hotel Jakarta Daan Mogot Jakarta threatened so that the hotel occupancy rate decreases significantly. To reduce the

impact of the crisis, Hotel Ibis Budget Jakarta Daan Mogot Jakarta reduced the operational budget and reduced the number of working hours of employees, namely 15 days on and 15 days off to reduce hotel expenses.

Past Crisis History and Reputation

Based on the results of the interview, Hotel Ibis Budget Jakarta Daan Mogot Jakarta has experienced a history of previous crises. According to Coombs (2015) crisis history provides experience for organizations to avoid crisis threats that occur. In SCCT theory, if an organization does not treat the public well in previous crisis situations, it is certain that this organization has a bad reputation. If the organization has experienced a similar crisis in the past, the current crisis will pose a much greater threat to reputation (Le, Teo, Pang, Li, & Goh, 2019). Hotel Ibis Budget Jakarta Daan Mogot Jakarta has experienced several crises before, including drugs, prostitution cases, people died in hotels, floods, and others. All employees, especially the general manager, are responsible for handling various crises that have occurred. In handling various crisis communications that occurred before. Based on the explanation above, it shows that the crisis that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta was previously a different crisis from the Covid-19 pandemic so that according to the SCCT theory it can be said that crisis communication that occurred due to Covid-19 will not be a threat to the hotel's reputation because According to the history of the crisis, the Ibis Budget Hotel Jakarta Daan Mogot Jakarta has never experienced a similar crisis. According to Coombs (in Meluch, LeBlanc, Hannah, & Starcher, 2023) if an organization has a history of crises or a negative previous organizational reputation, then the current crisis can worsen the company's reputation. Previous crisis history and reputation Hotel Ibis Budget Jakarta Daan Mogot Jakarta is quite good. Based on the history of crises that have occurred, Hotel Ibis Budget Jakarta Daan Mogot Jakarta can handle all crises that occur based on SOPs from the crisis committee so that the hotel's reputation is maintained properly.

Crisis Response Strategy

The crisis response strategy for the Ibis Budget Hotel Jakarta Daan Mogot Jakarta in dealing with the Covid-19 pandemic can be known after the process of identifying the type of crisis and the history of previous crises and reputations has been known. To carry out crisis communication and reduce the threat level, SCCT revealed that any crisis response should start with instructing and adjusting information. Information about the causes of the crisis is collected first, then this information is used as the basis for making decisions (Bukar et al., 2020). Information regarding the crisis that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta has been known through previous statements, so the next step is to determine a crisis response strategy.

Based on the results of previous interviews, the Ibis Budget Hotel Jakarta Daan Mogot Jakarta's crisis response strategy in dealing with the Covid-19 pandemic is by meeting hotel eligibility standards from the government as evidenced by the CHSE certificate and eligibility standards from Accor as evidenced by the ALLSAFE certificate so that the hotel can be used as a place to stay. self-isolation for patients affected by Covid-19. Hotel Ibis Budget Jakarta Daan Mogot Jakarta also applies the standard health protocol provided by the Crisis Committee, namely the Accor Hotels Process to Act in Crises, Hazards & Emergencies (APACHE) so that the hotel is truly suitable for use as a place for self-isolation.

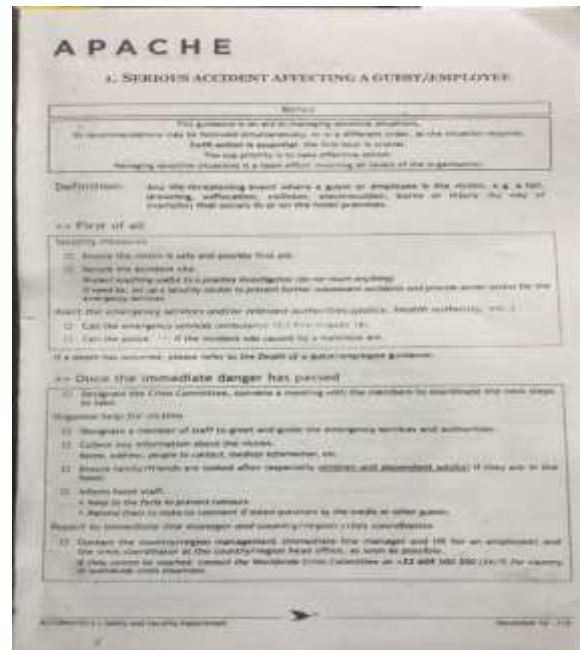


Figure 1. Accor Hotels Process to Act in Crises, Hazards, & Emergencies (APACHE)

Based on the SCCT theory, the Ibis Budget Hotel Jakarta Daan Mogot Jakarta, in facing the Covid-19 pandemic, implemented a dimmish crisis response strategy, namely a strategy to reduce the impact of the crisis (Jin & Austin, 2021). Hotel Ibis Budget Jakarta Daan Mogot Jakarta is trying to convince the public that the crisis is not as bad as what the public imagines and the company can control it. Hotel Ibis Budget Jakarta Daan Mogot Jakarta assures the public with CHSE and ALLSAFE certificates which prove that the hotel is truly safe and comfortable for guests. In addition, Hotel Ibis Budget Jakarta Daan Mogot Jakarta also assures the public through strict health protocol standards through APACE so that the hotel's security system is truly guaranteed and reliable (Ertem Eray, 2018).

According to Coombs (in Quinn, 2018) SCCT is public-oriented because it tries to explain how people view crises and public reactions to the company's strategy in responding to crises. Thus, to publish its crisis response strategy, Hotel Ibis Budget Jakarta Daan Mogot Jakarta uses social media and print media by publishing strategies used by hotels in dealing with the Covid-19 pandemic so that the public can see the crisis and the company's reaction in dealing with the crisis that occurred. Coombs (Charoensukmongkol & Phungsoonthorn, 2022) also explains that a quick response shows that the organization takes action and is able to respond to a crisis. Vice versa, a slow response makes the organization appear incompetent in responding to crises.

CONCLUSION

Crisis communication is the collection, processing, and dissemination of information needed to overcome crisis situations (Coombs and Holladay, 2007). Crisis communication can be analyzed through Situational Crisis Communication Theory (SCCT). Based on the research results, the crisis communication of the Ibis Budget Hotel Jakarta Daan Mogot Jakarta in dealing with the Covid-19 pandemic was analyzed using SCCT. According to Coombs (2015) SCCT explains three variables, namely crisis type, crisis history and previous organizational reputation, and crisis response strategy.

The crisis that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta was a crisis caused by the Covid-19 pandemic so that the crisis that occurred could be categorized as a victim

cluster type of crisis because it was caused by the Covid-19 pandemic. In the victim cluster, it means that the Ibis Budget Hotel Jakarta Daan Mogot Jakarta positions itself as a victim so that the attribution that the company is responsible for the crisis is very weak. This provides an advantage for the Ibis Budget Hotel Jakarta Daan Mogot Jakarta because the threat to reputation is relatively mild (Coombs, 2015).

The history of crises that occurred at the Ibis Budget Hotel Jakarta Daan Mogot Jakarta previously was a different crisis from the Covid-19 pandemic so according to the SCCT theory it can be said that crisis communication that occurred due to Covid-19 would not be a threat to the hotel's reputation because according to the crisis history of the Ibis Hotel Budget Jakarta Daan Mogot Jakarta has never experienced a similar crisis. According to Coombs (2015) if an organization has a history of crises or a negative previous organizational reputation, then the current crisis can worsen the company's reputation. Previous crisis history and reputation Hotel Ibis Budget Jakarta Daan Mogot Jakarta is quite good. Based on the history of crises that have occurred, Hotel Ibis Budget Jakarta Daan Mogot Jakarta can handle all crises that occur based on SOPs from the crisis committee so that the hotel's reputation is maintained properly

Ibis Budget Hotel Jakarta Daan Mogot Jakarta's crisis response strategy in dealing with the Covid-19 pandemic, namely the dimmish strategy. The dimmish strategy is a strategy to reduce the impact of the crisis (Coombs, 2015). Hotel Ibis Budget Jakarta Daan Mogot Jakarta is trying to convince the public that the crisis is not as bad as what the public imagines and the company can control it. Hotel Ibis Budget Jakarta Daan Mogot Jakarta assures the public with CHSE and ALLSAFE certificates which prove that the hotel is truly safe and comfortable for guests. In addition, Hotel Ibis Budget Jakarta Daan Mogot Jakarta also assures the public through strict health protocol standards through APACHE so that the hotel's security system is truly guaranteed and reliable.

REFERENCES

- Akinyemi, F. O., & Adejumo, O. O. (2018). Government policies and entrepreneurship phases in emerging economies: Nigeria and South Africa. *Journal of Global Entrepreneurship Research*, 8(1), 35. <https://doi.org/10.1186/s40497-018-0131-5>
- Bukar, U. A., Jabar, M. A., Sidi, F., Nor, R. N. H. B., Abdullah, S., & Othman, M. (2020). Crisis Informatics in the Context of Social Media Crisis Communication: Theoretical Models, Taxonomy, and Open Issues. *IEEE Access*, 8, 185842–185869. <https://doi.org/10.1109/ACCESS.2020.3030184>
- Charoensukmongkol, P., & Phungsoonthorn, T. (2022). The Interaction Effect of Crisis Communication and Social Support on The Emotional Exhaustion of University Employees during the COVID-19 Crisis. *International Journal of Business Communication*, 59(2), 269–286. <https://doi.org/10.1177/2329488420953188>
- Cheng, Y. (2018). How Social Media Is Changing Crisis Communication Strategies: Evidence from the Updated Literature. *Journal of Contingencies and Crisis Management*, 26(1), 58–68. <https://doi.org/10.1111/1468-5973.12130>
- Cheng, Y. (2020). The social-mediated crisis communication research: Revisiting dialogue between organizations and publics in crises of China. *Public Relations Review*, 46(1), 101769. <https://doi.org/10.1016/j.pubrev.2019.04.003>
- Claeys, A.-S., & Coombs, W. T. (2020). Organizational Crisis Communication: Suboptimal Crisis Response Selection Decisions and Behavioral Economics. *Communication Theory*, 30(3), 290–309. <https://doi.org/10.1093/ct/qtz002>
- Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., ... Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: a response to Covid-19 pandemic. *Human Resource Development International*, 23(4), 380–394. <https://doi.org/10.1080/13678868.2020.1780078>

- Eriksson, M. (2018). Lessons for Crisis Communication on Social Media: A Systematic Review of What Research Tells the Practice. *International Journal of Strategic Communication*, 12(5), 526–551. <https://doi.org/10.1080/1553118X.2018.1510405>
- Ertem Eray, T. (2018). Storytelling in Crisis Communication. *Online Journal of Communication and Media Technologies*, 8(2), 131–144. <https://doi.org/10.12973/ojcm/2358>
- Frandsen, F., & Johansen, W. (2018). Voices in Conflict? The Crisis Communication of Meta-Organizations. *Management Communication Quarterly*, 32(1), 90–120. <https://doi.org/10.1177/0893318917705734>
- Frandsen, F., & Johansen, W. (2020). *Crisis communication* (Vol. 23). Walter de Gruyter GmbH & Co KG.
- Indarti, S. (2021). The effects of education and training, management supervision on development of entrepreneurship attitude and growth of small and micro enterprise. *International Journal of Organizational Analysis*, 29(1), 16–34. <https://doi.org/10.1108/IJOA-09-2019-1890>
- Jin, Y., & Austin, L. (2021). A cocreational approach to social-mediated crisis communication. *The Handbook of Strategic Communication*, 102, 61.
- Kim, Y. (2018). Enhancing employee communication behaviors for sensemaking and sensegiving in crisis situations. *Journal of Communication Management*, 22(4), 451–475. <https://doi.org/10.1108/JCOM-03-2018-0025>
- Le, P. D., Teo, H. X., Pang, A., Li, Y., & Goh, C.-Q. (2019). When is silence golden? The use of strategic silence in crisis communication. *Corporate Communications: An International Journal*, 24(1), 162–178. <https://doi.org/10.1108/CCIJ-10-2018-0108>
- Lee, S. Y. (2020). Stealing thunder as a crisis communication strategy in the digital age. *Business Horizons*, 63(6), 801–810. <https://doi.org/10.1016/j.bushor.2020.07.006>
- Liu-Lastres, B. (2022). Beyond simple messaging: a review of crisis communication research in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 34(5), 1959–1983. <https://doi.org/10.1108/IJCHM-11-2021-1404>
- Lu, X., & Jin, Y. (2020). Information vetting as a key component in social-mediated crisis communication: An exploratory study to examine the initial conceptualization. *Public Relations Review*, 46(2), 101891. <https://doi.org/10.1016/j.pubrev.2020.101891>
- Malecki, K. M. C., Keating, J. A., & Safdar, N. (2021). Crisis Communication and Public Perception of COVID-19 Risk in the Era of Social Media. *Clinical Infectious Diseases*, 72(4), 697–702. <https://doi.org/10.1093/cid/ciaa758>
- Meluch, A. L., LeBlanc, S. S., Hannah, M., & Starcher, S. (2023). Student-instructor communication during a crisis: college students' disclosures about academic struggles and perceived instructor supportiveness and flexibility during the COVID-19 pandemic. *Atlantic Journal of Communication*, 31(4), 325–341. <https://doi.org/10.1080/15456870.2022.2063865>
- Paek, H.-J., & Hove, T. (2021). Information Communication Technologies (ICTs), Crisis Communication Principles and the COVID-19 Response in South Korea. *Journal of Creative Communications*, 16(2), 213–221. <https://doi.org/10.1177/0973258620981170>
- Pengnate, S. (Fone), Lehmberg, D. G., & Tangpong, C. (2020). Top management's communication in economic crisis and the firm's subsequent performance: sentiment analysis approach. *Corporate Communications: An International Journal*, 25(2), 187–205. <https://doi.org/10.1108/CCIJ-07-2019-0094>
- Quinn, P. (2018). Crisis Communication in Public Health Emergencies: The Limits of 'Legal Control' and the Risks for Harmful Outcomes in a Digital Age. *Life Sciences, Society and Policy*, 14(1), 4. <https://doi.org/10.1186/s40504-018-0067-0>
- Ratzan, S., Sommariva, S., & Rauh, L. (2020). Enhancing global health communication during a crisis: lessons from the COVID-19 pandemic. *Public Health Research & Practice*, 30(2). <https://doi.org/10.17061/phrp3022010>
- Reber, B. H., Jin, Y., & Nowak, G. J. (2022). Advancing Crisis Communication Effectiveness. In *The Handbook of Crisis Communication* (pp. 507–517). Wiley. <https://doi.org/10.1002/9781119678953.ch35>

- Saridakis, G., Lai, Y., Mohammed, A.-M., & Hansen, J. M. (2018). Industry characteristics, stages of E-commerce communications, and entrepreneurs and SMEs revenue growth. *Technological Forecasting and Social Change*, 128, 56–66. <https://doi.org/10.1016/j.techfore.2017.10.017>
- Vu, Nguyen, Ho, & Vuong. (2019). Determinants of Vietnamese Listed Firm Performance: Competition, Wage, CEO, Firm Size, Age, and International Trade. *Journal of Risk and Financial Management*, 12(2), 62. <https://doi.org/10.3390/jrfm12020062>
- Yu, M., Li, Z., Yu, Z., He, J., & Zhou, J. (2021). Communication related health crisis on social media: a case of COVID-19 outbreak. *Current Issues in Tourism*, 24(19), 2699–2705. <https://doi.org/10.1080/13683500.2020.1752632>
- Zhai, X., Zhong, D., & Luo, Q. (2019). Turn it around in crisis communication: An ABM approach. *Annals of Tourism Research*, 79, 102807. <https://doi.org/10.1016/j.annals.2019.102807>
- Zhang, J., Xie, C., Chen, Y., Dai, Y.-D., & Yi-Jun, W. (2023). The Matching Effect of Destinations' Crisis Communication. *Journal of Travel Research*, 62(3), 491–516. <https://doi.org/10.1177/00472875211067548>