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Journal Name:	South Asian Journal of Social Studies and Economics
Manuscript Number:	Ms_SAJ SSE_84019
Title of the Manuscript:	CRISIS MANAGEMENT STRATEGY IN BALI HOTEL INDUSTRY DURING THE COVID-19
Type of the Article	Original Research Article

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This journal’s peer review policy states that **NO** manuscript should be rejected only on the basis of ‘**lack of Novelty**’, provided the manuscript is scientifically robust and technically sound.
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PART 1: Review Comments

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
<u>Compulsory</u> REVISION comments	<p>Clearly mention about your problem statement of this study.</p> <p>In abstract clearly mention about your theoretical and practical implication regarding your research.</p> <p>Literature review part is missing in this paper. Add it</p> <p>Apart from that include some other analysis also in order to enhance your paper quality</p>	<p>Dear reviewer, First of all, thank you for the comment. And all the revision I wrote in this document, in the body of text, we already done and signed them with yellow marker. thank you and stay healthy</p> <p>- We've added the problem statement in abstract with yellow marker</p> <p><i>'Many hotels experience a crisis and then close because they cannot survive during the pandemic</i></p> <p>And also, we clearly stated them in the introduction part</p> <p><i>"However, since the mobility and travel restrictions, there has been a drastic decrease of 83.13% in 2020. The decline in tourist arrivals is caused by travel restrictions that have affected Indonesia since March 2020. Several countries are the origin countries of tourists. Also imposed a lockdown and restrictions on activities across countries such as Japan, Korea, the European Union, Australia, and especially China. Decline The decline in tourist arrivals directly impacts the decline in room occupancy at hotels in the province of Bali, especially the Kuta area"</i></p> <p><i>"The significant decrease in room occupancy has resulted in hotel stakeholders such as the General Manager, Human Resources, and other stakeholders implementing crisis management strategies in dealing with this challenging situation"</i></p> <p><i>"The exciting thing to study is that not all hotels apply the same way in dealing with the Covid-19 Pandemic crisis that befell their respective hotels. Several 3-star hotels in Kuta are still operating even though employees only receive 20% of their supposed monthly salary. In addition, some hotels can still provide 50% of the salary to all their employees. However, some hotels have fired almost 80% of their employees because the owning company does not have spare funds to survive. Based on this problem, the researchers are interested in conducting further research on crisis management strategies in the Bali hotel industry during the COVID-19 case study in Kuta, Bali"</i></p> <p>- We've added the theoretical and practical implication in abstract based on your suggestion</p> <p><i>"The theoretical implication of this research is that the theory of crisis management strategies in the hotel industry is obtained based on crisis-level conditions.. Then,the practical implication of this research is that it can be a consideration for hotel entrepreneurs in determining the most appropriate strategy in maintaining their business during the pandemic, especially in Indonesia."</i></p> <p>- We did literature review and add several citation to enrich them</p> <p>2.2 Crisis Management in the Hotel Industry</p>

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		<p>“Several studies have been conducted around the world related to crisis management in hotels and Indonesia. <i>As in the research by Trung et al (2021), due to the Covid-19 pandemic, the tourism sector, including airlines, hotels, motels, restaurants, and transportation experienced difficulties in Vietnam which caused many employees to lose their jobs and have no income. Even so, tourism remains the main driver of the recovery in Vietnam in 2022 because tourism in Vietnam is still potential in post-Covid-19. However, based on research by Hang et al (2019) Hang et al (2020), despite the potential, risk fluctuations in the tourism industry and airlines are the highest. Therefore, strategies are needed for companies and governments to prepare for crisis conditions.</i></p> <p>From the study above, it still requires a lot of input and advice related to handling the crisis during the pandemic in Indonesia, especially in Bali. Several previous studies conducted by Wicaksono (2020) explained the impact of the Covid-19 pandemic on the sharia hotel business in Yogyakarta, which caused a decrease in income of more than 70% but did not terminate employees. Other research conducted in Bali related to the impact of the Covid-19 pandemic on the hotel sector in Bali, which showed a decline of 43.45% in the second quarter of 2020. However, it did not explain how the management strategy. Another study conducted in China by Lai & Wong (2020) compared crisis management practices in the hotel industry at the beginning and during the Covid-19 pandemic stage. The study results show that in the early stages, the priority strategies carried out were more on epidemic prevention, price regulation, assistance by the government, and human resource management.</p> <p>Meanwhile, during the pandemic stage, the strategy is prioritized by implementing unpaid vacations and postponing office and system maintenance. Pricing and government assistance are not a priority. Therefore, this study will further explore how Bali's hotel crisis management strategy during the Covid-19 pandemic is an effort to maintain the business.”</p> <p>-we used the triangulation technique to interpret the data and we also added the method description in the methodology part</p> <p><i>“Qualitative research is carried out by direct observation and dealing with people to collect data (Moleong, 2018), for example by interviewing and observing (Poerwandari, 2007). Questions items are considered valid and reliable in representing the crisis and the crisis management strategy in each hotel”</i></p> <p><i>« The data analysis technique is data triangulation, by comparing the results of interviews and observations, then conclude to provide recommendations and suggestions for stakeholders</i></p>
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Minor REVISION comments	Capitalized each words in title part Check the grammer mistakes Follow proper reference style Add significance of this study, theoretical implication, practical implication.	<ul style="list-style-type: none">- We've done capitalized each word in title part<ol style="list-style-type: none">1. INTRODUCTION2. LITERATURE REVIEW- We've already made sure the grammar is correct- We used APA Style and use Mendeley as referencing tools, we've already check it again to make sure- The theoretical and practical implication are already stated in the conclusion part and in the abstract <p><i>"The theoretical implication of this research is that the theory of crisis management strategies in the hotel industry is obtained based on crisis-level conditions. Then, the practical implication of this research is that it can be a consideration for hotel entrepreneurs in determining the most appropriate strategy in maintaining their business during the pandemic, especially in Indonesia. Also, for the government, this research describes the conditions and survival efforts of the hotel industry in Bali to be the basis for policy formulation and in supporting the sustainability of the hotel industry in Bali. For example, the tax relaxation policy, the provision of assistance, and human resource development programs."</i></p>
Optional/General comments	There is lit bit confusion regarding conclusion part whether is it applicable or not. Use more citation in order to proof your problem	<p>We've made the conclusion based on the discussion</p> <p><i>"Based on this research, it can be concluded that in Kuta Bali, there are three categories of hotel crisis levels, namely healthy-owning company (20%), struggling-owning company (45%), and unhealthy- owning company (30%). Because each Hotel has its challenges and faces different crisis conditions, this research has an exciting finding. The crisis management strategy must be adapted to the company's health to find the best and most effective solution. Furthermore, this pandemic provides valuable lessons and experiences for hotel owners and managers to improve their ability to maintain their business. Hotel owners and managers are required to find the best solution and accept the worst risks from the strategies that will be implemented. Based on the analysis of this research, Healthy owning company implements a defensive strategy by focusing on budget efficiency, changes in marketing strategy, and product innovation. Meanwhile, the struggling owning company implemented an adaptive strategy and focused on all aspects of crisis management, including asset management and HR management. Then, unhealthy owning companies apply a dynamic strategy, namely closing operations and laying off total employees, to selling hotels"</i></p> <p>To make sure this is applicable we've done several citations in the discussion part</p> <p><i>"The results of this study illustrate that entrepreneurs in the tourism sector, including hotels, must always prepare for the worst conditions, adapt, and innovate to face any situation. Meanwhile, apart from implementing a crisis management strategy, hotel enterprises, especially those for struggling-owning companies and healthy-owning companies, need to prepare themselves for the tourism recovery stage, where domestic tourists are the essential market. As in Turkey, the hotel industry applies several strategies, for example, prioritizing hotel hygiene and sanitation, hotel entrepreneurs building smart applications for less contact service, and marketing through social media (Ayyildiz, 2020). Then, employee skills need to be developed,</i></p>

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		<p><i>especially in digital skills, such as communication skills, social media skills, and operating systems skills (Carlisle et al., 2021)”</i></p> <p><i>“In facing a crisis, it also needs collaboration between parties such as the government, academia, associations, and the media to rise from a critical condition. Several policies have been done by the Indonesian government, including the Bali regional government in dealing with the crisis during the Covid-19 pandemic. These efforts include carrying out a vaccination program of up to 100% for the people of Bali and outside Bali, making CHSE (Clean, Health, Safety, and Environment) standards and certifications, increasing the domestic market, and opening borders for foreign tourists while remaining disciplined in implementing the health protocol (Mahadi, 2021). In addition, the Denpasar, Bali city government has also provided relaxation of tax payments for the hotel, restaurant, and entertainment industry without activating applications (Sudarsana, 2020). These efforts must continue to be adapted to existing developments so that both entrepreneurs and workers in the tourism and hospitality sector can survive this pandemic”</i></p> <p>And to enhance and sharpen the application of this study, we wrote the practical implication</p> <p><i>“The theoretical implication of this research is that the theory of crisis management strategies in the hotel industry is obtained based on crisis-level conditions. Then, the practical implication of this research is that it can be a consideration for hotel entrepreneurs in determining the most appropriate strategy in maintaining their business during the pandemic, especially in Indonesia. Also, for the government, this research describes the conditions and survival efforts of the hotel industry in Bali to be the basis for policy formulation and in supporting the sustainability of the hotel industry in Bali. For example, the tax relaxation policy, the provision of assistance, and human resource development programs”</i></p>
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PART 2:

	Reviewer’s comment	Author’s comment <i>(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)</i>
Are there ethical issues in this manuscript?	<i>(If yes, Kindly please write down the ethical issues here in details)</i>	