

Identification of Risk Events Affecting the Stability and Operational Sustainability UStay Hotel Tebet

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ABSTRACT

Budget hotels are one of the hotels that attract special interest from tourists with a limited budget. So it is important to identify operational risks in the internal context of Ustay hotel Tebet which currently still exists with the Budget Hotel brand. Through the identification of operational risks, it can be used to analyze risk impact groups based on the urgency of the risks arising in the operations at UStay Hotel Tebet. The type of qualitative research that will be used uses a triangulation approach. Conclusion in this study The risk groups found in UStay Hotel Tebet have six factors, namely Human Resources, Systems, Finance, Internal Processes, Policies, Facilities and Infrastructure. In identifying risks in hotel operations, it was found that the most emerging risks were in financial factors, followed by facilities and infrastructure as well as human resources. With the identification of risks, it is followed by risk analysis. In the risk analysis, it was found that most of the risk variables that arise appear in quadrant A, so there is a need for improvements for management to accommodate operations to run smoothly.

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1. INTRODUCTION

Economic development in Indonesia shows very rapid growth, especially in the hotel industry (Laksana, D., & Dharmayanti, 2018). With its large population, growing market, and growing political stability, Indonesia has become a top destination for investors and entrepreneurs around the world (Kusuma, 2015). Although Indonesia is faced with various conditions that are quite challenging, Indonesia's economic growth has been quite stable in recent years (Dumairy, 2017). This growth can be seen from the tourism sector. According to Badan Pusat Statistik (2024), foreign tourist visits in November 2023 reached 917.41 thousand visits, up 30.17 percent (year-on-year). Meanwhile, the travel of Indonesian tourists in November 2023 reached 60.33 million, travel, up 12.02 percent (year-on-year).



Figure 1. Development of Foreign Tourist Visits



Figure 2. Development of Nusantara Tourist Visits

Before the COVID-19 pandemic, the number of tourist visits in the archipelago reached 14.73 million visits, while the increase in the number of visits has not been able to reach 14.73 million visits. Likewise, the improvement of the hotel industry is still in the gradual recovery stage. With increasing people's purchasing power and efforts to recover the tourism sector, including the promotion of domestic tourist destinations, the hospitality industry in Indonesia can take advantage of this momentum to expand market share and increase occupancy rates. The increase in the number of domestic tourists and the potential of foreign tourists returning to the hotel is an opportunity for hotels to optimize their capacity (Rachmania *et al.*, 2021). It is important for hotels to remain responsive to changing market trends and strengthen marketing strategies, including adjusting price offers and promotions to remain competitive. Thus, even though the challenges from the impact of the pandemic are still felt, the hospitality industry in Indonesia can continue to move forward in supporting economic growth through its contribution to the crucial tourism sector.

This economic stability has had a positive impact on various sectors, including the hospitality industry. With the increasing purchasing power of the public and the increase in the number of domestic and foreign tourists, the hotel industry in Indonesia has experienced significant growth (Laksana, D., & Dharmayanti, 2018). This growth can be seen from the various types of hotels that appear in the market, ranging from budget hotels. A budget-hotel is a popular type of accommodation among travelers who are looking for affordable prices but still provide adequate basic amenities. Usually, budget hotels offer simple rooms with common facilities such as free wifi, a simple breakfast, and a common area to relax. Budget hotels are not only attractive to travelers on a budget but also to those looking for a simpler and more relaxed stay experience. The existence of these budget-hotels also supports tourism on a wider scale by providing affordable accommodation options in various tourist destinations in Indonesia. In addition, budget hotels are also often strategically located in the city center or close to tourist attractions, thus providing good accessibility for tourists. This is reflected in the occupancy rate of hotel rooms in Indonesia in November 2023 reaching 43.16 percent, an increase of 1.74 points compared to November 2022 (year-on-year). The highest increase in

hotel room occupancy rate was recorded at 1-star hotels of 5.85 points. Meanwhile, the deepest decline was recorded in 5-star classification hotels which fell by 0.52 points (Badan Pusat Statistik, 2024).

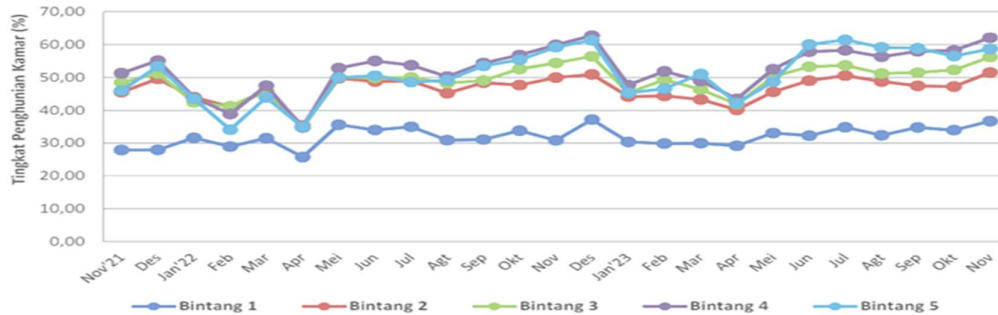


Figure 3. Advancement of Room Occupancy Rate

Tourists today need a refreshment, which means that Indonesia is one of the world's halal tourism destination countries (Subarkah *et al.*, 2020) must be able to read the opportunities that will arise from the shift in tourist interest. The classification of 5-Star hotels with a luxurious and complete image of the facilities and services provided is no longer an option for tourists in determining where to stay. When viewed from the length of stay at the hotel, it decreased in November 2022 in the city of Jakarta with guests staying an average of 3 days, while in 2023 in November it was 1.68 days. This increase shows that budget hotels have succeeded in meeting the needs of the market by providing economical and comfortable accommodation, while contributing to an increase in hotel occupancy. Budget hotels that offer strategic locations and affordable prices are able to attract a wider market segment, including the increasing number of domestic tourists. Thus, the existence of budget hotels plays a very important role in supporting the growth of the hotel industry in Indonesia.

The variety of hotel types reflects the hospitality industry's response to the needs of the diverse market in Indonesia, which is constantly adapting to meet guest expectations. Budget hotels attract special interest from travelers on a budget who are looking for economical yet comfortable accommodation (Hettyning *et al.*, 2023). Travelers staying in budget hotels often prioritize a strategic location and basic amenities such as clean bedrooms, free wifi, and a simple breakfast. Because of their affordable prices, budget-hotels are also often chosen by backpackers and young travelers who are more flexible in terms of travel planning. In addition, the popularity of budget-hotels can also be seen from the increase in demand in major tourist destinations in Indonesia (Rachmadizal *et al.*, 2022). With the condition of the existence of budget hotels provides more choices for tourists with various backgrounds and travel

destinations such as data presented by Badan Pusat Statistik (2024). The room occupancy rate (TPK) at star hotels in November 2023 reached 56.72 percent, up 2.31 points year-on-year and up 3.70 points month-on-month. On the other hand, the TPK of non-star hotels reached 25.66 percent, up 1.62 points year-on-year and up 0.85 points month-to-month. Meanwhile, the average length of stay at star-rated hotels decreased by 0.07 points compared to last year, reaching 1.63 days (Badan Pusat Statistik, 2024).

The short visit and the character of Jakarta as a transit city shows that there is a specific need from tourists for practical and efficient lodging (Amrullah *et al.*, 2022). UStay Hotel Tebet as one of the budget hotels can respond to hotel needs with an adaptive and effective management strategy. Hotel management focuses on maintaining adequate basic amenities and environmental cleanliness, as this is often a top priority for travelers who only stay for a short period of time (Fakhri *et al.*, 2023). Improving service quality is an important factor in this regard. The budget hotel strategy in competing can be measured from several dimensions, namely service, human resources and the use of information technology (Widayati, 2018). The performance that can be measured is from the customer's perspective. From customers or guests can determine the factors that affect the performance of the hotel and how the hotel can develop. UStay Hotel Tebet's management can utilize the data of short visits and the character of Jakarta as a transit city to optimize hotel operations, including operational risk management.

The rapid development of the hospitality industry has made operational risk management an important point to ensure healthy operational sustainability, the safety of guests and employees as well as compliance with applicable regulations in the hotel environment (Afni *et al.*, 2024). In the midst of changing market dynamics, budget hotels face unique challenges to manage operational risk effectively. These risks can arise from various aspects, ranging from guest safety and security, hygiene and health, to natural disasters and technological disruptions. In this context, operational risks can include various internal factors, human resource factors, software systems and supporting facilities and infrastructure (Sugiarto, 2023). Based on this description, this research was conducted with the aim of identifying operational risks in the internal context of Ustay hotel Tebet which currently still exists with the Budget Hotel brand. Through the identification of operational risks, information can be obtained that can be used to analyze risk impact groups based on the urgency of the risks arising in operations at UStay Hotel Tebet.

2. RESEARCH METHOD

Hotels are one of the tourism service business fields, where hotels are a means of accommodation for tourists who visit tourism destinations (Purwati, 2016). Meanwhile, according to Rachmadizal *et al.*, (2022), A hotel is a building that is managed commercially with the aim of providing facilities such as lodging services to the general public by purchasing them according to the provisions of each hotel. Hotels are places where travelers get lodging and dining services by renting (Sulastiyono, 2016, dalam Wardani, 2021). Hotel operations require good management. Good company management takes into account several important factors as contained in Cadbury (1992), It includes several main principles, namely fairness, openness, accountability and responsibility. In managing a hotel, it is not only enough to meet these components but also the need for good risk management. In practice, most hotels do not have good risk mitigation so that in certain conditions there is often management unpreparedness in handling the risks that arise.

Risk management is a way of management in anticipating crisis situations (Nursetyo, 2015). In risk management, the typology of risk is known including Operational Risk, External Risk, Business Risk, Reputation Risk, Regulatory Risk, Market Risk, Financial Risk (Bong *et.all*, 2019). Risks in tourism can be triggered by major causes in the tourism industry such as uncertainty of natural conditions, uncertainty of human behavior, uncertainty of animal behavior, uncertainty triggered by plants and uncertainty of economic and political conditions as well as uncertainty triggered by outbreaks(Sugiarto, 2023). To identify risks, several identification tools are needed that can be synergized with each other. Synergy of various detection devices used in tracing various risk events that have a significant impact on tourists(Sugiarto *et al.*, 2023b). The synergy between risk devices will strengthen the results of risk analysis.

Risk management based on ISO 31000:2009 that has been designed for the optimization model can help maximize the performance of the optimization model itself in the implementation process, namely by minimizing the risks that occur(Kusumawardhani, 2019). The risk management planning process goes through the stages of risk identification, risk analysis, risk evaluation, risk treatment, monitoring and review (Steven Messakh, 2021). The ISO 3100:2018 risk management system includes the design of principles, frameworks and processes.

The research method used in this study uses a qualitative approach. Qualitative research is based on a research paradigm that addresses research objectives through techniques that allow researchers to provide interpretations of phenomena without relying on numerical

measurements. Fokus penelitian kualitatif adalah pada menemukan makna yang sejati dan wawasan baru (Ihalauw, *et all*, 2023). According to Sugiyono (2016) Qualitative research is a research method based on the philosophy of postpositivism, used to research on natural object conditions where the researcher is the key instrument. Qualitative research in general can be used to explore the meaning more comprehensively. The type of qualitative research that will be used uses a triangulation approach. The data sources used are divided into two, namely primary data and secondary data (Alir, 2005). The primary data needed in this study was obtained through interviews with Research Participants, while secondary data was obtained through observation and analysis of profit and loss documents in 2023. The following is the informant data used as the key in data collection.

Table 1 Profile of Research Informant

No	Position	Position
1	Corp. General Manager	Research Participant
2	Accounting	Research Participant
3	E-Commerce	Research Participant
4	Staf	Research Participant

Data triangricity is a technique for collecting data from various sources in various ways and at various times. Data triangulation is a technique for checking data from various sources in various ways and at various times. So there is source triangulation, triangulation of data collection techniques and time triangulation (Tony Wijaya., 2018) The data analysis method using a qualitative approach requires a directed concept before going into the field for data collection. In the data collection process, 3 important activities are carried out, including data reduction, data display, verification) (Miles, 1992).

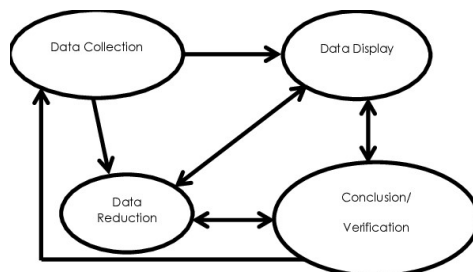


Figure 4. Data Collection Techniques

The model that will be used in the stages that will be carried out until the decision on the risk strategy is reached, this study adopts the risk mitigation model (Sugiarto, 2023) which focuses on risk identification on operational risks at UStay Hotel Tebet which can be described as follows:

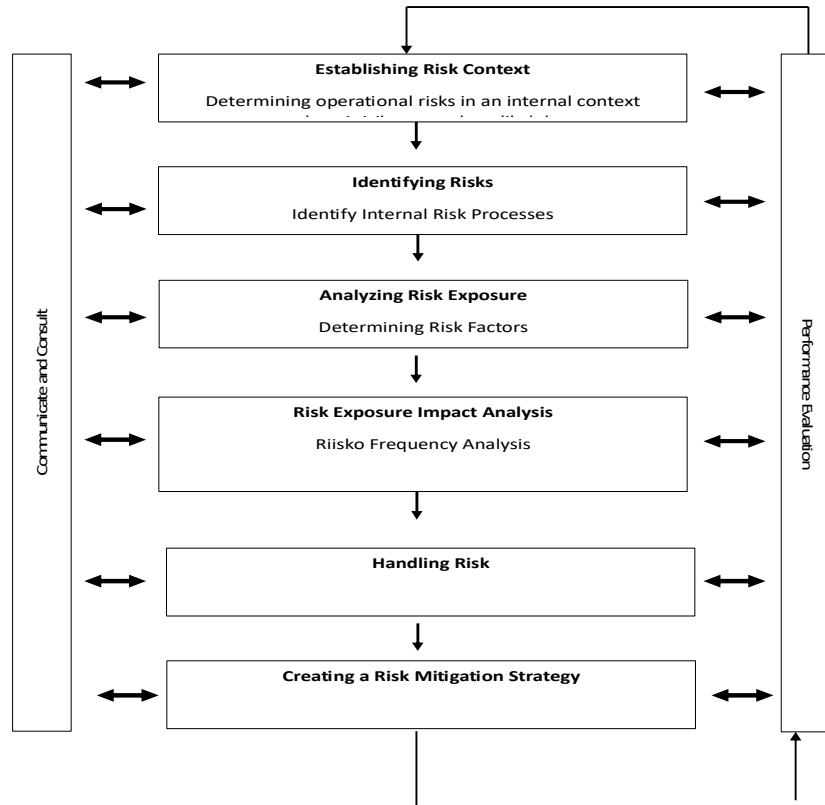


Figure 3 Risk Mitigation Model (Sugiarto, 2023)

This study uses two risk detection devices developed by Sugiarto (2023) namely the fishbone diagram to find out the factors that cause operational risks in budget hotels and Importance Performance Analysis to detect management aspects that require performance improvement (Sugiarto, 2023).

3. RESULTS AND DISCUSSIONS

UStay Hotel Tebet is one of the budget hotels in South Jakarta, the hotel has 51 rooms with a market segment mostly from Online Travel Agents (OTAs). UStay Hotel Tebet is one of the hotels managed by local operators with a total of 9 employees in the operational department consisting of 6 staff and 3 daily workers, while employees in the back office are managed directly under the holding company. The strategy carried out by hotel managers in relation to Human Resource management is very effective so that it can significantly minimize costs. Although UStay Hotel Tebet is managed professionally, there are several obstacles and problems that occur repeatedly. So far, hotel management has not been able to find the right solution in anticipating various risks and problems that arise. Risk management is a crucial component in the dynamic and complex operations of the hospitality industry. As an industry

that relies on direct service to customers, hotels face a variety of risks that can affect their operational performance, reputation, and business continuity.

In hotel operations, risk management aims to identify, analyze, and control potential risks that can interfere with guest service and comfort. This process involves developing comprehensive strategies and policies to mitigate the negative impacts of the risks that have been identified. The implementation of effective risk management not only protects physical assets and human resources, but also ensures business continuity and continuous customer satisfaction. Risk management in a hotel includes several important aspects such as risk identification stages, risk assessment, risk strategy, and risk monitoring and evaluation.

Establishing the context of Internal Risk

The first step in determining risk involves the hotel's operational environment, where setting the context of the risk can help to reveal the complexity of the risk. The determination of the risk context in this study uses a fishbone diagram to find out the factors that cause operational risks in budget hotels.

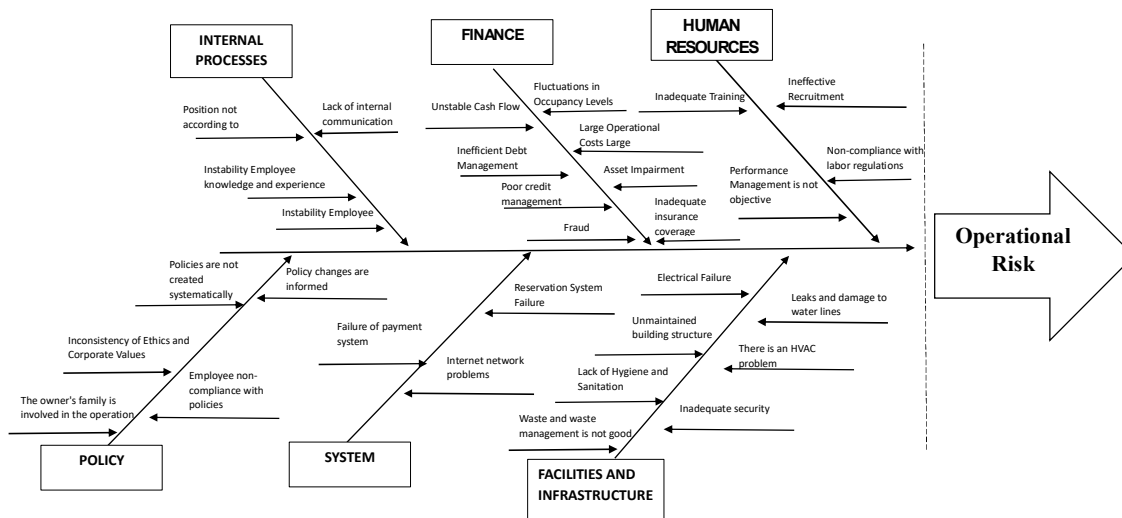


Figure 5 Fishbone Diagram Identification of U Stay Hotel Risk Factors

The fishbone diagram shows that there are six main factors that cause risks to the operations of UStay Hotel Tebet. In each factor there is a risk event that occurs. In the Human Resources factor, four risk events arise such as an ineffective recruitment system, inadequate training conducted by policy management which means very minimal training is carried out to staff, performance management is not objective such as the placement of workers is not in accordance with the competence of the workforce, then management does not comply with labor regulations which results in no welfare in accordance with government regulations for workers. Then in financial factors arise risks such as unstable cash flow that causes delays in

paying bills and hotel operational expenses, Inefficient Debt Management such as late vendor payments and also complicated loan payments, poor credit management due to unstable finances from the large number of deposits taken at the beginning of online travel agents, Fraud and fraud committed by staff such as vendor games and also room games, Asset Value Decline caused by not being managed properly due to limited human resources, and Inadequate insurance protection that is only given to the Board of Directors (BOD) only. Furthermore, in the internal factor, there are risks that arise, namely the position is not in accordance with the expertise which implies that objectively the management provides work to the workforce not in accordance with the field of competence, the instability of employee knowledge and experience which results in the workforce not being able to overcome problems in operating properly, Lack of internal communication caused by the infrequent routine meetings held by management and conflict management cannot be handled well due to the limited ability of management in handling various conflicts that arise.

Meanwhile, there are risks that arise such as Inconsistency in Ethics and Company Values caused by policies made by the company that are not systematic and always sudden by case, Owner families are involved in operations that result in conflicts of interest and Employee non-compliance with policies imposed by SOPs are not implemented consistently due to lack of supervision and monitoring. In the system factor, the failure of the payment system occurs due to the internet network, the Internet network disruption occurs due to the vendor system and the failure of the reservation system occurs because the system used is disrupted so that overbooking occurs. Finally, in the factors of facilities and infrastructure, there are risks that arise such as Electrical Failure from PLN so that it interferes with the comfort of guests and hotel operations, the structure of the building is not maintained due to the lack of maintenance carried out by the workforce, Lack of Cleanliness and Sanitation, especially in public areas, there are often scattered garbage and rats passing by, Waste Management and waste that has not been found how to manage it, Leaks and damage to water lines in every room and toilet in public areas, There are HVAC problems due to lack of routine maintenance that should be done by the engineering department and inadequate security such as many CCTVs that do not work. In this stage, it can be traced how risk factors can be used to identify operational risks at UStay Hotel Tebet.

Identifying Risks

In the risk identification stage, there are several components that must be made, one of which is to be able to determine risk factors. In the identification of operational risks of UStay Hotel Tebet, there are several factors that arise, namely Human Resources Factors, Facilities

and Infrastructure, Finance, Internal Processes, Policies and Systems. From several factors that arise, the risks that arise can be identified, as stated in table 2 which states the risk events of each factor.

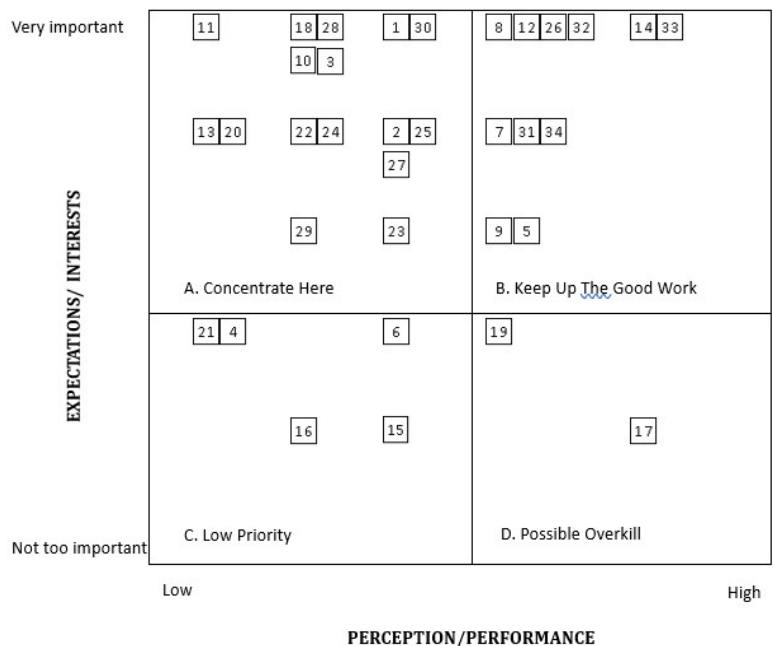
Table 2 Identification of U Stay Hotel Risk Event

No	FACTOR	Aspects	RISK EVENT
1.	Human Resources	1	Employees accepted from the recruitment process do not have adequate competencies and proficiency and skills that are in accordance with the standards of hotel needs
		2	Employees are not ready to handle tasks under certain conditions that can result in operational errors that have an impact on customer satisfaction
		3	Employee performance evaluation is carried out not objectively
		4	Non-compliance with labor rules
2	Facilities and Infrastructure	5	Sudden Power Outage
		6	Water lines often leak and are damaged
		7	Damage to the heating, ventilation, and air conditioning systems in the room
		8	Many CCTVs are not working
		9	Room lock not working
		10	Cleanliness in public areas is not well paid attention to
		11	Much damage to the building structure
3	Finance	12	Waste management is not in accordance with environmental regulations
		13	Uncontrolled Operational Costs
		14	Uncontrolled owner spending
		15	Unstable cashflow management
		16	Hotel occupancy is unstable
		17	Depreciation of assets and buildings
		18	Not available insurance for employees
		19	External debt management is not managed properly
4	Internal Processes	20	Lack of financial control
		21	Employees are not placed according to their competence and expertise
		22	Lack of communication between employees
		23	There is conflict management between employees
		24	Limited ability and experience of employees in carrying out their duties
5	Policy	25	The owner is still involved in hotel operations
		26	The policy made is not systematic
		27	There are often sudden policies
		28	Employees or management do not comply with the policies applied
		29	Policy changes are not managed and well informed
6	System	30	Inconsistent policies
		31	Failure in the reservation process
		32	Frequent internet outages
		33	Malfunctions in the hotel system
		34	Failure in the payment system

The risk identification contained in UStay Hotel Tebet is dominated by financial risks and followed by facility and infrastructure risks and then risks to human resources. Based on the identification of these risks, it can be found that most of the financial risks are not carried out by the correct control system, while the risks of facilities are mostly caused by not being maintained and repaired regularly which eventually causes long-term damage. Meanwhile, in the risk of Human Resources, the trigger is a salary that is quite low compared to the average Regional Minimum Wage and hotel salary standards in general, so that it cannot get competent Human Resources. In this case, hotel management certainly needs to focus on improving in terms of human resources.

Analyzing Risks

Risk analysis is carried out after the risk identification process is carried out. Risk analysis is the process of identifying, evaluating, and prioritizing risks that may affect a project, business, or activity. The main purpose of a risk analysis is to understand the potential risks and their impacts, so that appropriate steps can be taken to manage and mitigate those risks.



Note: The number of risk aspects on the cartesian chart is the same as the number in the table
 Figure 6 Risk Analysis of Ustay Hotel Tebet

In the risk analysis table, of course, the risks that arise are grouped based on the level of urgency of the impact of the risks that will arise. The average risk that arises greatly impacts the hotel's operations and UStay Hotel Tebet's business continuity. From the results of the risk analysis using the quadrant table, each quadrant can be grouped as in the table below:

Table 3 Results of Risk Analysis Grouping

Quadrant A	1	Employees accepted from the recruitment process do not have adequate competencies and proficiency and skills that are in accordance with the standards of hotel needs
	2	Employees are not ready to handle tasks under certain conditions that can result in operational errors that have an impact on customer satisfaction
	3	Employee performance evaluation is carried out not objectively
	10	Cleanliness in public areas is not well paid attention to
	11	Much damage to the building structure
	13	Uncontrolled Operational Costs
	18	Not available insurance for employees
	20	Lack of financial control
	22	Lack of communication between employees
	23	There is conflict management between employees
	24	Limited ability and experience of employees in carrying out their duties
	25	The owner is still involved in hotel operations
	27	There are often sudden policies
	28	Employees or management do not comply with the policies applied
	29	Policy changes are not managed and well informed
Quadrant B	30	Inconsistent policies
	5	Sudden Power Outage
	7	Damage to the heating, ventilation, and air conditioning systems in the room
	8	Many CCTVs are not working
	9	Room lock not working
	12	Waste management is not in accordance with environmental regulations
	14	Uncontrolled owner spending
	26	The policy made is not systematic
	31	Failure in the reservation process
	32	Frequent internet outages
Quadrant C	33	Malfunctions in the hotel system
	34	Failure in the payment system
	4	Non-compliance with labor rules
	6	Water lines often leak and are damaged
	15	Unstable cashflow management
Quadrant D	16	Hotel occupancy is unstable
	21	Employees are not placed according to their competence and expertise
17	Depreciation of assets and buildings	
19	External debt management is not managed properly	

From the quadrant analysis, it was found that there were 4 quadrants, namely Quadrants A, B, C and D, while from the results of the risk analysis, it was found that Ustay Hotel Tebet was dominated by quadrant A. The importance of hotel operations is very high but the performance in the field is very low so there is a need for immediate improvements in hotel operations. Meanwhile, Quadrant B shows that operational interests are quite important, but

the performance of operations is also quite good, so this performance needs stability to maintain a fairly good performance. While in quadrant C the importance of operations is quite low but the operational performance is also quite low, in this quadrant it is not a priority at the moment to be improved, while in quadrant D the importance of operations is not very important but the efforts made by management are quite large. Thus, the events that are included in quadrant A need to be the main focus to be corrected.

4. CONCLUSION

Risk management needs to be applied to hotel operations, to help hotels in minimizing all kinds of risks. In practice, UStay Hotel Tebet has not so far implemented risk management in its hotel management. The risk groups found in UStay Hotel Tebet are six factors, namely Human Resources, Systems, Finance, Internal Processes, Policies, Facilities and Infrastructure. In identifying risks in hotel operations, it was found that the most emerging risks were in financial factors, followed by facilities and infrastructure as well as human resources. With the identification of risks, followed by risk analysis, it was found that most of the risk variables that arise appear in quadrant A, so there is a need for immediate improvements for management to accommodate operations can run smoothly.

This study is limited to the identification of risk events in budget hotel operations in an internal context, so it is necessary to investigate more deeply how to mitigate risks to handle risks in budget hotel operations. This study only discusses risks in the internal context of the company so that future research can discuss the identification of risks in the external context. This research is limited to using only one hotel, so it is necessary to conduct further research that can be used in several budget hotel locations to get a broader and comprehensive picture of operational risks that often occur and can be used as reference material.

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