

## The Implementation of CHSE in Front Office Department at The Apurva Kempinski Bali

I Gede Eka Suryawan<sup>1\*</sup>, Ni Ketut Bagiastuti<sup>2</sup>, I Ketut Suarja<sup>3</sup>, Made Sudiarta<sup>4</sup>  
<sup>1,2,3</sup>Tourism Business Management, Politeknik Negeri Bali, Indonesia  
email: <sup>1</sup>gedesuryawan21@gmail.com, <sup>2</sup>bagiastuti@pnb.ac.id,  
<sup>3</sup>suarja@pnb.ac.id, <sup>4</sup>sudiarta@pnb.ac.id

Received on 02 December 2022	Revised on 21 January 2023	Accepted on 24 February 2023
---------------------------------	-------------------------------	---------------------------------

### ABSTRACT

**Purpose:** This study aims to determine the model and impact of the implementation of CHSE at The Apurva Kempinski Bali, especially in the front office department.

**Research methods:** The study uses qualitative techniques with 5 approach models. The types of data used in this research are qualitative and quantitative. The method of data collection in this research is carried out by several stages, namely observation, interview, documentation, and literature research.

**Results and discussion:** The results of the study are the front office department at The Apurva Kempinski has 3 models of implementations CHSE. The 3 model CHSE implementation are model implementation provided by hotel, model implementation done by hotel guest, and model implementation done by cast and crew front office departement.

**Implication:** The implementation of CHSE at The Apurva Kempinski Bali received positive comments from guests.

**Keywords::** protocol of healty, CHSE, front Office, Covid-19.

### INTRODUCTION

The Covid-19 virus has infected the world for almost 3 years. Covid-19 is a disease caused by the coronavirus (WHO, 2020). Based on data from the Indonesian Ministry of Health on January 10, 2021, 5,264,664 peoples in Indonesia were tested positive for Covid-19 (Kementerian Kesehatan Republik Indonesia, 2021). The infection of Covid-19 in Indonesia makes the economy collapse in all sectors, especially in the tourism industry. The tourism industry's collapse has greatly impacted tourism areas, one of which is the Bali area one of the tourism destinations in Indonesia. The collapsed economy in Bali can be seen from a lot of tourist destinations and tourism businesses such as hotels, restaurants, travel agents, souvenir shops, MICE vendors, and all businesses related to tourism were forced to close. They were forced to close because many tourists chose not to visit Bali due to fear of getting infected by the Covid-19 virus.

A lot of things had been doing to make the tourism industry didn't collapse in Covid-19 situations. According to Ranasinghe et al. (2020) spread the positive news through news channels and social media platforms, promoting flexi-rates and allowing guests to move a booking to a new date and make policies about

flexi cancellation policies, flexi-rates for all services, ensuring strict hygiene policies is the way Sri Lanka to recovering tourism industry in Sri Lanka. According to (Ulak, 2020) prepared a hygiene protocol guideline, training and orientation the employees about the implementation standard operating procedures for sanitation and hygiene protocol guideline, Avoiding contact and social distancing by wearing mask and PPEs is that way to resuming the tourism industry in Nepal. According to Japutra & Situmorang, (2021) the hotel managers in Indonesia offer hotels as quarantine places, held talk shows through the digital platform, sell frozen food in taking away to the customer and offer hygiene protocol as hotel promotion to prevent collapse in the hotel industry.

Herédia-Colaço & Rodrigues (2021) prioritized the special cleaning programs to accommodate consumers' health and safety concerns is that way to recover the hotel industry from Covid-19 pandemic. According to Awan et al., (2020), cleanliness and efficient hygiene practices in hotels are one way to make tourists believe in staying during the Covid 19 pandemics. According to Kanasari et al., (2021), the health protocol implemented by all hotels shows health and safety guarantees for tourists who come to the city of Bandung. According to Yu et al., (2021) hygiene of customer-use spaces, personal hygiene of staff, and workspace hygiene are 3 attributes to customer retention in the hotel industry.

Social distancing, mass testing, sanitation, and health care activities are actions taken by the hotel industry in Spain during the Covid-19 transition period (Robina-ramírez et al. 2021). Concept of wellness tourism is the way to make tourists believe to travel in the situation of pandemic Covid-19 (Pratiwi et al., 2021). According to Rosanti et al. (2020), implementation of cleanliness, health, and safety in Samosir tourism destination area make the traveler believe to travel to Samosir tourism area. Program CHS (clean, health, safety) is the way to make tourists believe to travel to Bali during situation Covid-19 (Sutrisnawati et al., 2020). The CHSE Guidelines are an effort to avoid and anticipate the spread of Covid-19 (Hasan et al., 2022; Safitri et al., 2022).

To implement health protocols for productive communities to prevent and control the infection of the Covid-19 virus as well as to improve the economy, the Ministry of Tourism and Creative Economy made a strategy by making a CHSE certification (Diantari, 2022; Evryastuti et al., 2022; Nurlaila et al., 2022; Sambas et al., 2022). CHSE (Clean, Health, Safety & Environment) is a certificate program for tourism businesses, businesses or other facilities related to tourism, the community environment, and tourist destinations which aims as a guarantee to tourists or the public that the services or products offered have complied with the hygiene protocol, health, safety and environmental sustainability (Kemenparekraf, 2020). The implementation of CHSE needs to be carried out through socialization, education, and trial simulations to business actors and the community (Mahadewi, 2020). In addition, to implement CHSE, the ministry of tourism and creative economy and stakeholders in Bali has created a We love Bali program to educate CHSE in Bali (Lumanauw, 2020). According to Maulina et al., (2021) the implementation of CHSE in the hotel industry in Bandung begins with the development and training of employees on the procedures for implementing CHSE.

To fill the purpose to prevent and control the spread of the Covid-19 virus and to improve the economy, the government requires the implementation of

CHSE in 5-star hotels which is important, especially in the front office department. Implementation in the front office department is very important because the front office department is the department that has the most get in touch with guests, which causes the front office department to be the most vulnerable place to the spread of the COVID-19 virus. In addition, the front office department is a department that becomes the brand image of a hotel which makes employees of the front office department have to implement CHSE to create a good image so that tourists believe in staying at the hotel. According to Fajri (2020), the implementation of the health protocol for employees in the hotel environment is intended that hotel employees can create a sense of security and comfort for hotel guests.

## RESEARCH METHODS

This research was conducted at The Apurva Kempinski Bali, especially in the front office department. This hotel is a 5-star hotel which is located at lot 4, Jl. Raya Nusa Dua Selatan, Benoa, Kec. Kuta Sel., Kabupaten Badung, Bali. The object of this research is the implementation of CHSE in the front office department at The Apurva Kempinski Bali hotel.

This research uses qualitative techniques with 5 approach models by Creswell (2010). The types of data used in this research are qualitative and quantitative (Sugiyono, 2017). The data sourced in this was 2 data namely primary and secondary data (Sugiyono, 2015). The primary data that directly from the researcher is the interview with the director of the front office, 5 months of observation and some documentation. The secondary data was from hotel informations, data from Kementerian Kesehatan Republik Indonesia, guest comment from online travel agent, and google review.

The method of sampling is purpose sampling to determining information (Sugiyono, 2015). The method of data collection in this research is carried out by several stages, namely observation, interview, document study, and literature research.

## RESULTS AND DISCUSSION

The Apurva Kempinski Bali hotel has 3 models of implementation CHSE. 3 model implementation CHSE consist of The implementation of CHSE provided by the hotel, The implementation CHSE must do by guest and The implementation of CHSE must do by cast and crew of front office department.

### **The implementation of CHSE Provided by the Hotel**

Figure 1 show that the implementation CHSE provided by the hotel. This model is carried out by several stages, the first stage is The Apurva Kempinski Bali get the certificate on 9 December 2020 by the combination of hygiene protocol had implementation with Standard Operating Procedure CHSE from Ministry of Tourism and Creative Economy. Hygiene protocol that had implementation in The Apurva Kempinski namely, white glove service.

In the second stage, The Apurva Kempinski Bali has been updated the standard operating procedure with the new combination of white glove service and CHSE.

The third stage, The hotel management has given cast and crew information and training about new SOP (standard operation procedures). The purpose of management given to cast and crew information and training is the management hope that cast and crew can implementation CHSE greatly and tell all the guest about the new standard operation procedures.

Fourth stages, The Apurva Kempinski Bali provided written warning consist by suggestions to obliged wear mask in the hotel area, upon entering, guest has to check the body temperature, maintain social distancing min 1-2 meter, the suggestion to use debit and credit card for any transaction, the suggestion to do not doing physical contact, suggestion do not split in hotel area and suggestion to sneeze and cough into your elbow to avoid spreading germs.

Fifth stages, The Apurva Kempinski Bali provided the place to wash hand and sanitizer, mask, hand glove, body temperature checker, wipe tissue, sign to maintain social distancing, hand sanitizer, and disinfectant spraying equipment as equipment to prevent the spread of COVID-19.

Sixth stages, The Apurva Kempinski Bali served online reservation, guest registration without physical contact with the guest, and provided debit and credit card for any transaction to avoid physical contact.

Seventh stage, The Apurva Kempinski Bali always pay attention to hygiene protocol when the guest held an event like a wedding, gathering, or meeting.

Eighth stage are The Apurva Kempinski Bali provided the equipment of safety and secure like fist aid, smoke detector and alarm system every room in this hotel, kind of fire extinguisher, clearly sign and door of emergency exit and the information about emergency evacuation in every rooms.

In ninth stages, The Apurva Kempinski Bali did recycle, reduce, reuse and replace to save the environment. Recylce, reduce, reuse and replace activity that The Apurva Kempinski Bali did such as: since it's opening in 2019, the resort has minimized the use of single-use plastic and has been replacing it with biodegradable products, the process of replacing the linen in the room only did when the guest asked. The purpose of this activity is to reduce waste and consumption of energy. Besides that collaboration The Apurva Kempinski Bali with Diversey company thorough the linens for life program make The Apurva Kempinski Bali can recylce hygiene used linen into masks that can be distributed to

the local community. Tenth stage, The Apurva Kempinski Bali provided health facilities.

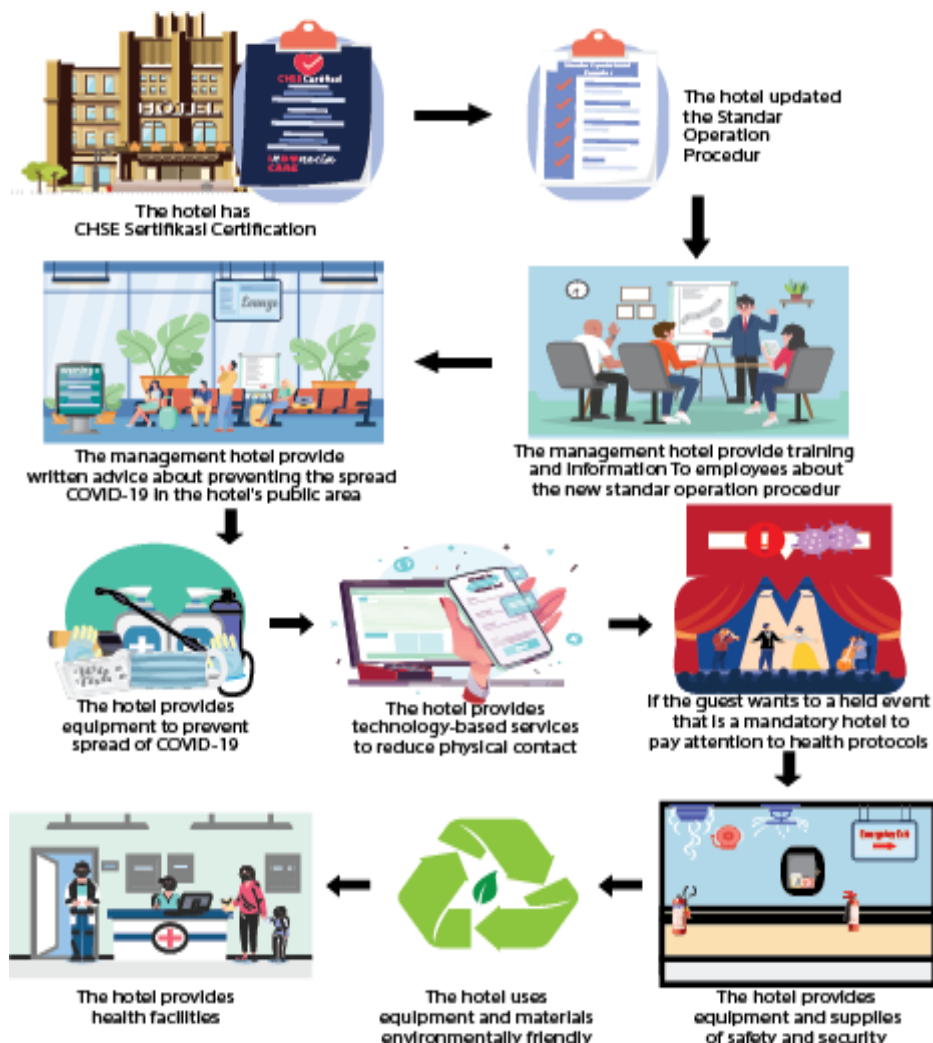


Figure 1. The Model of Implemmentation CHSE Provide by Hotel  
 [Sumber: data processed]

### The Implementation of CHSE to Hotel Guests

Figure 2 shows that the implementation of CHSE to hotel guest. This model is carried out in several stages, the first stage is the guest can choose to park the vehicle by self of use valet service. greeting.

In the second stage, after the vehicle parked the guest from other islands must carry the result of the rapid-test.

The third stage, the doorman allow the guest to place to wash hand and check body temperature.

In fourth stage, the guest must maintain a social distancing minimum of around 1 meter.

Fifth stage, if the body temperature guest  $\leq 37,3^{\circ}\text{C}$ , The guest allow to lobby to doing the process check-in. When the process check-in occurs, the guest

must give information about health condition and history of travel along 14 days with fill the self-assignment form that provides by the hotel.

Sixth stages, if the result of the guest self-assignment form indicated positive COVID-19 and the guest from another island, the guest must give the result of rapid-test.

Seventh stages, the guest must tell the receptionist when they feel sick (fever, cough, runny nose, sore throat, and/or shortness of breath).

Eighth stages, the guest suggestion to use a debit or credit card for any transaction.

Nine stages, The guest must obey hygiene protocol that implementation at the hotel.

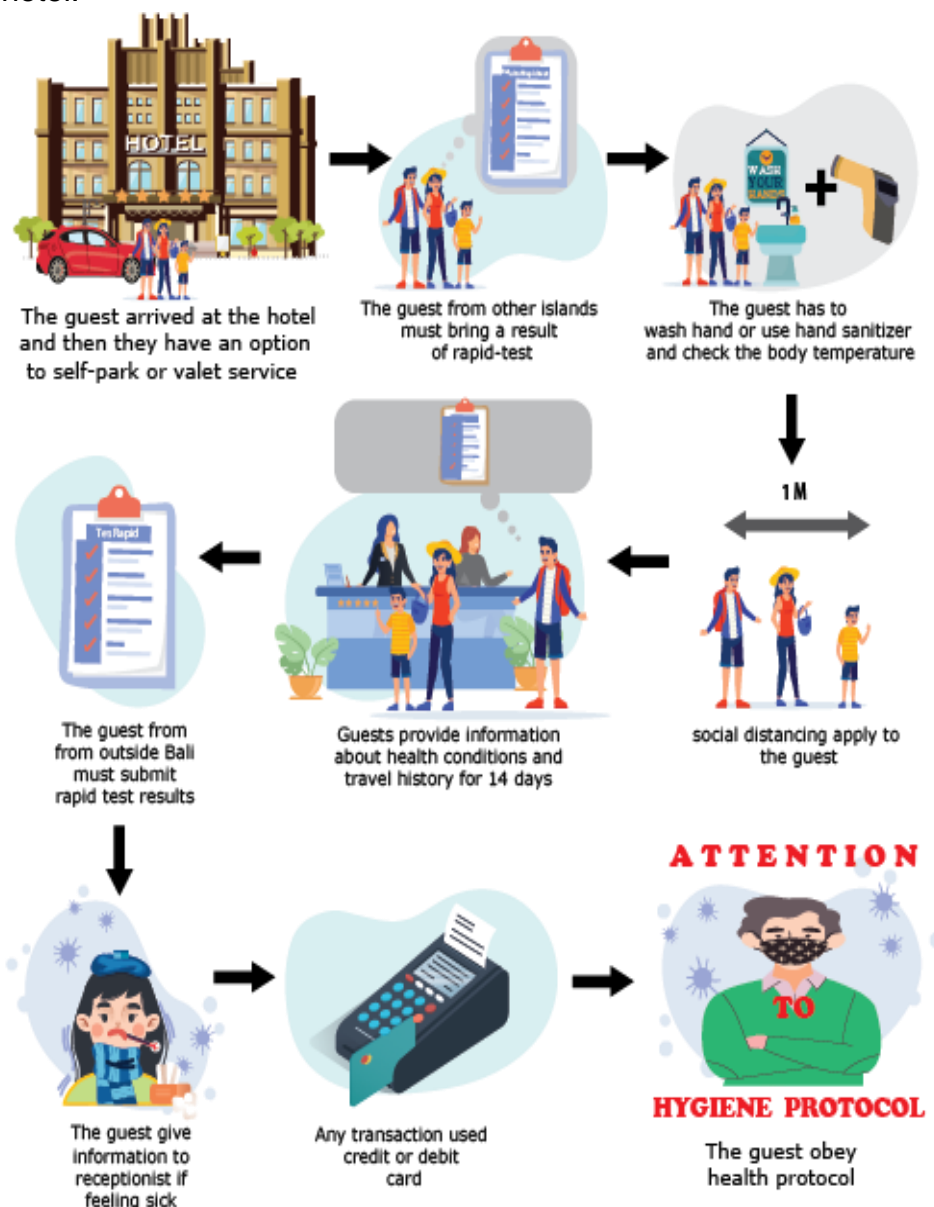


Figure 2. The Model of Implementation CHSE to hotel guest  
[Sumber: Data Process]

### **The Implementation of CHSE in the Front Office Department**

The implementation of CHSE in front office department include by 3 types of model. The three types of model implementation of CHSE in front office department is model implementation when cast and crew served the guest, process of check-in and process of check-out.

a. Model implementation CHSE when cast and crew served guest

In this model have several think that cast and crew of the front office must pay attention when served the guest. The Several think that cast and crew must pay attention such as:

First, all the cast and crew front office department must remind the guest and doing a social distancing minimum around 1.5 m to 2 m when served the guest.

Second, all cast and crew front office department must be greating the guest with namaste (greeting without physical contact).

Third, all cast ad crew front office department must wear a mask that covers the nose and mouth also cast and crew must use hand gloves when served the guest. The Apurva Kempinski Bali has 2 types of hand gloves. The first type is a hand glove that makes from latex. This type is used by cast and crew that job directly get's in touch with the guest stuff. The second type is a hand glove that makes from cotton. This type used by cast and crew that job doesn't directly get in touch with the guest stuff.

Fourth, all the cast and crew of front office department must suggest guest use debit or credit cards for any transaction.

Fifth, All cast and crew of the front office department must pay attention to sign DNE (don' enter my room) that hang at guest room door and obey the rule of DNE service when served the guest to keep the guest feel comfortable during stay.

Sixthg, all cast and crew of front office department must inform the guest that all room, equipment that used in the hotel always clean and disinfactant before and after served the guest.

Seventh, all cast and crew of front office department must suggest the guest to use hand sanitizer before served the guest and remind to obey hygiene protocol.

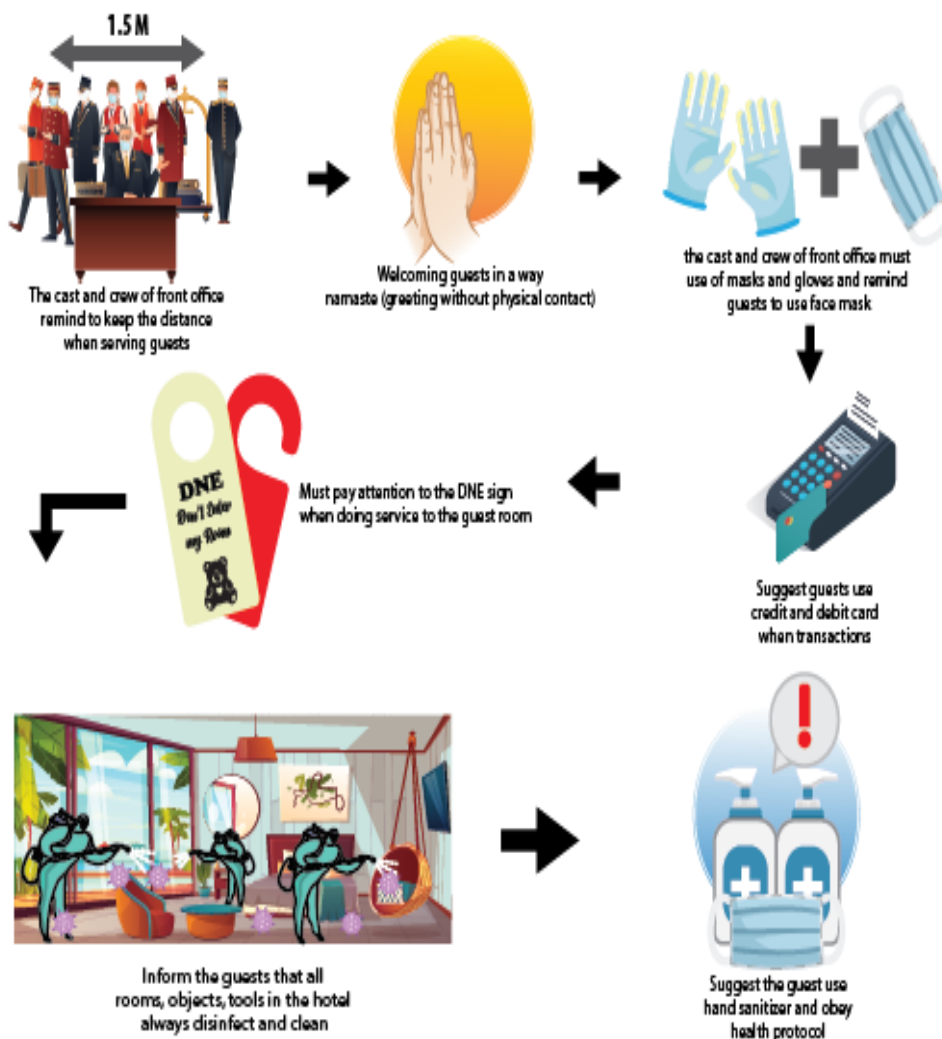


Figure 3. Model Implementation CHSE when Cast and Crew Serve the Guest.  
 [Sumber: Data Processed]

b. Model Implementation of CHSE when Processing Check-in

This model have several steps that the cast and crew front office department must pay attention. The several step such as :

The first step, greeting the guest. When the guest arrived at portecochère the doorman greeting the guest with Namaste ( greeting without physical contact).

Second step, the process of loading the guest luggage. When the guest already gets out vehicle, the bellman offers the guest help to loading guest's luggage also inform that the all-suite case will disinfect before delivers to the room and if the guest wants to get extra clean on they luggage the bellman will do that.

Third step, body temperature check. When the proses of loading the luggage finish, the doorman allow the guest to the place to wash hand and body temperature check. When the body temperature of the guest  $\geq 37,3^{\circ}\text{C}$  (twice time check with distance of 5 minute), the cast and crew that inchar must tell dutty manager. After that, dutty manager with hotel medical officer



will escort the guest to isolation room to doing process check-in and check the health condition of the guest.

Fourth step, cash and crew that incharge as body temperature checker allow the guest to lobby if the guest have  $\leq 37,3^{\circ}\text{C}$  body temperature. At the lobby the guest will greeting by lady in red or lobby ambassador who that job to manage the crowd in the lobby area because during the check-in process the front office department doesn't use partition to handle the crowd in the lobby.

Fifth step, process check-in. After lady in red or lobby ambassador greeting with Namaste (greeting without physically contact) they will escort the guest to place to sit then inform that all staff in the lobby area have been disinfected.

During the check-in process, employee of front desk agent must greet the guest with Namaste then inform the guest that all staff who use to process check-in have been disinfected. Before the check-in process start employee of front desk agent must suggest the guest to use hand sanitizer. The employee of front desk agent must to collect data of guest about condition of health and history of travel during 14 days and then ask to the result of rapid-test if the guest from another island. The employee must to inform about food policy that implementation in this hotel. Food policy is prohibition the guest to bring outside food and beverage into the hotel. The purpose this policy is to maintain the hygiene level in the hotel but if the guest want to bring outside food and beverage into the hotel, the guest must fill the form of food policy. The employee of front desk agent must offer and inform about DNE service (don't enter my room service). DNE service is the hotel service that the employees don't allow to entrance the guest room expect the guest allow to the employee entrance the room when the employee want served the guest. The purpose of this service is to keep hygiene level of the guest room and make the guest comfortable during stay in the pandemic Covid-19 era. The employee of front desk inform to guest about the government policy. The employee of front desk agent must to suggest to use debit or credit card for any transaction. Before the guest escorted by lobby ambassador or lady in red, the employee of front desk must give hygiene kit to the guest. The hygiene kit contain of important contact person, mask, hand sanitizer and wipe tissue.

Sixth step, escort the guest. When the employee of front office escort the guest they must to maintain the guest to social distancing minimum 1.5 m and inform the guest that all area in this hotel always disinfected, minimum lift capacity into 4 person. If the employee escort the guest to grand deluxe room then the employee will escort with buggy and then after the guest arrive to grand deluxe room the employee must suggest the guest to use hand sanitizer that provide by hotel. When the guest use option of DNE service, the employee will explain about facilities of the room in front of the door but if the guest don't use DNE service, the employee will explain about facilities of the room, how to use DNE service and then inform the guest about empty minibar

and magazine expect, the guest request that. The purpose of empty minibar and magazine is to reducing of sepread Covid-19 virus.

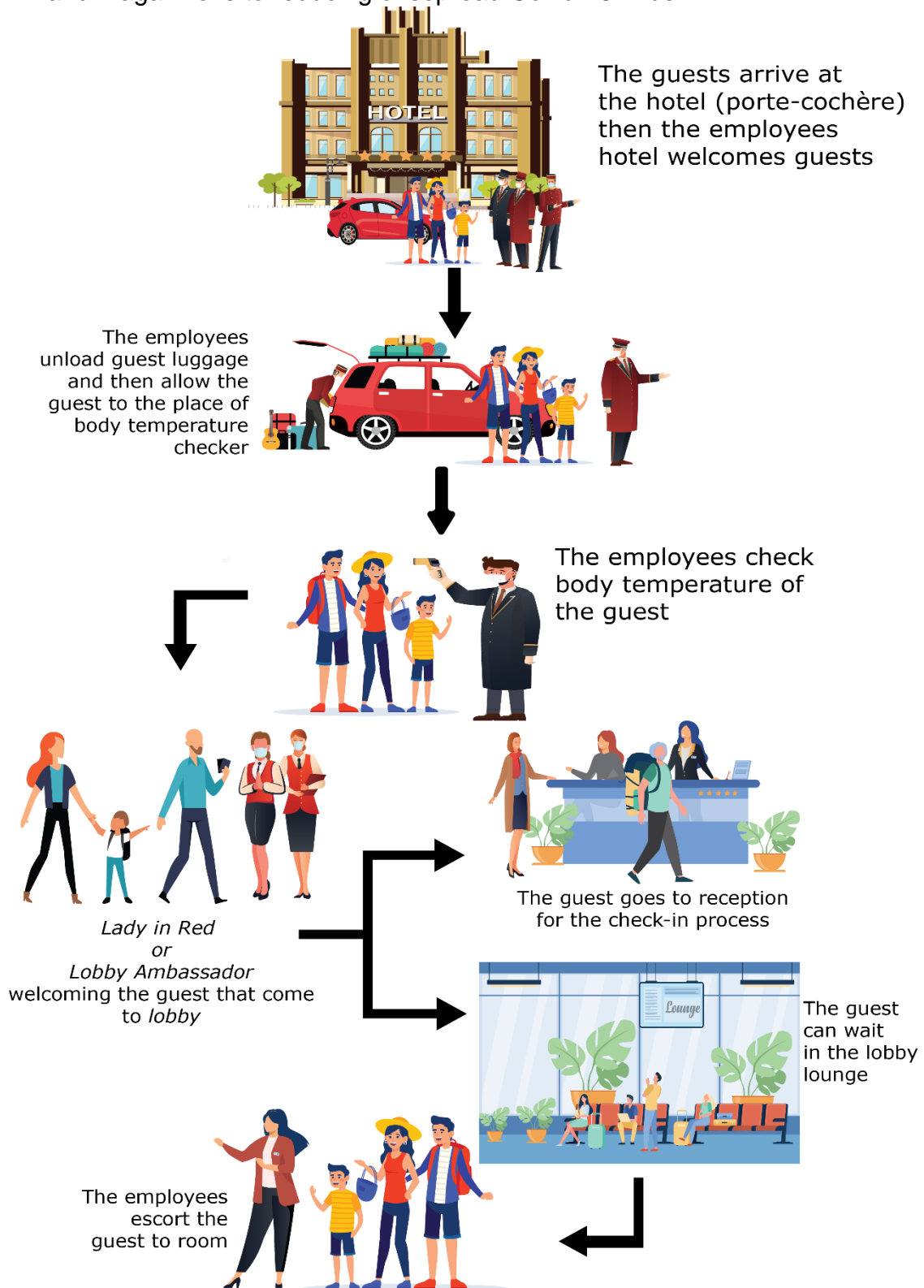


Figure 4. Model Implementation of CHSE when Processing Check-in  
[Sumber: Data processed]

c. Model Implementation of CHSE when Processing Check-out

In this model have several step that cast and crew of front office department must pay attention. The several step such as:

First step, the guest can choose method of check-out. The Apurva Kempinski Bali provide 2 method of check-out. The first method is the guest doing the process of check-out at counter of front desk agent. The second method is the guest doing process check-out in the room to avoid the crow for prevention the infection of COVID-19 virus.

Second step, procedure check out in the room. When the guest want to do check-out in the room, the guest can contact the front desk agent to doing process in the room. The employee of front desk agent will prepare document for process check-out. After the document ready the employee go to the guest room then, send the bill use application of whatsapp and then suggestion the guest to pay with credit or debit card.

Third step, procedur check-out at counter front desk agent. When the guest want to check-out, the guest will directly come to counter of front desk agent. At the counter of front desk agent the cast and crew of front desk agent greeting the guest with namaste and let the guest sit. Before check-out process start the cast and crew that in char as front desk agent inform that all equipment have been clean and disinfect. When the guest want pay the bill the front desk agent suggestion the guest to pay with credit or debit card.

Fourth step, after process check-out complete. The guest allow to porte-cochère area. When the guest arrived in porte-cochère area the cast and crew of front office department greeting the guest with Namaste and then if the guest used valet service the cast and crew of front office allow the guest to sit during the cast and crew take the vehicle.

Fifth step, after the vehicle arrived in porte-cochère area cast and crew give the guest information. The cast and crew that take the vehicle must clean the stuff that they touch with disinfect before hand it over to the guest. Before the guest get in to the vehile the cast and crew must give wipe tissue to the guest.

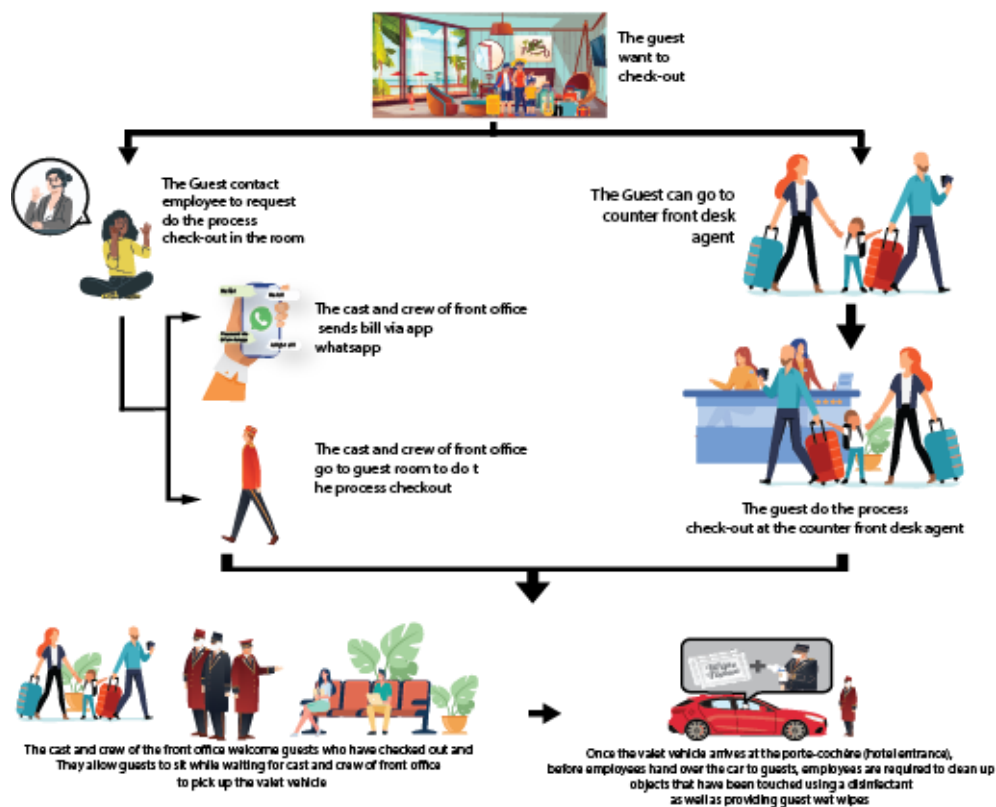


Figure 5. Model Implementation of CHSE when Check-out  
 [Sumber: data processed]

Due to the interview with director of front office obstacles implementation of CHSE in front office department divided to 2 factor. The 2 factor of obstacles implementation CHSE in front office department such as: (a) Internal factor. Due to the interview with director of front office, internal factor of obstacles the implementation CHSE in front office department because the cast and crew of front office department didn't discipline when carrying out tasks regarding the implementation of CHSE. (b) External factor. According to the interview with director of front office, there are some external factor of obstacle the implementation CHSE in front office department. The some external factor such as: some the guest who come to hotel regret to doing health protocol like wash hand, use hand sanitizer and wear mask in hotel area. Some the guest that stay at hotel still want to bring outside food and beverage into hotel area and then a little supply of mask, hand glove, hand sanitizer who must support the operation of front office make the cast and crew front office department almost lack mask, hand glove, hand sanitizer for supporting the operational in front office department.

Due to the result of interview with director of front office, the implementation CHSE in Apurva Kempinski Bali gets a positive comment from the guest. This positive comment get from some guest review in online travel agent and google review. Beside that, some guest tell to authors that overall the implementation of CHSE in this hotel is good and then some guest say "they feel comfortable during stay at The Apurva Kempinski Bali and want

to come back again to stay in this hotel. Some guest very appreciated step management The Apurva Kempinski Bali to make food policy prevent spread the virus COVID-19.

## CONCLUSION

The Apurva Kempinski Bali have 3 models of implementation CHSE. 3 model of implementation CHSE is divided into model implementation provided by hotel, model implementation CHSE done by hotel guest and model implementation CHSE done by cast and crew front office departement. The implementation CHSE doing by cast and crew front office department divide into how the cast and crew front office department served the guest, served the guest when check-in and check-out. The 3 models of implementation CHSE make the guest gives positive comment in guest review at online travel agent and google review. Overall the positif comment that guest given about implementation CHSE in The Apurva Kempinski Bali make the guest want come back and stay to The Apurva Kempinski Bali. Even though, The Apurva Kempinski Bali gets positive comment from the guest the operational activities in front office departemet are not great as the guest say.

## REFERENCES

- Awan, M. I., Shamim, A., & Ahn, J. (2020). Implementing 'cleanliness is half of faith' in re-designing tourists, experiences and salvaging the hotel industry in Malaysia during COVID-19 pandemic. *Journal of Islamic Marketing*. <https://doi.org/10.1108/JIMA-08-2020-0229>
- Creswell, J. (2010). Metode Kualitatif. In *Metode Penelitian Kualitatif Jenis, Karakteristik dan keunggulannya* (pp. 6–7). PT Gramedia Widiasarana Indonesia.
- Diantari, N. M., Triyuni, N. N., Astawa, I K., Nadra, N. M. & Swabawa, A. A. P. (2022). Promotion Strategy to Increase Room Occupancy during the Covid-19 Pandemic. *International Journal of Travel, Hospitality and Events*, 1(1), 15–28. <https://doi.org/10.56743/ijothe.v1i1.4>.
- Evryastuti, N. K. A., Sari, I G. A. M. K. K., Suarja, I K., Suja, I K. & Sudarmini, N. M. (2022). Cleanliness, Health, Safety, and Environment Sustainability (CHSE) Implementation in Housekeeping Department . *International Journal of Travel, Hospitality and Events*, 1(1), 37–53. <https://doi.org/10.56743/ijothe.v1i1.6>.
- Fajri, D. D. (2020). *Pelatihan Penerapan Protokol Kesehatan Karyawan Hotel di Masa Tatanan Normal Baru*. 1(1), 26–32.
- Hasan, Z., Armoni, N. L. E., Arjana, I W. B., Triyuni, N. N., Kanah, & Dyah, W. (2022). The Handling of Linen Needs in the Context of Cleanliness, Health, Safety, and Environment Sustainability. *International Journal of Travel, Hospitality and Events*, 1(2), 96–108. <https://doi.org/10.56743/ijothe.v1i2.11>
- Herédia-Colaço, V., & Rodrigues, H. (2021). Hosting in turbulent times: Hoteliers' perceptions and strategies to recover from the Covid-19 pandemic. *International Journal of Hospitality Management*, 94(October 2020). <https://doi.org/10.1016/j.ijhm.2020.102835>
- Japutra, A., & Situmorang, R. (2021). *The repercussions and challenges of COVID-19 in the hotel industry: Potential strategies from a case study of*

*Indonesia.*

- Kaniasari, D., Mardotillah, M., & Masatip, A. (2021). Health Protocol as A Prevention in Hotel Service During the Pandemic. *Jurnal Akademi Pariwisata Medan*, 9(1), 46–52.
- Kemendagri. (2020). *CHSE*.  
<https://chse.kemendagri.go.id/bantuan#assessment>
- Lumanauw, N. (2020). Edukasi Dan Implementasi Protokol Clean Health Safety Environment Melalui We Love Bali Kemendagri Pada Program 10 Sanur – Nusa Penida – Nusa Lembongan – Sanur. *Jurnal Ilmiah Hospitality Management*, 11(1), 71–81. <https://doi.org/10.22334/jihm.v11i1.179>
- Mahadewi. (2020). *Chse Guidelines As One Of The Government ' S Efforts To Prevent And Control The Novel Corona Virus Disease ( Covid-19 )*. 5(2), 48–63.
- Maulina, L., Dianawati, N., Yulia Irani Nugraha, S., & Maemunah, I. & S. (2021). *Pelaksanaan Protokol Kesehatan Berbasis Cleanliness, Health, Safety, And Environment Sustainability (Chse) Pada Industri Perhotelan Di Kota Bandung*. 15(8), 6.
- Nurlaila, Laras, P., & Suparno, F. (2022). Analysis of Traveller Perceptions and Expectations on Staycation Activities in Cisaat Subang Tourist Village West Java in the New Normal Period. *International Journal of Travel, Hospitality and Events*, 1(3), 176–189. <https://doi.org/10.56743/ijothe.v1i3.168..>
- Pratiwi, R., Rama, R., & Sulistiyanti, N. (2021). *Building the Trust for The Tourism Destination Resiliency in New Normal Society ( The Role Of Wellness Tourism System )*. 5(1), 140–148.
- Ranasinghe, R., Damunupola, A., Wijesundara, S., Karunarathna, C., Nawarathna, D., Gamage, S., Ranaweera, A., & Idroos, A. A. (2020). Tourism after Corona: Impacts of Covid 19 Pandemic and Way Forward for Tourism, Hotel and Mice Industry in Sri Lanka. *SSRN Electronic Journal*, 1–19. <https://doi.org/10.2139/ssrn.3587170>
- Robina-ramírez, R., Moreno-luna, L., & Jiménez-naranjo, H. V. (2021). *Safety and Health Measures for COVID-19 Transition Period in the Hotel Safety and Health Measures for COVID-19 Transition Period in the Hotel Industry in Spain*. January. <https://doi.org/10.3390/ijerph18020718>
- Rosanti, Y., Putra, M. D. T., & Irawan. (2020). *Tantangan dan Strategi Customer Relationship Marketing dengan Prinsip Cleanliness , Health , and Safety ( CHS ) dalam Upaya Pemulihan Ekonomi di Kawasan Wisata Samosir sebagai pengembang citra namun mampu memasarkan produk kepada publik . Customer*. 1–12.
- Safitri, N. M. A., Aryana, I N. R., Elistyawati, I. A., Sudiarta, M. & Armoni, N. L E. (2022). Front Office Department Service Quality during the Covid-19 Period. *International Journal of Travel, Hospitality and Events*, 1(1), 29–36. <https://doi.org/10.56743/ijothe.v1i1.5>.
- Manap, H. A. (2016). *Revolusi Manajemen Pemasaran*. Edisi Pertama. Mitra Wacana Media.
- Sambas, M., Pujilestari, S., Setyopratiyo, L. & Kurniawati, R. (2022). Analysis of Lodging and Competition on the Island of Bali during Covid-19 with Big Data. *International Journal of Travel, Hospitality and Events*, 1(3), 214–228. <https://doi.org/10.56743/ijothe.v1i3.172>.
- Sugiyono. (2015). *Metode Penelitian Kombinasi (Mix Methods)*. Alfabeta.

- Sugiyono, Prof. D. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R & amp.* CV Alfabeta.
- Sugiyono, Prof. Dr. (2015). *METODE PENELITIAN PENDIDIKAN(Pendekatan Kuantitatif, Kualitatif dan R&D).* ALFABETA.CV.
- Sutrisnawati, N. K., Gusti, N., Nyoman, A., & Ardiasa, I. K. (2020). UPAYA PEMULIHAN SEKTOR PARIWISATA DI TENGAH PANDEMI COVID 19. *Jurnal Kajian Dan Terapan Pariwisata*, 1(1), 39–57.
- Ulak, N. (2020). COVID-19 Pandemic and its Impact on Tourism Industry in Nepal. *Journal of Tourism & Adventure*, 3(1), 50–75. <https://doi.org/10.3126/jota.v3i1.31356>
- WHO. (2020). *Coronavirus*. [https://www.who.int/health-topics/coronavirus#tab=tab\\_1](https://www.who.int/health-topics/coronavirus#tab=tab_1)
- Yu, J., Seo, J., & Hyun, S. S. (2021). Perceived hygiene attributes in the hotel industry: customer retention amid the COVID-19 crisis. *International Journal of Hospitality Management*, 93(June 2020), 102768. <https://doi.org/10.1016/j.ijhm.2020.102768>