

## Research Article

# Are There Any Differences in the Implementation of Crisis Management Throughout the Initial Phase, During, and After the COVID-19 Pandemic? A Study from the Restaurant Industry in Indonesia

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**Abstract.**

This study aims to investigate the optimal micro-level decision-making priorities as perceived by business actors or restaurant managers in relation to the COVID-19 pandemic. The Importance Performance Analysis (IPA) analysis method is employed to assess these priorities at three distinct stages: the initial phase, the ongoing phase, and the post-pandemic phase. The COVID-19 pandemic triggered a substantial shift in crisis management practises, both during and in the aftermath of the crisis. The most significant enhancements were observed in the realm of collaboration with fellow merchants, promotion of novel services, and use of outsourced or freelance personnel. In the context of the pandemic, certain attributes have demonstrated persistent significance and utilisation across all stages. These attributes include the provision of discounts, advertising across diverse media channels, introduction of new menus, supply of masks for employees, availability of disinfectants in restaurant premises, and the dissemination of COVID-19 prevention information to both employees and visitors.

**Keywords:** COVID-19, crisis management practices, Importance Performance Anaysis (IPA), restaurant

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## 1. Introduction

The concept of crisis holds significant importance in the contemporary day [1] Crises have the potential to occur unpredictably and, in many locations [2] An illustration of a crisis is the global financial crisis that transpired during the years 2008–2009 [3]. The impact of the crisis in the United States was also felt by the State of Indonesia in the real sector, especially in the domestic real sector which is related to domestic finance and international finance through export and import activities, resulting in a global economic slowdown. One instance of a recent global crisis is the COVID-19

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pandemic [4]. The rapid progression of the COVID-19 outbreak gives rise to a health crisis. The COVID-19 pandemic has not only posed health challenges, but it has also resulted in a decline of 6% in global economic growth [5]. The economy holds significant importance in human existence, since it is intricately intertwined with the fulfilment of economic necessities in daily life [6].

The tourism sector has been significantly impacted by the COVID-19 epidemic [7]. More than 100 countries in the world have implemented lockdowns that have caused air and inter-city travel to drop by 70 - 90% [8]. Consequently, the COVID-19 pandemic has had an adverse impact on several industries associated with tourism, including hotels and restaurants [9]. The Indonesian government has implemented measures such as social distance and large-scale limitations in an effort to mitigate the transmission and dissemination of COVID-19, with the aim of interrupting the chain of COVID-19 spread [10]. Therefore, modifying behavioural patterns in routine tasks, such as transitioning to virtual or online labour, has been suggested as a preventive measure against the transmission of Covid-19 [11]. This phenomenon leads to significant financial setbacks and even precipitates the rapid closure of restaurants, resulting in a decline in customer footfall [12]. The emergence of the COVID-19 pandemic has had a direct impact on tangible economic operations, leading to a decline in income and the closure of numerous restaurants, as stated by [13].

In order to address the problem at hand, restaurant managers employ a strategic approach known as crisis management. Crisis management is a time-limited procedure employed in response to unforeseen events that pose a threat to the organisation and its stakeholders. According to the manner in which a corporation handles its resources and implements organisational restructuring in response to change is a determining factor [14]. Frequently, firms find themselves embroiled in crisis circumstances as a result of deficient or lacking planning, whether owing to faulty planning or the absence of sufficient and well-organized planning.

Many crises can be prevented or at least overcome more effectively through early identification [2]. Therefore, understanding the characteristics of the COVID-19 pandemic will help the restaurant business to survive by doing various ways [15] such as involving planning and coordinating actions, and providing information and plans needed by decision makers to deal with crisis situations [16]. Because the decisions or policies made by businesspeople and restaurant managers in times of crisis have a huge impact on employees, and the business being run [17].

There are several studies that only focus on the restaurant manager as the subject of analysis and examine his daily life in dealing with crisis situations and decision making in his business. This study categorises crisis management attributes into 5 categories, namely (Marketing, Human Resources, Maintenance, Pandemic Prevention, and Government Assistance), and uses the Importance-Performance Analysis (IPA) analysis method to identify attributes of crisis management practices importance and use (performance) in crisis management practices as in research [18] in this study trying to compare how the restaurant industry responded to COVID-19 at the beginning of the pandemic February 2020 - April 2020, during the pandemic May 2020 - December 2021 and after the pandemic January 2022 to January 2023 [19].

The purpose of this study is to compare the best micro-level actions of restaurant operators or managers at the beginning, during, and after the COVID-19 pandemic to evaluate whether managers know what practices should be done in times of crisis and whether businesses or managers act according to their practices. This research also marks one of the first attempts to examine crisis management in the restaurant industry in Surabaya City.

## 2. Literature Review

### 2.1. Crisis Management

A crisis is an unstable situation for an organisation, with possible undesirable outcomes [20]. In addition, a crisis can be defined as a serious threat to operations that can have negative effects if not handled properly. As a threat, a crisis must be dealt with quickly so that the organisation can run normally again [21]. Crises can bring changes and threaten the basic values of the organisation and businesspeople or managers only have a short time to make decisions [22].

### 2.2. Marketing

Marketing plays an important role in a company's success by optimising sales tactics and generating profits that are important for the company's survival. In accordance with the American Marketing Association (AMA) definition in marketing serves as an organisational process that creates, communicates, and delivers value to consumers. Marketing also involves managing the relationship between consumers and companies

to ensure mutual benefits for both parties. Marketing is an activity that aims to achieve company targets and is carried out by anticipating consumer needs and directing the flow of goods and services that meet consumer needs from producers [24]. The purpose of marketing itself is to provide satisfaction to consumers and to establish, develop, and commercialise long-term relationships with customers in such a way that the goals of both parties can be fulfilled. In this case, it is done by the exchange process and each party fulfils each other [25].

### **2.3. Human Resources**

Human resources have an important role in every organisational activity. This statement is reinforced by the view of which states that human resources always play an active and dominant role in every organisation [26]. Human resources act as planners, actors, and determinants of the achievement of organisational goals. Similarly, Human Resources are considered as individuals who work and function as assets for organisations or companies that can be measured quantitatively [27]. This human resource is the potential that is the main driver for the organisation or company.

### **2.4. Maintenance**

Maintenance is a series of actions needed to maintain and restore goods in an effective operational condition. Thus, it can be concluded that good maintenance is needed so that an item can function properly and last long without any obstacles or damage. This maintenance also contributes to the smooth running of production because it can prevent interference from the goods or machines used [28]. Maintenance involves technical, administrative, and managerial activities that aim to maintain and ensure that goods or equipment can function as needed [29]. From this explanation, it can be concluded that maintenance requires knowledge in the technical, administrative, and management fields. Knowledge of these three elements must be mastered by maintenance actors to ensure that maintenance is carried out correctly and with satisfactory results.

## 2.5. Pandemic Prevention

Pandemic prevention is a set of measures taken to prevent the spread of the COVID-19 virus. COVID-19 pandemic prevention refers to various actions taken to prevent the emergence of dangerous diseases that can cause harm to individuals and others. Therefore, in the concept of COVID-19 pandemic prevention, it is important to have clear rules that can be followed so that prevention efforts can be carried out effectively. The rules that have been set in the form of prevention must be followed seriously so that the prevention objectives can be achieved properly [30].

## 2.6. Government Assistance

Government aid is a programme to overcome economic or social difficulties such as providing benefits, subsidies, or training provided to certain companies or institutions [31]. Government aid is any form of intervention or financial support provided by the government to individuals, groups, or specific economic sectors to improve social welfare or to support economic development [32].

# 3. Methodology Research

## 3.1. Data Collection

Questionnaires were distributed directly to obtain research data. The minimum sample size is found by multiplying the research variables by 5 to 10 [33]. The number of variables in this study was 5 multiplied by 10 so that a sample of 50 was obtained. This study uses a purposive sampling approach which is a process of selecting respondents using criteria [34]. The criteria for respondents in this study are:

a. A manager, decision maker or owner of a restaurant located in the Surabaya city area. In accordance with the regulations of law number 20 of 2008 concerning Micro, Small and Medium Enterprises with annual net sales that have been regulated in this law:

- 1) Micro businesses with a maximum turnover of IDR 300 million per year.
- 2) Small businesses with a turnover of Rp 300 million - Rp 2.5 billion per year.
- 3) Medium-sized enterprises with a turnover of IDR 2.5 billion - IDR 50 billion per year.

b. The business has been established for at least 5 years and is still operating today.

The questionnaire distributed consisted of two parts: respondent demographics, and core questions related to crisis management practices at the beginning, during, and after COVID-19 pandemic.

### **3.2. Measurement of Scale**

The measurement tool used in this study uses a Likert scale with an interval range of 1 to 4. Since there are two different assessments, the measurement scale to be used consists of two parts: importance with a scale of 1 very unimportant to 4 very important and performance with a scale of 1 never used to 4 often used.

### **3.3. Identifying Attributes of Crisis Management Practices**

In this study, the attributes of crisis management practices used refer to research which examines crisis management practices in the hospitality industry in China using five research variables, namely (Marketing, Human Resources, Maintenance, Pandemic Prevention, and Government Assistance) and adjusted research attributes from which examines crisis management in the restaurant industry in Israel [19,1]. The following is a list of attributes of crisis management practices used in this study:

### **3.4. Data Processing**

At this stage, data processing is carried out based on the results of primary data collection and literature studies. In this stage, researchers process data using statistical tools SPSS 26 for windows and Microsoft Excel. The following is an explanation of the data processing steps for each method used in this study.

### **3.5. Descriptive Analysis**

Descriptive analysis according to is a method that is useful in providing an overview of the object being studied through data or samples that have been collected as is without conducting analysis and making conclusions that apply to the public [33]. It can also be said that descriptive analysis research focuses on the problems as they are when the

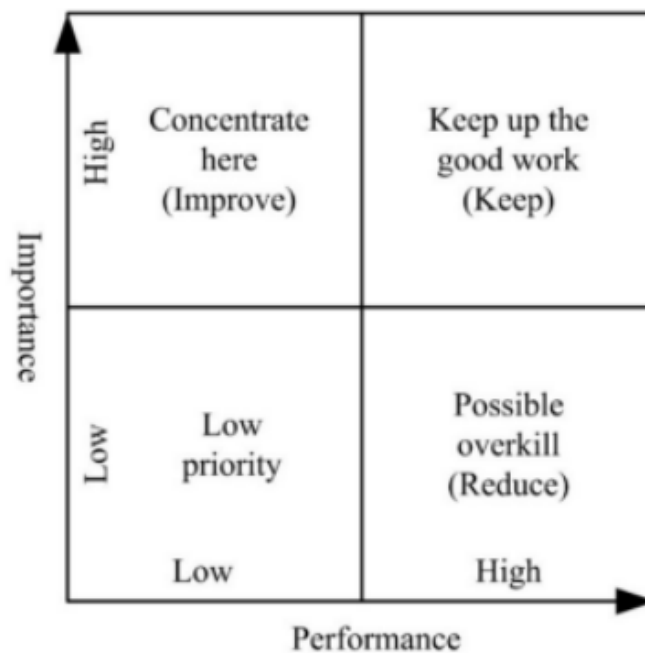
TABLE 1:

Variabel	Code	Research Statement
Marketing	P1	I believe that business co-operation with other businesses is an appropriate crisis management practice.
	P2	I believe that reducing menu prices is an appropriate crisis management practice.
	P3	I believe that reducing prices with special offers is an appropriate crisis management practice.
	P4	I believe that advertising on various media channels (e.g., social media, radio, newspaper) is an appropriate crisis management practice.
	P5	I believe that adding new menus is an appropriate crisis management practice.
	P6	I believe that marketing and promoting new services such as catering, free delivery is an appropriate crisis management practice.
Human Resources	HR1	I believe that reducing the workforce by laying off employees or terminating employment is an appropriate crisis management practice.
	HR2	I believe that reducing the number of working days per week is an appropriate crisis management practice.
	HR3	I believe that reducing employee wages or salaries is an appropriate crisis management practice.
	HR4	I believe that replacing old employees with new employees is an appropriate crisis management practice.
	HR5	I believe that increasing reliance on outsourced or freelance human resources is an appropriate crisis management practice.
Maintenance	M1	I believe that saving maintenance costs by postponing restaurant maintenance is an appropriate crisis management practice.
	M2	I believe that saving maintenance costs by postponing system maintenance is an appropriate crisis management practice.
	M3	I believe that replacing kitchen raw materials with cheaper ones is an appropriate crisis management practice.
	M4	I believe that saving maintenance costs by limiting restaurant services is an appropriate crisis management practice.
Pandemic Prevention	PP1	I believe that providing health equipment such as thermo guns or thermonex to check body temperature for customers at the entrance is an appropriate crisis management practice.
	PP2	I believe that providing masks for employees is an appropriate crisis management practice.
	PP3	I believe that cleaning and providing adequate disinfectant in the restaurant area is an appropriate crisis management practice.
	PP4	I believe that educating restaurant employees and patrons on covid-19 prevention knowledge is an appropriate crisis management practice.
Government Assistance	GA1	I believe that it is an appropriate crisis management practice to apply to the government for funding to cover the benefits of employees who do not receive their full salaries.
	GA2	I believe that applying to the government for a microloan to cover the restaurant's operational costs is an appropriate crisis management practice.
	GA3	I believe that applying to the government for tax relief is an appropriate crisis management practice.
	GA4	I believe that it is an appropriate crisis management practice to apply to the government for delayed payment of restaurant utilities (e.g., electricity, water, internet, etc.).

research is carried out, the results of the research are then processed and analysed to draw conclusions.

### 3.6. Importance Performance Analysis (IPA)

Importance Performance Analysis (IPA) is a decision making and problem identifying management framework [35] that determines the priority and quality of different attributes on two different axes of importance and performance [36]. At this stage, researchers calculate the average value of the importance level representing the Y axis and performance representing the X axis.



**Figure 1:** Importance Performance Matrix [37].

The interpretation of the quadrant above is as follows:

a. Concentrate here (Improve)

In quadrant I there are factors that are considered important with a high level of importance but the use of factors that are still low, so that business owners or restaurant managers must focus on increasing the use of factors that are included in this quadrant. this quadrant.

b. Keep up the good work (Keep)

In quadrant II, there are factors that are considered important with a high level of importance and high usage, so the factors in this quadrant are considered equally high.



c. Low priority

In quadrant III there are factors that are considered to have a low level of importance or use, so there is no need to prioritise or pay too much attention to these factors.

d. Possible overkill (Reduce)

In quadrant IV there are factors that are considered to have low importance and high usage. Although this factor does not threaten business continuity, the company should focus more on other factors that have a higher priority level.

In this study, the IPA method was used to identify attributes of crisis management practices that are in quadrant II, namely attributes that have high priority and attributes that are highly used by business actors and restaurant managers at the beginning, during, and after COVID-19 pandemic.

## 4. Results and Discussion

### 4.1. Descriptive Analysis

There are 50 respondents who have been found that most respondents in this study are male with a micro business category and dominated by the position as the person in charge of the restaurant, the majority of whom are 20-26 years old or generation Z who have the latest high school / equivalent education. Most of the research questionnaire fillers are in the East Surabaya area with a length of work of 1-5 years.

### 4.2. Importance Performance Analysis (IPA)

Importance performance analysis is used to identify the attributes of crisis management practices that are prioritised, and the crisis management attributes used by businesses or restaurant managers. The following are the stages of the Importance Performance Analysis (IPA) analysis at the beginning, during, and after COVID-19 pandemic.

### 4.3. Average Value of Importance and Performance at the Beginning, During, and After of the COVID-19 Pandemic

At this stage, the calculation of the average and total average importance and performance at the beginning, during, and after the COVID-19 pandemic is carried out.

TABLE 2:

Variable	Code	Average					
		Beginning		During		After	
		I	P	I	P	I	P
Marketing	P1	2,46	1,86	2,26	2,08	2,16	2,10
	P2	1,76	1,84	1,64	1,74	1,58	1,68
	P3	2,28	2,44	2,42	2,38	2,64	2,70
	P4	3,30	3,16	3,29	3,14	3,32	3,18
	P5	2,80	2,44	3,00	2,44	3,16	2,74
	P6	2,56	2,22	2,54	2,20	2,46	2,34
Human Resources	HR1	1,90	2,16	1,70	1,94	1,44	1,70
	HR2	2,30	2,18	2,10	2,06	1,66	1,68
	HR3	1,46	1,74	1,34	1,70	1,28	1,52
	HR4	1,70	1,70	1,62	1,68	1,48	1,66
	HR5	1,72	1,96	1,78	1,98	2,18	2,22
Maintenance	M1	1,70	1,68	1,74	1,68	1,68	1,64
	M2	1,72	1,68	1,68	1,68	1,64	1,64
	M3	1,66	1,72	1,54	1,68	1,46	1,58
	M4	1,88	1,78	1,78	1,74	1,76	1,70
Pandemic Prevention	PP1	3,36	3,38	2,92	2,84	2,00	1,58
	PP2	3,46	3,68	3,20	3,30	2,56	2,48
	PP3	3,50	3,72	3,22	3,50	2,88	3,16
	PP4	3,24	3,50	2,62	2,49	2,02	1,96
Government Assistance	GA1	1,96	1,58	1,84	1,62	1,74	1,42
	GA2	1,86	1,62	1,62	1,46	1,54	1,40
	GA3	1,78	1,44	1,74	1,44	1,64	1,40
	GA4	2,06	1,52	1,92	1,52	1,76	1,42
<b>Total Average</b>		<b>2,279</b>	<b>2,217</b>	<b>2,152</b>	<b>2,100</b>	<b>2,002</b>	<b>1,952</b>

Description: I = Importance  
P = Performance

It can be seen in the table above that the total average of the importance value at the beginning of the pandemic was 2.279 with the highest average value of 3.50 at the PP3 attribute (Cleaning and provision of disinfectants) and the lowest average of 1.46 at the HR3 attribute (Wage reduction). For the total average of the value of use (performance) of 2.217 with the highest average value of 3.72 at the attribute PP3 (Cleaning and provision of disinfectants) and the lowest average of 1.44 at the attribute GA3 (Tax relief

assistance). Furthermore, the total average of the importance value during a pandemic is 2.152 with the highest average value of 3.29 attribute P4 (Advertising in various media channels) and the lowest average of 1.34 at attribute HR3 (Wage reduction). For the total average of the value of use (performance) during a pandemic of 2.100 with the highest average value of 3.50 attribute PP3 (Cleaning and providing disinfectants) and the lowest average of 1.44 at attribute GA3 (Tax relief assistance).

Finally, the total average of the importance value after the pandemic is 2.002 with the highest average value of 2.88 at attribute PP3 (Cleaning and providing disinfectants) and the lowest average value of 1.46 at attribute M3 (Replacing raw materials with cheaper ones). For the total average of the value of use (performance) after a pandemic of 1.952 with the highest average value of 3.18 attribute P4 (Advertising in various media channels) and the lowest average of 1.40 at attribute GA2 (Subsidised operating costs) and GA3 (Tax relief assistance). The total average value of importance and use before, during, and after the COVID-19 pandemic will be used as a reference limit to determine the quadrant on the IPA diagram.

### 4.4. Importance Performance Matrix

The importance performance matrix below uses calculations of the average importance and performance values to identify attributes of crisis management practices at the beginning, during, and after the COVID-19 pandemic. As well as determining the reference boundaries for each quadrant using the total average importance and performance of each time.

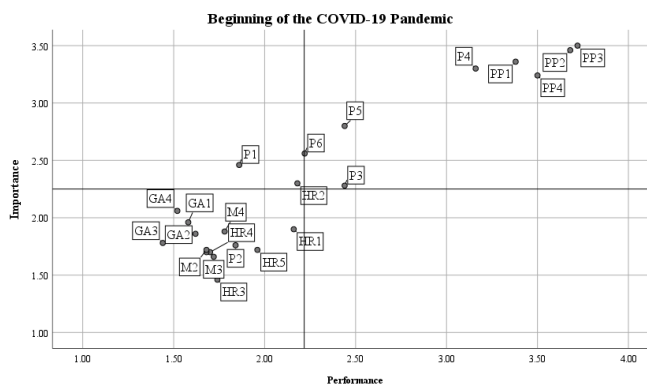


Figure 2:

The figure above at the beginning of the COVID-19 pandemic shows that crisis management practices that are prioritised and often used or performance are in quadrant

II, namely P3 (Discount), P4 (Advertising), P5 (Menu), PP1 (Check temperature), PP3 (Disinfectant), PP4 (Pandemic prevention education).

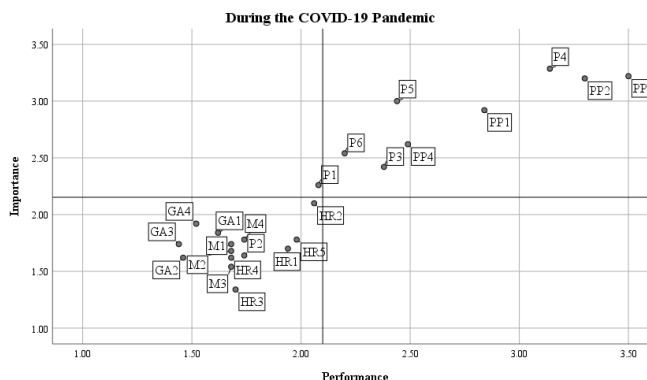


Figure 3:

The figure above during the COVID-19 pandemic shows that crisis management practices that are prioritised and often used or performance are in quadrant II, namely P3 (Discount), P4 (Advertising), P5 (Menu), P6 (New service), PP1 (Check temperature), PP2 (Mask) PP3 (Disinfectant), PP4 (Pandemic prevention education).

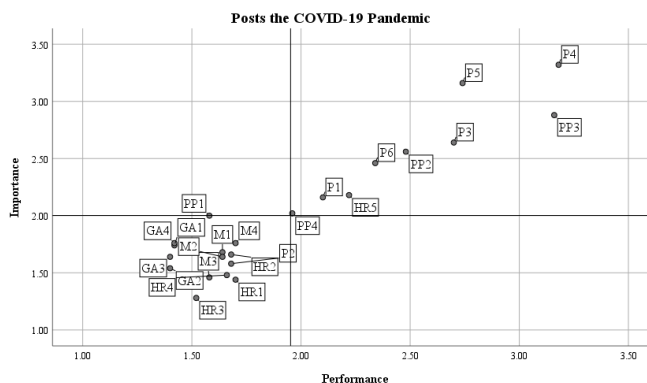


Figure 4:

The figure above after the COVID-19 pandemic shows that crisis management practices that are prioritised and often used or performance are in quadrant II, namely P1 (Business collaboration), P3 (Discounts), P4 (Advertising), P5 (Menu), P6 (New services), HR5 (Outsourcing/freelance), PP2 (Masks) PP3 (Disinfectants), PP4 (Pandemic prevention education).

## 5. Conclusion

The data processing of importance performance analysis revealed notable changes in multiple facets of crisis management practises throughout the initial, ongoing, and subsequent phases of the COVID-19 pandemic. The most notable enhancements were observed in the realm of establishing business collaborations with fellow merchants, promoting novel offerings, and leveraging outsourced or freelancing human resources. In the context of the COVID-19 pandemic, certain practises have emerged as significant factors in the restaurant industry. These practises include offering discounts, advertising through various media channels, introducing new menus, ensuring employees have access to masks, providing disinfectants in restaurant areas, and educating both employees and visitors on COVID-19 prevention measures. These practises consistently fall within quadrant II, indicating that they possess a high level of import Furthermore, the employment of quadrant mapping has unveiled a discernible alteration in the placement of some facets pertaining to the implementation of crisis management strategies.

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