

ANALYSIS OF THE IMPLEMENTATION OF RISK MANAGEMENT IN HOTEL BUNDA SYARIAH PADANG DURING THE COVID19 PANDEMIC

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ABSTRACT

The pandemic has had a huge impact on the hotel sector. Risk management is an attempt to identify, analyze, and control risks in every company activity with the aim of obtaining higher effectiveness and efficiency. The purpose of this study was to analyze how the process of implementing Risk Management at Bunda Syariah Hotel in Padang during the Covid 19 Pandemic. This study used a qualitative descriptive approach. The object of this research is Bunda Syariah Hotel Padang. The data collection method uses interviews. The results showed that the implementation of risk management at the Bunda Syariah Hotel Padang during the Pandemic was carried out in a structured manner through the following stages: identifying risks, analyzing risks, evaluating risks, analyzing risk treatment. All of these were managed based on emerging risks, and the researchers themselves. There are many risks that occur, including: Process risks and HR risks, but the risk management application process carried out at the Bunda Syariah Padang Hotel during the pandemic was able to minimize the impact of greater risks in the future so that the hotel could still survive during the pandemic.

Keywords : Risk Management, Bunda Suariah Hotel, Pandemic Covid 19

INTRODUCTION

Since the beginning of 2020, the world has been shocked by the corona virus (Covid-19) which has spread so fast throughout the world . To reduce the impact, several countries have imposed restrictions on traveling abroad to reduce the spread of the corona virus , including Indonesia . However, in the process, it turned out that the ban had an impact on the operations of many airlines, which canceled their flights, even some airlines were forced to continue to operate even though the majority of seats are empty , at least to fulfill passenger rights . More passengers delay booking holiday tickets because of the increasing spread of the corona virus . In the end, this phenomenon has a drastic impact on tourism supporting sectors such as hotels, restaurants, and retailers. The results of the study (Sumarni, 2020) found that the hotel occupancy rate during covid 19 decreased by 40 percent, which of course has an impact on the continuity of the hotel business.

During this pandemic, the hospitality industry has had a major impact on its sustainability. In fact, many hotels were forced to close because there were no guests, formal events and even business meetings were no longer filled. Over time , the hotel industry has experienced many symptoms of bankruptcy, including hotels in Indonesia and abroad (Diayudha, 2020) . Regarding the impact of the corona virus in the field, it turns out that most of the The country also suspended all incoming and outgoing flights. Inbound and outbound suspension flights cause a lot of direct and indirect harm to all tourist destinations . Such a loss will have a tremendous negative impact not only on travel companies but also on travel and the tourism industry as a whole (El-Gohary, 2020).

Regarding this phenomenon, it turns out that it has a big impact on the hotel business in several big countries. It is known that the American hotel industry revenue (per available room) fell 11.6%, while in China, hotels the occupancy rate fell by 89%. In addition, losses to American hotels at the start of the pandemic alone were estimated at \$1.5 billion, with such hotels chasing about \$150 billion in aid from the US government to get to overcome drop in demand due to COVID-19 (Bassim et al., 2021) . Based on data from the Indonesian Hotel and Restaurant Association (PHRI) , as of early May 2020, around 2000 hotels were forced to close due to the increasing spread of COVID-19 . This condition is increasingly increasing significantly where it was also recorded that until April 13, 2020, from 31 provinces in Indonesia the number of hotels that were closed had reached 1,642 hotels (Savira Wardoyo, 2020) . With these hotels closed, of course tourism industry and especially the hotel industry itself could lose up to tens of trillions of revenue. The Covid-19 pandemic has also had a significant impact on the hospitality business in the city of Padang . Based on sources from Antara News as of April 7, 2020, there are around 22 hotels that have temporarily stopped operating due to this pandemic. For example several hotels in the city of Padang, Padang Panjang, Bukittinggi, Tanah Datar, Mentawai, and several other areas. This choice had to be taken due to the hotel occupancy rate which had decreased drastically. One of the strategies they do in order to survive is by laying off some employees or being efficient because hotel room occupancy continues to fall. Hotel Bunda Syariah Padang is a three-star hotel that is quite popular in the city of Padang. Its strategic location is able to attract tourists to visit here. The uniqueness of this hotel is that it carries the concept of a sharia hotel in which the procurement and use of products and facilities as well as its operations adhere to sharia systems or rules. All technical components hotel operational criteria, starting from small things such as what information should be available at the front office , as well as utensils in public toilets for serving types of food and drinks are available in the policies and procedures of acceptance, house rules, must be ensured all based on sharia criteria . However, during covid 19, this hotel was also affected like other hospitality industries in the city of Padang. Facing a situation like this, it's time for the importance of risk management in the hospitality business. Risk management is able to provide a general framework for the identification, analysis, assessment, treatment and monitoring of risk in detail . In fact, these points are the basis of crisis management for destinations and businesses/organizations and how disaster management is for communities. Ideally, effective risk management allows hotel owners to proactively prepare for potential losses, providing a safe environment for their employees and customers , while securing better rates for their insurance . Thus, the Risk Management Process aims to reduce the uncertainty of actions taken during a crisis. It is important to put this in advance, so that the hotel is prepared to deal with any unforeseen events that may occur in the future .

Research on risk management has become so much researched nowadays, especially regarding the pandemic phenomenon that has impacted all business sectors. One of them is a study (Bassim et al., 2021) which analyzes the readiness to handle risk management in the hospitality industry during the COVID-19 period. This study has a population in Sri Lanka, using the convenience sampling method. The results of this study indicate that the hotel business in Sri Lanka is very dependent on foreign customers, therefore during the pandemic they faced heavy losses. However, this study also shows that the strategies that hotels use to continue their business operations are downsizing, cutting salaries, and targeting local customers and through promotional offers on social media. However, the findings of this study reveal that efforts to attract local tourism have been unsuccessful. So the implementation of risk management does not run optimally. In addition, the next research related to risk management is (Wang et al., 2020) , this study analyzes how the implementation of risk management against covid 19 is carried out by several universities in China. The results of this study (Wang et al., 2020) show that the

contributions made by Chinese universities such as empowering their alumni in medical rescue and emergency management, mental health maintenance, staff mobility control, and innovation in online education models have played a positive role in prevention. and control of pandemic situations. However, they also face difficulties in the economic development of their communities, the risk of deadly infections in medical rescue teams and health workers, infections in teachers and students, and the unsatisfactory application of information technology in solving crises.

Based on the writer's analysis, the gap filled in this research is to raise the topic of implementing risk management during the COVID-19 pandemic in the hospitality industry in the city of Padang. What is unique is when the sample analyzed is a sharia hotel, which is a hotel business that adheres to sharia principles. With Indonesia's population being predominantly Muslim, the existence of sharia hotels has become a new innovation in the hotel business and is quite popular. The study tried to analyze how the implementation of risk management at the Bunda Syariah Hotel in Padang during the Covid 19 Pandemic. According to (O'Regan, 2003) risk is a result of unpreparedness or lack of information regarding uncertainties that will occur in the future. This uncertainty can result in things that have a positive or negative impact. Generally, risk focuses on a possibility that can cause a loss or a danger in the future. This definition is in line with (Mamduh, 2009) which describes uncertainty in a positive or profitable way called opportunity, while uncertainty that causes adverse effects or has a negative impact is called risk. To obtain higher effectiveness and efficiency in every activity of the company, a risk management is needed. The function of risk management is more about how a company is able to analyze and control the worst possibility that may arise in their company's operational processes (Darmawi, 2004) . The same thing is also related to the definition of (Fahmi, 2010) which argues that risk management is a field of science that discusses more about how a company comprehensively and systematically applies a measure or standard in mapping various existing problems through various management approaches. Risk is a possibility that can have a detrimental impact on a company, therefore risk management is needed. The purpose of implementing risk management is to provide assurance that a company or organization in the process has understood and is able to measure, and monitor various kinds of risks that occur, so that the company is able to make several policies in controlling various kinds of risks that exist in the future. Policies are made based on the conditions and needs of the company (Susilo, Leo J and Kaho, 2013) . In general, the purpose of risk management is used as a guide in predicting the worst possibility such as the danger that will be faced. As for the implementation, it is certainly made with careful calculations and careful consideration of various information at the beginning to avoid things that are not desirable.

According to (Kountur , 2008) . (3) as one of the strategies so that the company can still survive and develop sustainably. (4) as an efficient and effective risk management cost. (5) to provide a sense of security and comfort and (6) so that the company's income runs stable even though it is shaken by the worst conditions later. The ultimate goal of the existence of risk management is to be able to provide satisfaction for the owner and other parties.

ISO 31000:2018 states that the risk management process includes the following series of activities:

1. Communication and Consulting
Communication and consultation with stakeholders is important in this research because they can consider and assess risks based on their perception of those risks.
2. Set context
Four contexts need to be defined when determining the context, namely internal context, external context, risk management context and risk criteria.
3. Risk Assessment

ISO 31000:2018 defines risk assessment as the entire process of risk identification, risk analysis and risk assessment.

1. Risk identification

Identification in this study uses direct interviews with the responsible parties, which includes an assessment based on experience and notes. Following is the risk identification process:

- a. Identification of operations owned by the organization
- b. Identify threats in every operation
- c. Identify possible risks caused by threats
- d. Determine how the organization will be affected

2. Risk Analysis

This study uses a qualitative risk analysis. Qualitative analysis is a quick and relatively easy analysis to identify broad impacts and possibilities that can be used as material for risk assessment assessments. Qualitative risk analysis is the process of prioritizing further analysis or response actions by measuring and combining the probability of occurrence of a risk and the impact of that risk (Project Management Institute, 2008).

Qualitative risk analysis is considered the most effective and cost-effective step because through this analysis, the organization or company can improve project performance by focusing on high priority risks. These risk priorities can ultimately be used as a basis for quantitative risk analysis, if necessary. Once the opportunities or probabilities (probability) and impacts are identified, an assessment is carried out to determine which risks are the first priority to be addressed (Maria Elvera Prapmawati, 2020) .

As for determining what the risk criteria that arose previously, it was necessary to carry out a consideration stage regarding several possibilities and consequences of the risks posed. The standard of the probability criteria is said to be high when the percentage level can reach above 60%. However, when the percentage level is still between 30% to 60%, it is included in the moderate probability criteria. If the percentage rate is below 30%, it is included in the low criteria. In addition, several impact criteria can appear based on the level of risk, such as when the impact caused is broad, it is in the major category, if the impact is wide enough, it is included in the moderate criteria. However, when the impact is very small, it is included in the minor criteria

3. Risk Evaluation (Risk Evaluation)

This stage performs a risk assessment or compares the risk calculated above with standard risk criteria, with low risk indicating low or acceptable risk, moderate indicating moderate or requiring attention, or high indicating high or unacceptable, and prioritizing mitigation or treatment.

Table 1. Risk Evaluation Matrix

Impact	Major	Small risk and wide impact	Medium risk and wide impact	High risk and wide impact

Moderate	Small risk and wide impact	Medium risk and quite broad	High risk and wide impact
Minor	Small risk and small impact	Medium risk and small impact	High risk and small impact
	low	currently	Tall
	Probability		

Source: (Bahrudin, 2016)

Based on the risk evaluation matrix table above, it can be described that the red color in the matrix means that there is a high risk. This means that the risk has reached a high level. Therefore, the necessary action is to carry out mitigation to minimize the level of risk that already exists. In addition, the color yellow has the meaning of medium risk. This means that at this stage the risk is still at a moderate level. Companies that are at this stage are already anticipating risks. For the green color based on the matrix above, it can be seen that it is still in the low risk criteria. This means that the level of risk is still low so that the actions no longer need to be mitigated.

4. Risk Treatment (Risk Treatment)

According to ISO 31000:2018, risk management is not always exclusive or applicable in all situations. risk management may include one or more of the following:

1. Avoiding the risk by deciding not to start or continue the activity that gives rise to the risk;
2. Taking or increasing risk in pursuit of opportunities - eliminating sources of risk;
3. Changing possibilities;
4. Changing the consequences;
5. Sharing risk (eg through contracts, buying insurance);
6. Maintain risk with informed decisions.

5. monitoring and Review

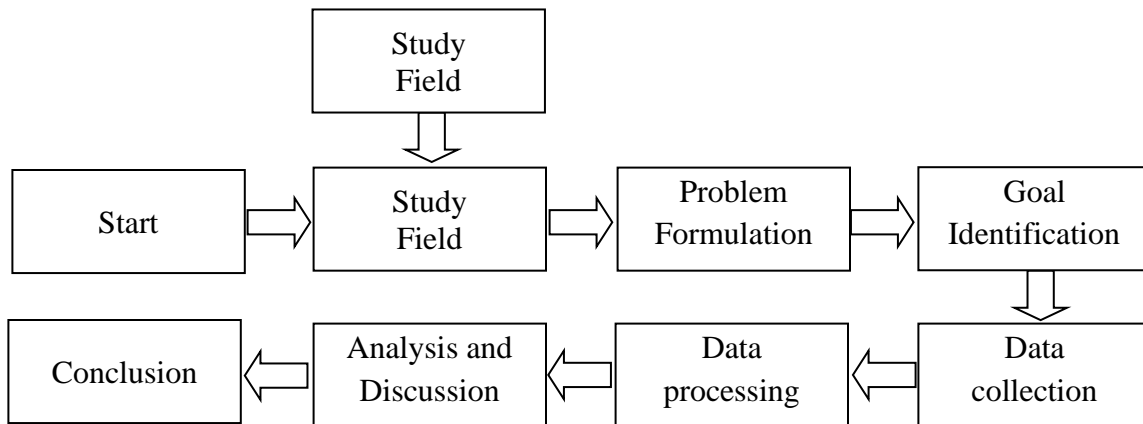
Monitor and review the entire risk management process, including its context (environment, process, organization, strategy, stakeholders). Records of monitoring and review results are kept as evidence and reports that activities have been carried out and as input to the risk management framework that has been prepared previously.

METHODS

This study focuses on how to analyze the process of drawing conclusions and analyzing the dynamics of the relationship between observed phenomena using scientific logic. This research also combines a combination of library research and field research with an emphasis on one of them. The approach used in this research is descriptive qualitative. The object of research is the Bunda Syariah Padang Hotel which has been able to survive since the pandemic began. Methods of data collection using interviews. The interview method used in this research is a structured in-depth interview. A structured interview is an interview in which the interviewers set their own

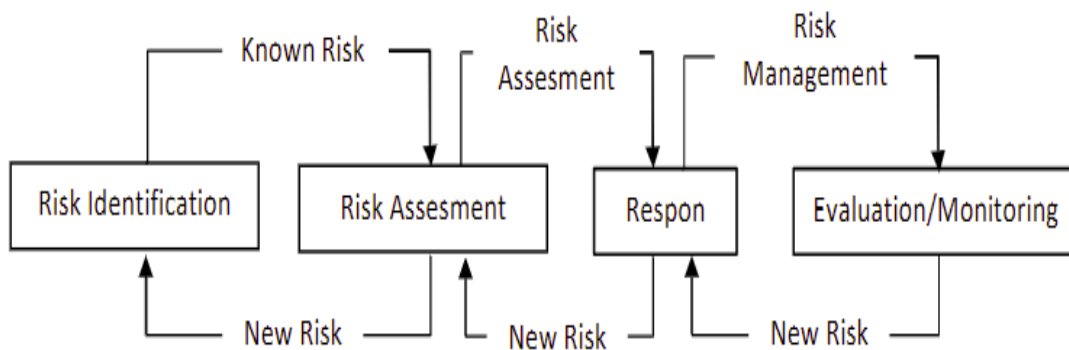
questions and questions to ask. This research was conducted from several stages such as preparation and data collection, data processing, analysis, and drawing conclusions.

The process and stages of the research are described in the following chart:



Gambar 1; Research Methods

Meanwhile, the risk management implementation process generally goes through six stages, namely: risk identification and risk assessment; risk response; risk management plan formulation, implementation, as well as evaluation and review. This study only focuses on 4 (four) stages, namely risk identification; risk assessment; risk response; preparation of risk management plans. In summary, the four phases can be described as follows: Risk identification is an active process to identify and analyze possible sources of risk. The second stage is risk assessment, in which the researcher determines the severity of each level of risk. The third stage of risk response is to respond to each risk that will be experienced and determine the next action. The fourth stage is to develop a risk management plan, which is to control each implementation of risk management.



Gambar 2 Tahapan Manajemen Risiko

RESULTS AND DISCUSSION

The main thing that needs to be done when analyzing risk management is to identify risks. So that the respondents, in this case the Bunda Syariah Hotel Padang, can find out and even find and describe what the possible risks that will occur, it is necessary to carry out a risk identification stage. As for the stage after identifying the risk, the next step that must be done is to analyze and assess the risk. When the Bunda Syariah Hotel can classify the risks that arise starting from their characteristics, even the level of risk that has been previously identified means that the hotel has carried out the risk analysis stage. When it has entered the stage of analyzing risk treatment, it means that the Bunda Syariah hotel is able to choose and implement options to overcome risks. Based on Figure 1, describe several steps of operational risk management which include process risk and human resource risk.

Table 2 Risk Management – Operational Risk – Process Risk

No	Risk	I	II			III	IV	V
		Risk Identification	Risk Analysis			Risk Evaluation	Risk Response	Risk Implementation
			Probability	Impact	Note:			
1	Income	YES	Low	Minor			Change	1. Develop business by opening a culinary business "Kampung Bakar Ayam". 2. Collaborating with Semen Pdang Hospital (SPH)
				Moderate				
				Major				
			Moderate	Minor				
				Moderate				
				Major				
			High	Minor				
				Moderate				
				Major	V	Major		
2	Reputation	NO	Low	Minor				
				Moderate				
				Major				
			Moderate	Minor				
				Moderate				
				Major				
			High	Minor				
				Moderate				
				Major				
3	Raw material	YES	Low	Minor			Reduce	1. The provision of raw materials is proportional to the number of guests who enter on the previous day. If it is not enough, it will make a sudden purchase. 2. Serving breakfast with the Box system delivered to the room. 3. Hotel amenities such as toothbrush, toothpaste, and others during covid-19 are not provided by the hotel.
				Moderate				
				Major				
			Moderate	Minor				
				Moderate	V	Moderate		
				Major				
			High	Minor				
				Moderate				
				Major				

No	Risk	I			II			III			IV			V		
		Risk Identification	Risk Analysis			Risk Evaluation			Risk Response			Risk Implementation				
4	Work procedures	YES	Low	Minor					Change		1. Reduction of employees whose status is Free Daily by 6 (six) people. 2. Reducing employee working days from 30 (thirty) days in a month to 15 (fifteen) days.					
				Moderate												
				Major												
			Moderate	Minor												
				Moderate	V	Moderate										
				Major												
			High	Minor												
				Moderate												
				Major												
5	Cost	YES	Low	Minor					Change	1. Provide room only service without breakfast and amenities 2. Save electricity usage. permanent						
				Moderate												
				Major												
			Moderate	Minor												
				Moderate												
				Major												
			High	Minor												
				Moderate	V	Major										
				Major												
6	Spread of COVID-19	YES	Low	Minor					Change	1. Obedient to the application of health protocols						
				Moderate												
				Major												
			Moderate	Minor												
				Moderate	V	Moderate										
				Major												
			High	Minor												
				Moderate												
				Major												

Source: (Lam, 2004) , (Bahrudin, 2016) , (Maria Elvera Prapmawati, 2020) , and processed by researchers

Table 2. Risk Management – Operational Risk – HR Risk

No	Risk	I	II			III	IV	V
		Risk Identification	Risk Analysis			Risk Evaluation	Risk Response	Risk Implementation
			Probability	Impact	Note:			
1	Productivity	YES	Low	Minor			Reduce	1. Reduction of employees whose status is Free Daily by 6 (six) people. 2. Reducing employee working days from 30 (thirty) days in a month to 15 (fifteen) days.
				Moderate				
				Major				
			Moderate	Minor				
				Moderate	V	Moderate		
				Major				
			High	Minor				
				Moderate				
				Major				
2	Integrity	NO	Low	Minor				
				Moderate				
				Major				
			Moderate	Minor				
				Moderate				
				Major				
			High	Minor				
				Moderate				
				Major				
3	Conflict of Interest	NO	Low	Minor				
				Moderate				
				Major				
			Moderate	Minor				
				Moderate				
				Major				
			High	Minor				
				Moderate				
				Major				

No	Risk	I	II	III	IV	V
			Risk Analysis		Risk Response	Risk Implementation

		Risk Identification	Probability	Impact	Note:	Risk Evaluation		
4	Spread of Covid 19	YES	Low	Minor			Change	1. Adhere to the implementation of health protocols. 2. Carry out regular antigen tests to employees and 3. Mandatory employees for the covid-19 vaccine.
				Moderate				
				Major				
			Moderate	Minor				
				Moderate	V	Moderate		
				Major				
			High	Minor				
				Moderate				
				Major				

Source: (Lam, 2004) , (Bahrudin, 2016) , (Maria Elvera Prapmawati, 2020) , and processed by researchers

1. H result of risk identification

The risk identification process is carried out using a checklist technique. The checklist given to the respondents consisted of 10 questions along with a description of operational risk and why the respondent chose 'yes' or 'no'. The results of this risk identification are divided into two scopes, namely:

A. Process risk

Process risk is part of operational risk which is usually associated with transaction processing and includes errors that can arise during and at any stage of the occurrence of a business transaction

Table 1. Respondents' responses to risk identification throughout the process. The following is an explanation of each risk from the checklist and interview respondents:

1. Income Risk

Revenue risk is the risk of reduced guests due to reduced hotel revenues due to government policies to minimize activities outside the home. Respondents answered yes to this risk. Due to the high number of cases of the spread of COVID-19, the government has implemented the PSBB system (massive social restrictions) in Padang City. Respondents estimate that there will be a decline in income due to this pandemic situation.

2. Reputational risk

Reputation risk refers to the risk of a bad hotel image to customers and the public due to degraded services, unclean places, and behavior that is not in accordance with government regulations and the local community. No, there is a reputation risk. Because of the reality that happened there, even though the turnover obtained decreased, the service and quality of the products served remained the same.

3. Raw material risk

Respondents answered "No" for the risk of raw materials, namely the risk of rising prices and scarcity of raw materials due to the COVID-19 pandemic. The reason why they did not identify this risk is because the raw materials used by these six hotels have a longer shelf life and are still in stock, so there is no risk of an increase in raw materials.

4. Work procedure risk

Work procedure risk is the risk that arises from the application of physical distancing and contact restrictions which results in limited work procedures for employees and has an impact on the quality of service at Hotel Banda Syariah Padang. This is because Hotel Banda Syariah implements a policy of reducing the number of staff and reducing staff working days to minimize costs and make the remaining staff feel they have to work overtime.

5. Cost risk

Respondents stated "YES" Identification of cost risk, namely the risk arising from uncontrollable costs that occur. Respondents, in this case the Bunda Syariah Hotel Padang, stated that the consequences of this pandemic had a major impact on increasing costs for electricity, WI-FI and maintenance costs. Meanwhile the incoming income is not enough to pay all the expenses that arise.

6. The risk of new clusters spreading COVID-19

From the results of the analysis, it was found that respondents answered "yes", identifying the risk of the COVID-19 cluster. Respondents claimed to have

implemented health protocols such as keeping a distance, doing regular cleaning, providing temperature gauges, hand washing tools, hand sanitizers and masks.

B. HR Risk

Human resource risk is part of operational risk and is usually caused by employees or their constraints. Table 2 shows the results of the classification of HR risks. The identification process is carried out with the checklist and interview stages. The description from table 2 is as follows:

1. Productivity Risk

Productivity risk is the risk of employees being less productive due to fewer buyers/customers. Respondents answered "yes" because customers continued to decline during COVID-19.

2. Integrity Risk

Integrity risk is the risk that arises from the dishonest attitude of workers in the workplace. All respondents indicated "No" to identify integrity risks. Respondents indicated that employees are very loyal and honest, so that in its implementation this risk does not occur.

3. Risk of conflict of interest

The risk of conflict of interest occurs when there is an employee perception that the salary given is not suitable. However, based on the data obtained by the researcher, it was found that the respondents stated "NO" to identify. Respondents said that all employees are very loyal, so they can understand and understand the current situation

4. The risk of spreading COVID-19

The risk of spreading COVID-19 is the increase in transmission of COVID-19 from employees due to improper application of health protocols. In this case the respondent stated "Yes" because the hotel believes that the spread of Covid-19 is still not under control. So that the spread of COVID-19 does not spread and spread to employees, all employees are required to comply with the health protocol when working.

2. Risk Assessment Results

In risk assessment, there are two (two) things that must be done, namely analyzing risk and evaluating risk.

1. Risk analysis

The technique applied in the risk analysis stage is the checklist technique. This is the stage that is carried out after the risk identification process stage. There are two criteria for analyzing risk, namely probability, which is how often a risk occurs and consequence, which is how big the impact of the risk is. The results of this risk analysis and assessment are divided into two areas, namely:

A. Process Risk

Based on the results of risk identification, the process risks analyzed are revenue risk, raw material risk, work procedure risk, cost risk and COVID-19 transmission risk. Table 1 shows the results of the process risk analysis. The results of the process risk analysis from Table 1 can be explained as follows;

1. Income risk

Respondents in this case indicate that income risk has a high probability of occurrence and a high degree of possible impact. Respondents said that if the situation does not improve or if the restrictions become more stringent, it could lead to the closure of the hotel as it can no longer make ends meet.

2. Raw material risk

The respondent, in this case the Hotel Bunda Syariah Padang, described that the level of possible risk of raw materials is moderate, and the possible impact is also moderate. This is because raw materials are not available in large quantities and can be purchased on demand, and restaurant raw materials can be stored in the freezer to extend shelf life.

3. Work procedure risk

Respondents identified the risk that work procedures showed moderate probability and moderate impact. This is based on the fact that the increasing number of COVID-19 cases has led to stricter restrictions, which have implications for the risk of work procedures. The decrease in hotel room occupancy resulted in a reduction in the number of employees and the operational time of employees. However, the impact can still be controlled by the hotel because the operating standards of existing resources are met by implementing them.

4. Cost risk

From the analysis data, it was found that the cost risk at the Bunda Syariah Hotel Padang showed the possibility of a high cost risk, but the possibility of the impact was still moderate. Respondents said that due to the sharp decline in the number of tourists, the fixed costs, raw material costs and labor costs incurred during the epidemic could not be paid for with daily income, so what they did was minimize the raw material costs. and labor costs. And reduce management costs and general costs such as electricity and water bills.

5. The risk of new clusters spreading COVID-19

Respondents who identified a risk of a new wave of COVID-19 transmission reported a moderate level of possible cost risk and a moderate level of potential impact. This risk causes an increase in the cost of implementing health protocols, such as the cost of hand sanitizers, masks, and others. However, it is quite effective in reducing the spread of COVID-19.

B. HR Risk

In HR risk, the risk analyzed is productivity risk. The results of the HR risk analysis are shown in Table 2. From the data in Table 2 it can be seen how likely the risk is, and how big the impact is if the risk occurs. Overall, the risk analysis is based on what has happened and the respondent's perception of the state of the company in the future. Below is an explanation of HR risk analysis :

1. Productivity risk

During the Covid 19 pandemic it was found that the productivity risk had a moderate level of probability. In addition, the impact is also moderate. This is because during the COVID-19 pandemic, employees are subject to a reduction in working days from 30 days per month to 15 days. And employees are allowed to look for other sources of income when not working. This makes employees try to find other sources of income, such as becoming an online taxi driver, selling online and others. So this results in decreased levels of productivity. However, even

though the productivity level has decreased, the quality of service provided by employees remains good.

2. Risk of Spreading Covid 19

Respondents who identified a risk of spreading COVID-19 reported a moderate level of possible cost risk and a moderate level of potential impact. This risk causes an increase in the cost of implementing health protocols, such as the cost of hand sanitizers, masks, and the cost of periodic employee antigen tests. However, it is quite effective in reducing the spread of COVID-19.

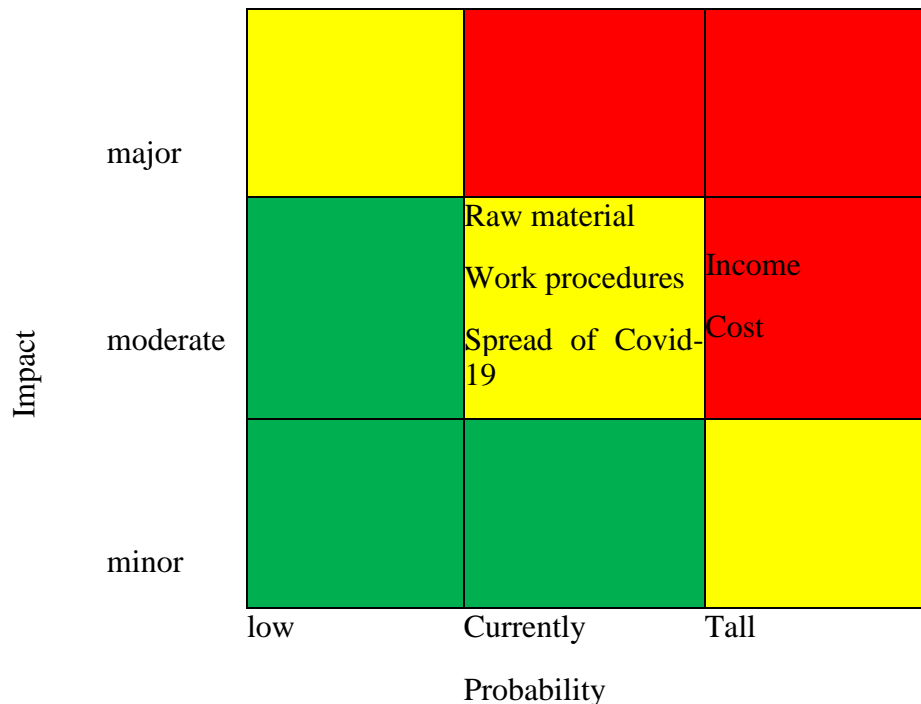
2. Risk evaluation

Based on the results of the risk analysis in table 1, the results of the risk analysis can be summarized into a risk matrix according to the level of probability and impact. Risks are described sequentially starting from the highest/high risk (red area), medium/moderate (yellow area), and low/low (green area).

A. Process Risk

The following are the results of the process risk evaluation of each of the analyzed risks: The results of the process risk evaluation are described in the risk matrix as follows:

Figure 3. Result of Process Risk Matrix



Source: (Bahrudin, 2016)

From the matrix, it can be seen that there is no risk of the process being studied that falls into the green zone , as many as raw materials, work procedures and the spread of COVID-19 are included, while income and costs are included in the red zone. From the results of the matrix above, what can be done by the resource persons are:

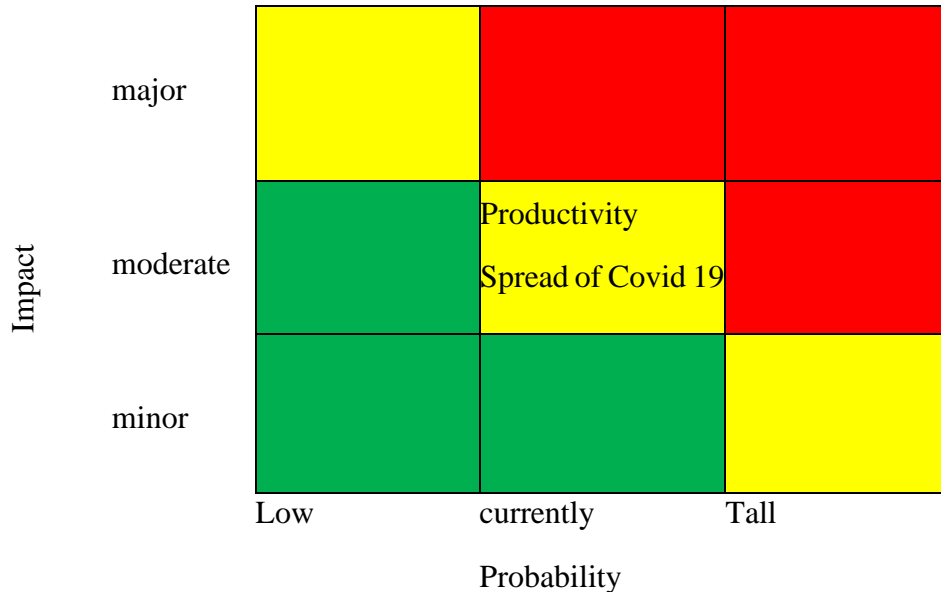
1. Low or low risk (green zone) If a risk is included in the green zone, management does not need to mitigate the risk, but can set expectations to avoid the risk that arises.
2. Moderate or moderate risk (yellow area) The yellow zone signals management to start controlling and mitigating risk before the resulting risk becomes higher (becomes high risk).
3. High risk or high risk (red area) If the risk is included in the red zone, management must take action to mitigate the risk to reduce the risk, and this must be done as soon as possible.

From the results of the risk matrix shown in Figure 3, it can be concluded that the main risks analyzed still have a high level of risk so that mitigation needs to be done quickly and precisely to reduce them.

B. HR Risk

The results of the process risk evaluation in table 2 are described in the risk matrix as follows:

Figure 4. HR Risk Matrix Results



Source: (Bahrudin, 2016)

From this matrix, it can be seen that the risk of the process under study is not included in the green zone, which is included in the yellow zone, namely productivity. The stages carried out by Hotel Bunda Syariah Padang are:

1. Low risk or low risk (green zone)
The treatment taken by management is to anticipate to avoid the risks that arise. In this situation if the risk falls into the green zone. So because it is still a green zone, management does not need to mitigate.
2. Medium risk or moderate risk (yellow zone)

In this situation, Ibu Syariah Padang Hotel is in the yellow zone. Therefore the hotel management took mitigation. The goal is to reduce the risk posed.

3. High risk or high risk (red zone)

The treatment that must be done by management in this situation is to mitigate risk. However, in this case the action must be taken as soon as possible, the aim is that the risk can be minimized as soon as possible.

From the results of the analysis of the data above, it can be concluded that overall the risks that arise still have a low level of risk. So, Hotel Bunda Syariah Padang in this case does not really need a mitigation process.

3. Risk Response Results

Through the stage of filling out a list of available checklists, the authors determine the results of the risk treatment. Understanding risk behavior in this context includes how a company is able to treat risk and manage risk as well. In the checklist there are 4 (four) risk treatments, namely Risk Avoidance (stopping risk), Risk Reduction (reducing risk), Risk Sharing or Transfer (transferring / sharing risk), and Risk Acceptance (maintaining / not taking action). The results of risk treatment can be explained in detail as below.

A. Process risk

The results of the risk treatment results at the Bunda Syariah Hotel Padang can be explained as follows:

1. Income risk

In this case the respondent tries to choose to change the risk to income risk. The stages carried out by Hotel Bunda Syariah are;

1. By developing a business by opening a culinary business "Kampung Bakar Ayam". According to respondents, this kampung-grilled chicken is in great demand by the community, so it can help the Bunda Syariah hotel income.
2. Collaborating with Semen Padang Hospital (SPH). The form of cooperation is that Hotel Bunda Syariah provides room service for Doctors and Nurses at Semen Padang Hospital (SPH) who are on duty to treat Covid-19 patients for 6 (six) months. This collaboration is a supporting factor for the sharia Bunda hotel to survive in the midst of the Covid-19 pandemic.

2. Raw material risk

According to respondents, Bunda Syariah Hotel chose to reduce the risk of raw materials. The strategy carried out by hotel management is the supply of raw materials in proportion to the number of customers who entered the previous day. If there is felt to be lacking, the hotel will make a sudden purchase. Meanwhile, for serving breakfast, the sharia Bunda hotel uses the Box system which is delivered to the guest room. In addition, hotel amenities such as toothbrushes, toothpaste, and others during covid-19 are not provided by the hotel.

3. Work procedure risk

Changing risk is one way to treat work procedure risks. The steps taken are by reducing employees with Free Daily status as many as 6 (six) people and reducing employee working days from 30 (thirty) days in a month to 15 (fifteen) days.

4. Cost risk

According to respondents, hotel management chooses to change the cost risk. Where Hotel Bunda Syariah only provides room only services without breakfast and amenities and saves electricity usage.

5. Risk of Spreading COVID-19

Maintaining risk is also what respondents do in treating the risk of spreading COVID-19. What is being done is to remain obedient to the application of health protocols so that the spread of Covid-19 does not spread widely.

B. HR Risk

The results of HR risk treatment that have been applied by respondents after going through the identification, analysis and risk evaluation stages are shown in table 2. The results of the analysis in table 2 show that the form of risk treatment for HR risk applied by Hotel Bunda Syariah Padang.

1. Productivity

The respondents stated that they implemented productivity risks with risk-reducing procedures. Actions that can be taken are by reducing employees with Free Daily status as many as 6 (six) people and reducing employee working days from 30 (thirty) days in a month to 15 (fifteen) days. This is done so that employee productivity remains the same.

2. Spread of Covid-19

Maintaining risk is also something that respondents do in treating the risk of the spread of Covid-19, things that are done such as by remaining obedient to the implementation of health protocols, carrying out regular antigen tests to employees and requiring employees to get the covid-19 vaccine.

CONCLUSION

The implementation of risk management at the Bunda Syariah Hotel Padang during the Pandemic was carried out in a structural manner through the stages including: identifying risks, analyzing risks, evaluating risks, analyzing risk treatment. All of this is managed based on the risks that arise, and the researchers themselves were able to find out that there are many risks that could occur at the Bunda Syariah Hotel Padang, including: Process risks and HR risks, so that from the stages above, they are able to minimize the impact of greater risks in the future, so the hotel can still survive during the pandemic. In an effort to overcome the constraints of risk management, Hotel Bunda Syariah Padang chose to change the risk to income risk. The things done by Hotel Bunda Syariah are; By developing the business by opening a culinary business so that it can help the Bunda Syariah hotel income. In addition, efforts to collaborate with Semen Padang Hospital (SPH) during the pandemic with. provides room service for doctors and nurses at Semen Padang Hospital (SPH). Therefore, to avoid the worst risk of a situation in the future, it is necessary to carry out risk management properly and correctly.

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