

Resilience Strategies of Star-Rated Hotels in the Soloraya Region in Response to Public Policy Dynamics

Yohanes Martono Widagdo*, Wahyu Tri Hastiningsih, Novac Dhellia,
Fauzan Nur Alfian Hafiluddin

Politeknik Indonusa Surakarta, Indonesia

*Corresponding author: yohanes@poltekindonusa.ac.id

DOI: <https://doi.org/10.24922/eot.v13i1.2246>

Article Info

Submitted:
August 26th 2025
Revised:
March 4th 2026
Accepted:
March 30th 2026

Abstract

This study was motivated by the dynamics of public policy that affect the operational stability of star-rated hotels in the Soloraya region. These conditions require organizations to adopt adaptive resilience strategies to ensure business continuity. Therefore, this study aims to examine the organizational resilience strategies of star-rated hotels in the Soloraya region in response to the dynamics of public policy. The approach used is descriptive qualitative, employing in-depth interviews with the Chief Accountants of 20 star-rated hotels that are members of the AMKAH (*Perkumpulan Manajer Keuangan & Akuntansi Hotel*) Solo Chapter. Data analysis was conducted thematically through data reduction, categorization, and interpretation. The research findings indicate that organizational resilience is built through operational efficiency, workforce flexibility, and the strengthening of relationships with external stakeholders. Strategic innovations such as service digitization and the optimization of direct promotions are key factors in market adaptation. Furthermore, operational harmony is reinforced through participatory communication, collaborative leadership, and organizational learning. These findings confirm that the integration of adaptive, collaborative, and innovative strategies plays a significant role in building organizational resilience in the hotel industry. This study offers practical contributions to crisis management development and enriches research on business resilience in the hospitality sector.

Keywords: organizational resilience; adaptive strategies; star-rated hotels; public policy; Soloraya



INTRODUCTION

Background

The hospitality industry plays a strategic role in the global and national economies due to its contributions to the tourism sector, job creation, and increased local revenue. However, in recent years, the industry has faced significant pressures stemming from shifts in public policy, such as government budget efficiency measures, fiscal regulations, and restrictions on certain activities that directly impact hotel occupancy rates and revenue. Studies indicate that government efficiency policies can reduce demand, particularly in the MICE segment, which is one of the primary sources of hotel revenue (Kusuma & Hamzah, 2026). On the other hand, economic policy uncertainty has also been shown to affect the operational stability of hotels, including fluctuations in occupancy, revenue, and overall business sustainability (Siboro, 2025). The government's fiscal and regulatory support to the company's financial condition is a relevant factor in strengthening the hospitality industry's recovery (Gupta et al., 2022). In order to examine the impact of government policies on business actors and the continuity of the tourism industry, especially the hospitality sector, it is necessary to first understand the operational mechanism of the tourism industry itself (Eikman et al., 2021).

The active role of local governments in establishing strategic and implementative measures to direct the achievement of the intended tourism sector goals is required (Yurindra, 2023). As public policy continues to evolve, the success of collaboration depends on alignment between government policies and community needs; consequently, a lack of alignment can undermine the effectiveness of implementation (Mertha et al., 2025). These budget cuts lead to a reduction in subsidies, incentives, and budget allocations for certain sectors, including the tourism and

hospitality sector. In addition, budget cuts also affect people's reduced purchasing power, which in turn reduces demand for hotel accommodation services. Although socio-cultural and environmental aspects are also affected, the economic impact is often the main focus in tourism development (Nyoman et al., 2024). The impact of this budget cut policy further emphasises the need for hotels to have adaptive and resilient strategies in order to survive and operate optimally amidst economic uncertainty and rapid policy changes. Studies show that the hotel industry is highly vulnerable to changes in the external environment due to its dependence on human mobility and perceptions of safety, thereby requiring a high degree of adaptability and resilience (Brown et al., 2020). Operational resilience is key for hotels in overcoming these external obstacles, including changes in government budgets that affect public consumption and industry competitiveness. This resilience refers to the ability of hotel organisations to adapt, survive and thrive despite disruptive changes, such as budget cut policies. Organisational change in the hospitality industry driven by work motivation is proven to have a positive and significant influence on improving the operational performance of hospitality businesses (Cahyoseputro et al., 2021).

Moreover, in the face of these challenges, it is important for hotels to maintain operational harmony, which is an efficient and synergistic collaboration between hotel departments, such as front office, housekeeping, food & beverage, and others. Operational alignment among departments in a hotel refers to a state in which all work units—such as Front Office, Housekeeping, Food and Beverage, Marketing, and Accounting—are able to work in an integrated manner through effective communication, synchronized Standard Operating Procedures (SOPs), and the support of an integrated information system to achieve optimal efficiency and service quality (Reyes et al., 2019). Improved coordination among departments will clarify

employees' roles and responsibilities and optimize the hotel's operational processes, thereby enhancing operational efficiency and guest satisfaction (Hatoguan et al., 2025). This operational harmony will ensure that despite budget reductions or major changes in policy, service to guests remains optimal and operational standards are maintained. By looking at the policies that have been implemented and their effects on the tourism sector, it can be used to assess the extent to which the policies have been successful, recognise achievements and obstacles that have arisen, and make recommendations for improvement and development in the future (Kurniati et al., 2023).

In line with this, the integration of collaborative governance and value co-creation serves as a strategic foundation for examining tourism development processes that involve various stakeholders (Handini et al., 2025). Nevertheless, there is a significant research gap, particularly regarding the limited number of empirical studies that comprehensively integrate hotels' strategic responses to changes in public policy, especially in the Indonesian context. Furthermore, previous research has also shown that the implementation of adaptive strategies—such as risk management, technology adoption, and stakeholder management—has not yet been extensively examined in tandem within the hospitality industry. Another gap is evident in the scarcity of studies that specifically examine the direct relationship between public policy and hotel operational practices, including aspects of organizational resilience and operational harmony as strategic responses. This highlights the need for more in-depth research to understand how star-rated hotels can build adaptive organizational resilience in the face of dynamic changes in public policy.

This research aims to analyse the managerial strategies implemented by star hotels in the Soloraya region and its surroundings in the face of public policy changes, especially those related to APBN

budget cuts, and how these strategies support the formation of operational resilience and harmony. A hotel resilience model is needed that is based on proactive planning (anticipation), risk preparedness, and the role of managerial leadership (Karen et al., 2025). On the other hand, the importance of green practices, energy efficiency, and operational innovation as adaptation strategies in response to external pressures, including government regulations (Sirivadhanawaravachara, 2025). Using a qualitative approach, this research will explore the perspectives of hotel managers, department heads, and staff involved in daily operations. It is hoped that the results of this study can provide useful insights for the development of more effective adaptation strategies for the hospitality industry, as well as provide recommendations for policy makers to better support the sustainability of this industry in the future.

LITERATURE REVIEW

Operational Strategy

Operational strategy is a key foundation in maintaining the stability of hotel performance, especially in the context of changes in the external environment and is an integral part of business strategy that focuses on how the organisation manages internal processes to support the achievement of long-term goals. In service industries such as hospitality, operational strategies are oriented towards achieving service quality, process efficiency, and responsiveness to customer needs. This includes key dimensions such as cost, quality, speed, dependability, and flexibility. Various studies indicate that adaptive and innovative operational strategies are the cornerstone of building organizational resilience in the hospitality industry, which emphasizes the importance of flexibility and risk management (Connor et al., 2025). Hotel revenue management strategies during the crisis emphasised price adjustments, distribution efficiency, and technology integration to maintain financial stability (Lima Santos et

al., 2024). Strengthening the marketing strategy is a significant strategic aspect, given its ability to deliver innovations with potential benefits that go beyond the leisure tourism subsector (Lukitasari et al., 2023).

Furthermore, this resilience is reinforced by internal harmony through communication, collaboration, and organizational learning (Edeh et al., 2024). During the implementation phase, strategies based on innovation and digitalization have proven effective in enhancing hotels' ability to adapt to market changes (Haerul, Asmar, 2024). However, the effectiveness of all these efforts is greatly influenced by public policy, an external factor that can act as either a driver or a barrier (Chen & Walsh, 2024). Therefore, the integration of operational strategies, organizational resilience, internal harmony, and public policy support is key to ensuring the sustainability and stability of the hospitality industry amid the dynamic changes in the business environment. As such, operational strategy is not only limited to the governance of technical activities but also reflects policy directions that are aligned with corporate strategy. Hotels are required to innovate and revise their operational strategies in response to the impact of efficiency policies. One emerging approach is market segment diversification.

Organisational Resilience

Resilience in the hospitality sector is defined as a hotel's ability to withstand, adjust to, and recover from external pressures and operational disruptions. An adaptive and resilient organisational culture is essential for long-term success. Innovation, influenced by leadership, resources and intangible assets, is key to competitiveness. Sustainable performance includes economic, social, and environmental dimensions (Judi & Kurniawan, 2024). In the Soloraya context, the ability of hotels to utilise internal human resources, reorganise work patterns, and form strategic collaborations with vendors are important

indicators of this resilience. The response to the state budget efficiency policy also led to the practice of organisational resilience, where hotels began to rely on internal human resources to maintain operational sustainability. Permanent and contract employees are routed into cross-functional teams, while day labourers are prioritised for units that are still productive. Supply chain strengthening enables organisations to respond to disruptions more effectively, supporting operational stability and optimal financial performance (Rini & Fikri, 2022).

Operational Harmony

Operational harmony reflects the synergy between sections and roles within the hotel's work system. In the context of the crisis, harmony was achieved through collaboration between permanent, contract, and daily employees, as well as alignment of roles between frontliners and back office. Adjustment of organisational structure to achieve operational harmony, especially in the face of dynamic public policies affecting the hospitality industry (Hatoguan et al., 2025). In addition, aspects of participatory leadership and the involvement of all parties in the promotion and sales process are key to forming team harmony and cohesion. In this case, the importance of the urgency of integration between financial policies and hotel operational practices in adapting to the dynamics of public policy during times of crisis was emphasised (Widagdo & Mulia, 2021). Finally, harmonisation between the hotel's internal strategy and public policy is crucial. Hotels need to understand the direction of government policy, including the national economic recovery (PEN) strategy, adaptive fiscal policy, and regional spending plans.

Public Policy

In this study, public policy is positioned as an analytical variable that plays a strategic role in influencing the adaptive capacity of the hospitality industry,

particularly in responding to regulatory dynamics during times of crisis. Through interventions such as fiscal stimulus, tax incentives, and bureaucratic streamlining, public policy serves not only as an external context but also as a key determinant in the process of operational adjustment and business sustainability (Robertico et al., 2024). Dynamic policies, such as mobility restrictions, occupancy regulations, and health protocols, directly drive changes in hotel operational strategies. From a complex and multidimensional systems perspective, the hospitality sector is highly sensitive to policy changes, making cross-sector coordination and policy synergy key factors in maintaining operational stability (Aguinis et al., 2023). Therefore, hotel strategies that prioritize flexible internal policies, financial efficiency, and adaptive negotiations with vendors serve as a strategic response to the evolving pressures of public policy.

METHOD

This study employs a qualitative, descriptive-exploratory approach aimed at gaining an in-depth understanding of organizational resilience strategies and operational harmony in hotels as they respond to changes in public policy. The qualitative approach was chosen because it allows for a holistic exploration of the subjective experiences and perspectives of industry stakeholders through direct engagement with informants (Traynor et al., 2024). The study sites include star-rated hotels in the Soloraya region, which are characterized by diverse public policy dynamics. Where data stationarity is an essential requirement to obtain reliable forecasting results (Haque & Haque, 2018). The research

informants were selected through purposive sampling, specifically the Chief Accountants of 20 star-rated hotels affiliated with the AMKAH Solo Chapter. Data collection was conducted through in-depth interviews, supplemented by a review of documents to strengthen the validity of the information. The interview data was transcribed, and an analysis of key phrases was conducted to identify the characteristics and dimensions of the hotel's operational experience (Marghany et al., 2023). Data validity is ensured through source triangulation, peer review, and audit trails to guarantee the credibility and consistency of the research findings.

RESULTS AND DISCUSSION

The results showed that one of the tangible forms of hotel operational resilience in the face of public policy changes is reflected in the management's ability to consistently fulfil key financial obligations. This resilience is shown through the fulfilment of responsibilities to the owner in the form of stable and transparent financial reporting, timely payment of employee salaries as an effort to maintain loyalty and sustainability of services, and fulfilment of fixed cost payment obligations such as electricity and other basic operations. In addition, the hotel is also able to maintain a working relationship with suppliers through regular payments even though it is done with a renegotiation system. The ability to continue to run operations sustainably under fluctuating policy pressures is an important indicator of resilience, which comes from managerial adaptive strategies, cost efficiency, and flexibility in daily decision making.

Table 1. Matrix of Evidence of Hotel Operational Resilience

Aspect	Evidence Type	Indicator	Analytical Meaning
Financial stability	Financial reports	Stable cash flow	Maintains liquidity
Salary payment	Payroll & inter-views	Timely salary pay-ment	Employee loyalty
Operational costs	Payment records	No outstanding ex-penses	Operational continuity
Supplier relations	Invoices & inter-views	Payments with rene-gotiation	Business flexibility
Managerial strat-egy	Interviews	Focus on efficiency & cash flow	Policy adaptation
Hotel operations	Observation	Services run nor-mally	Operational harmony
Cost efficiency	Internal policies	Cost reduction measures	Resource optimization
Work flexibility	Interviews	Shift/task adjust-ments	Environmental adapta-tion

Source: Secondary data processed (2025)

The evidence matrix indicates that a hotel’s operational resilience is reflected in its ability to maintain financial stability, the effectiveness of managerial strategies, and operational flexibility. This is evident in sustained cash flow, timely payment of obligations, and ongoing relationships with suppliers through adaptive negotiations. On the other hand, management focuses on cost efficiency and cash flow control,

while operations continue through work adjustments such as shift scheduling and multitasking. Overall, these findings confirm that a hotel’s resilience is achieved through the integration of financial, managerial, and operational strategies in navigating the dynamics of the business environment. The following is an overview of the average condition of star hotel occupancy in the Soloraya region.



Figure 1. Average Occupancy Rates for Star-Rated Hotels, January 2025 – December 2025

The 2025 occupancy rate was analyzed by comparing actual results with those of the previous year (2024) and the 2025 budget target. At the beginning of the year, particularly in January 2025, the occupancy rate showed relatively strong performance, exceeding the rate for the same period in 2024, although it remained slightly below the established budget target. From February through March 2025, there was a significant decline, a trend also observed in 2024, coinciding with the holy month of Ramadan, which typically leads to a decrease in travel activity and hotel occupancy. Furthermore, from April 2025 through the end of the year, the occupancy rate began to show a gradual upward trend. However, this figure remained below the occupancy rate for the same period in 2024. This situation can be attributed to budget cuts in 2025, which also affected market demand, particularly from the government and corporate sectors. Nevertheless, the recovery trend indicates that the hospitality industry in the Soloraya region retains its adaptability in maintaining operations. This reflects strategic efforts by hotel management to survive amidst the dynamics of an unstable business environment.

The findings of this study reveal that the strategy of building resilience and harmony of hotel operations amidst changes in public policy cannot be separated from a comprehensive and adaptive managerial approach. In the context of dynamic policy disruption, hotels in the Soloraya region show strategic patterns that emphasise the effectiveness of resource management, human resource competency development, and strengthening internal and external relations as the main foundation. In addition, strategic innovations such as service digitalisation and operational efficiency are catalysts in the adaptation process. Equally important, continuous organisational learning plays a role in enhancing collective capabilities to survive and transform. The following discussion elaborates on these five strategic elements in depth

towards operational survivability.

Financial Resilience

Financial resilience is the cornerstone of ensuring a hotel's operational sustainability amid the uncertainty caused by changes in public policy. Shifts in consumer behavior are driving hospitality industry players to conduct strategic evaluations and pursue continuous innovation in order to maintain business performance (Nanda, 2023). Meanwhile, effective restriction policies have proven to accelerate the recovery of the tourism sector (Kenji, 2024). According to the research findings, hotels in the Soloraya region have remained able to meet their financial obligations to owners and employees, as well as cover operational costs such as electricity and payments to suppliers. This capability does not merely reflect routine cost control, but demonstrates the organization's resilience, as it is achieved under conditions of high external pressure and revenue uncertainty. This resilience is evident in the strategic priority placed on maintaining cash flow, the ability to adjust payment terms through negotiations with external parties, and the consistency in fulfilling core obligations without disrupting service continuity. Thus, these actions reflect adaptive capacity and managerial flexibility in maintaining operational stability, which is at the core of the concept of organizational resilience. This resilience is realised through stages, including:

1. Energy efficiency as a fixed cost reduction strategy

The hotel's operational resilience is supported by the implementation of energy-saving strategies, which include the use of electricity-saving devices, limiting the use of air conditioning and lighting in non-priority areas, as well as internal socialisation on energy awareness. These measures have proven effective in reducing fixed costs, especially electricity and water bills, without reducing the quality of service to guests.

2. Cash flow management and financial prioritization

Financial management was disciplined through daily monitoring of income and expenditure, and scenario-based budgeting. Reorganisation of payment schemes to vendors was also implemented by considering daily cash conditions. In this context, priorities were firmly set-prioritising the fulfilment of key obligations such as employee salaries and utility costs over non-essential expenditures.

3. Preventive maintenance to minimise the risk of high costs

As part of its medium-term financial strategy, the hotel runs a preventive maintenance programme on its facilities and operational infrastructure. The main objective of this approach is to prevent major breakdowns that could incur significant repair costs in the future, while maintaining the sustainability of daily operations.

Optimising the use of internal resources, including financial aspects, social networks, and technology, substantially supports the formation of resilient and responsive organisational capabilities in facing the dynamics of the hospitality industry (Chasapi et al., 2024). By performing regular maintenance on hotel facilities such as electrical installations, air conditioning systems, and kitchen equipment, management is able to keep operations efficient without the burden of emergency costs.

Human Resource Resilience

Human resource resilience is a crucial element in maintaining the continuity of hotel operations, especially in times of public policy disruption that has a direct impact on guest volumes and business activities. In this context, hotels in the Soloraya region implement various adaptive strategies to balance workload and human resource (HR) cost efficiency. Some of the key measures implemented include:

1. Adjustment of working hours and unpaid leave

The labour efficiency strategy was carried out through a reduction in working hours to 75% of normal working days and the implementation of unpaid leave on a rotational basis, in order to control expenses without terminating employment. This policy may reduce income stability, which could potentially affect employee morale, service quality, and retention. However, the impact largely depends on how management handles it. If implemented transparently and with open communication, employees are likely to remain committed to their work. Conversely, without a human-centered approach, this policy could erode loyalty and increase the risk of turnover.

2. Use of casual on-call system

The recruitment of daily workers was temporarily suspended and replaced by a casual on-call system that allows the activation of additional labour only when the operational load increases, such as on weekends or holidays.

3. Function transfer and role adjustment of human resources

A number of back-office staff were transferred to guest operations such as Food & Beverage and Housekeeping, taking into account individual competencies and actual needs in each department.

4. Operational flexibility and resilience

Human resource management policies that emphasise structural and functional flexibility are proven to support the resilience of hospitality organisations in the face of external pressures and public policy dynamics.

In addition, continuous learning efforts and employee capacity building also strengthen the foundation of institutional resilience in the hospitality sector (Rachid, 2024). It also reinforces the view that

human resource resilience is not only measured by the number of workers retained, but by the extent to which organisations are able to reorganise functions and workloads in an efficient and adaptive manner.

Internal and External Relationships

In facing operational challenges due to public policy changes, hotels in the Soloraya region implement resilience strategies that focus on strengthening internal and external relations. Resilience from within the organisation includes optimising resource management and the effectiveness of working mechanisms, while external resilience emphasises the adaptability and recovery capacity of the organisation through a solid collaborative network with various related parties (Elshaer et al., 2024). Internally, these include:

1. Optimisation of internal resources and operational solidarity

In the face of external pressures, star hotels in Soloraya implement a strategy of strengthening from within by maximising the involvement of permanent and contract labour. Operational activities such as cleaning and maintenance are carried out collectively to foster a collaborative work culture and increase a sense of belonging within the organisation. In addition, overtime restrictions are implemented as an efficiency measure that not only controls workload but also reduces operational costs without reducing service quality.

2. Flexibility of deployment and multipurpose roles of employees

As a form of dynamic adaptation, daily workers who had been laid off were still given the opportunity to contribute through placement across work units, adjusted to actual needs. This approach reflects the implementation of human resource management based on flexibility and potential, where the hotel is able to respond to fluctuations in workload without increasing fixed expenses. On the other hand, all employees are empowered as

sales people, promoting hotel products through social media, direct interaction, and other promotional activities.

3. Coordinative leadership and operational transparency

Organisational resilience is also supported by a coordinative leadership model, which is demonstrated through the active involvement of the General Manager and Head of Department in building cross-divisional communication. The submission of each section's labour needs is done openly through internal forums as a form of transparency and collective participation in decision-making. As one informant noted, "Each department openly communicates its staffing needs during weekly meetings, and decisions are made collectively based on the hotel's operational priorities." This practice demonstrates that decision-making is conducted collectively and transparently, thereby strengthening interdepartmental synergy in maintaining operational stability.

Transparency and openness in internal communication encourage active employee participation and increase organisational responsiveness in the face of the dynamics of the hospitality industry (Muhammad Hasan, 2023). From the external side, these include:

1. Adjustment of procurement and payment systems as a liquidity strategy

In the face of financial pressures due to changes in public policy, star hotels in Soloraya apply a strategy of adjusting the flexible procurement and payment system. Procurement of food ingredients is carried out through a market list mechanism with the direct purchase method, oriented towards minimum stock to maintain cost efficiency. Payment is made based on the priority date of the note and the actual condition of cash inflow, with payment of the 1st and 2nd notes made in the middle of the month, while subsequent notes are scheduled in stages.

2. Collaborative relationships and economic solidarity with external partners

The hotel's external resilience is also demonstrated through efforts to maintain adaptive and collaborative relationships with vendors and commercial tenants. In terms of technical procurement and facility maintenance, hotel management takes a negotiation approach to delay payments or request for discounts as a win-win solution. The same is applied to tenants of commercial spaces in the hotel area (arcade) by providing special discounts as a form of business solidarity.

The implementation of an organisational resilience strategy is crucial to ensure a resilient governance system in responding to various risks, as well as being able to withstand and adapt to external dynamics and pressures such as suppliers and vendors in order to maintain operational continuity (Salam, 2024).

Overall, this strategy of strengthening internal and external relations is an important foundation in maintaining operational harmony, enabling the hotel to continue running efficiently, sustainably and inclusively amidst the changing dynamics of public policy.

Strategic Innovation

The implementation of digital transformation has proven to strengthen the resilience of hotels in the Soloraya region by improving response times and the accuracy of decision-making. What is essential is the understanding that the tourism sector is highly segmented, both in terms of demand and supply, allowing growth in certain segments despite the crisis (Scott & Eric Laws, 2020). One informant stated, "Since we started using a data-driven revenue management system and a channel manager, we've been able to adjust room rates and availability in real time based on changes in demand." This practice not only boosts occupancy but also minimizes the risk of revenue loss amid market fluctuations. Analytically, digitalization enables

hotels to manage market segmentation with greater precision, expand distribution through online platforms, and optimize dynamic pricing strategies. Strategic transformation through digitalisation and optimisation of operational processes substantially strengthens organisational resilience, by accelerating the hotel's adaptability to external environmental dynamics (Salam et al., 2024). This indicates that digital transformation is not merely an operational innovation, but rather a strategic tool for building adaptive capacity and strengthening an organization's resilience against external pressures, including changes in public policy and market demand dynamics. This integrated approach is believed to strengthen the resilience of hotel operations amidst regulatory pressures and fluctuations in market demand, including:

1. Digital transformation and optimisation of direct booking

The implementation of a direct booking system through a dedicated folio at the Front Office is part of the digitisation of services aimed at reducing dependence on OTAs, supported by active promotion through social media and collaboration between FO and Marcom teams.

2. Diversification of services and market segments

The hotel expanded its segments to the corporate, family, and offline travel agent markets which are relatively more stable against public policies, among others by providing new facilities such as children's playgrounds to attract the family market.

3. Price flexibility and competitor monitoring

Room rates are adjusted dynamically based on the Hotel Competitive Report (Hot Com), maintaining a balance between occupancy and average room rate (ARR) to ensure competitiveness without sacrificing profit margins.

4. Internal collaboration and channel performance analysis

Inter-departmental synergy is emphasised in an effort to attract conversions from Online Travel Agents (OTAs) to Free Independent Travelers (FIT), as well as monitoring reservation results through digital systems to ensure the effectiveness of data-driven distribution and marketing strategies.

Organisational Learning

Organisational learning is a crucial foundation in building business resilience in the hospitality sector, especially when facing public policy changes and crisis situations. Organisational or supply chain resilience enables the mitigation of negative impacts more quickly and efficiently, thus accelerating the operational recovery process (Aigbedo, 2021). In the context of the hospitality industry, which is vulnerable to external dynamics such as political crises and pandemics, organisational learning is an important foundation in building long-term resilience, including through:

1. Utilisation of crisis experience as an organisational asset

The experience of dealing with major events such as the May riots and the COVID-19 pandemic was utilized as a collective learning base, where the loyalty and resilience of long-standing employees became a strategic resource to anticipate and respond to crises more maturely.

2. Employee involvement in collective sales

Management policies that encourage all employees to be involved in the sales process, such as distributing promotions through personal social media and assisting directly at events, create a collaborative work culture that organically strengthens market position.

3. Coherent and inclusive leadership

The centralised yet participative leadership of the hotel facilitates alignment of vision between management, owners

and employees. This established a coherent pattern of communication and decisions in the face of operational challenges.

4. Strategic coordination with external partners

Organisational learning is also reflected in the practice of adaptive coordination with vendors and suppliers through trust-based approaches, payment flexibility, and mutualism strategies, all of which contribute to maintaining operational continuity amidst market fluctuations.

A description of these four components is outlined in the hotel operational resilience framework diagram:



Figure 2. Operational Resilience Framework Diagram

The Operational Resilience Model illustrates that a hotel’s operational resilience is built through a continuous, integrated cycle. Lessons learned from crises form the foundation for improving strategies and decision-making. Furthermore, employee engagement strengthens collective contributions in supporting sales and operations. Inclusive leadership ensures coordination, open communication, and participatory decision-making. On the other hand, external collaboration expands support through strategic partnerships with various parties. These four elements are interconnected in a continuous cycle, thereby forming the hotel’s operational resilience—one that is adaptive, responsive, and

sustainable in the face of dynamic business environments.

Thus, organisational learning is not only an internal experience-based process, but also a strategic instrument to create sustainable resilience. In the hospitality sector, organisational learning strengthens institutional resilience through managing knowledge and past experiences as a basis for strategic decision-making in times of crisis (Edeh et al., 2024).

CONCLUSION

This study makes an important contribution to the development of hospitality science by demonstrating that the resilience of hotel organizations is determined not only by financial factors, but also by the integration of human resource flexibility, relational strength, and innovation based on collective learning. This study enriches the field of resilience research by introducing a multidimensional approach that links operational strategies, organizational harmony, and public policy dynamics within the context of the hospitality industry. In practical terms, the findings of this study have implications for hotel management, particularly in the Soloraya region, to develop adaptive strategies through effective cash flow management, flexible work arrangements, strengthened cross-departmental communication, and the use of digitalization to capitalize on market opportunities. A collaborative and innovative approach has proven to be key to maintaining operational stability amid external pressures.

However, this study has limitations, including a scope restricted to star-rated hotels in a single region and the use of a contextual qualitative approach, which limits the generalizability of the findings. Therefore, future research is recommended to expand the geographical scope, incorporate quantitative methods, and test organizational resilience models more comprehensively across various conditions within the hospitality industry.

ACKNOWLEDGEMENT

This research would not have been completed without the valuable support of various parties. The author extends sincere gratitude to the Association of Hotel Financial and Accounting Managers (AMKAH) for providing access to essential data, empirical insights, and collaborative support during the information gathering and validation process concerning the operational dynamics of starred hotels in Soloraya. Lastly, the author acknowledges all individuals and institutions who contributed, either directly or indirectly, to the completion of this research but whose names cannot be mentioned individually. It is hoped that this work contributes meaningfully to strengthening operational resilience and harmony in the hotel sector, particularly in navigating the challenges posed by evolving public policy environments.

AI USE STATEMENT

This study utilizes artificial intelligence (AI) technology, specifically ChatGPT, as a tool to assist in the article-writing process. Its use is limited to improving sentence structure and organizing the narrative to make it more systematic and academic, including the creation of conceptual illustrations. AI is not used in the data analysis process or in scientific decision-making. All analysis, interpretation, and conclusions are drawn independently by the author. Thus, the author is fully responsible for the accuracy, integrity, and originality of the article's content.

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