

Restaurant Governance in the Pandemic Period Implementation of GCG at the Warong Bakar Bakar Restaurant

Habelana Lucia Goni¹, Denny Tewu²

^{1,2}Faculty of Economic, Universitas Kristen Indonesia, Indonesia

lucia.kpro@gmail.com

Abstract

Restaurants as food and beverage providers are included in the hospitality industry that sells hospitality services and are organized commercially by applying general business principles. Hospitality services mean a good relationship between guests and service providers. The Warong Bakar Bakar (WBB) restaurant as part of the hospitality industry must follow the principles of this industry and combine it with good corporate governance in order to produce the desired results. During the pandemic, restaurant governance in addition to other GCG aspects is more emphasized on the responsibility side in the form of CSR (Corporate Social Responsibility) to the community and to employees, by enforcing special guidelines for the restaurant industry through Ministry of Tourism & Creative Economy Regulation No. 13 2020 concerning Guidelines for the Implementation of Hygiene, Health, Safety, and Environmental Sustainability in Restaurants/Restaurants during the handling of the 2019 CoronaVirus Disease Pandemic. With this thesis that uses fish bone analysis, it is hoped that it will provide a solution for business problems in the hospitality industry in order to survive during the Pandemic, where this sector is one of the ones that will feel the biggest impact.

Keywords

hospitality industry; restaurant;
pandemi era



I. Introduction

Indonesia is a country that is rich in natural scenery so it is not a taboo if Indonesia becomes one of the favorite tourist destinations in the international arena. The increase in tourist destinations is one of the key factors to continue to improve the family economy which will have an impact on increasing the national economy. So, it is not a mustahij if tourism is currently one of the industries prioritized by the government (Chriswardana Bayu Dewa, 2019) with various policies to attract investors to invest their funds in an effort to improve the quality of Indonesian tourism.

Improving the quality of tourism will certainly spread to other tourism facilities such as lodging services, as well as eating and drinking. Food and beverage service or what is known as a restaurant is one of the important aspects in tourism. This is because, if tourism is not equipped with the necessary facilities, including the existence of services or places to eat and drink, the volume of visitors will decrease over time. In Indonesia, the food and drink service sector are quite large and growing (Chriswardana Bayu Dewa, 2019). The various uniqueness and characteristics of each restaurant are certainly different as a special attraction.

However, of course, management is an important thing to continue to improve its quality so that it can survive regardless of the circumstances and the situation. This is because, every business that is carried out certainly has its own risks, so that in its

management it must think about and create a risk management strategy so that what is being pursued continues to provide benefits for others.

Unfortunately, when many restaurant services are developing, the COVID-19 pandemic hit Indonesia in 2020 and only started to rise in 2022 (Raodah Hafid, 2021). Covid-19 is a disease that leads to the respiratory tract and has claimed the lives of many Indonesians. Covid-19 is spread by a coronavirus disease originating from Wuhan (Nurul Aeni, 2021). The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Covid 19 is a pandemic that has quite an impact in Indonesia. Because this virus has a very fast way of spreading, the government has made a policy to carry out social restrictions to break the chain of covid 19 so that it can be finished quickly.

Social restrictions or what is known as PSBB is one of the steps to speed up the completion of the pandemic so that it does not slow down the country's recovery. In fact, during this pandemic, almost all economic sectors have stagnated. The tourism location is quiet, the restaurant is not crowded, various companies find it difficult to increase their production due to the accumulated stock taking, and so on.

PSBB has a fairly bad impact on Indonesia. This is because the existence of social restrictions causes financial turnover to stagnate. Difficulties occur everywhere which have an impact on increasing poverty in the community.

This is because, when PSBB occurs, sales volume decreases, so every restaurant must take steps to go out of business, temporarily close or reduce the number of employees.

One of the business sectors that has felt the biggest impact during the pandemic is restaurants. As part of the hospitality industry-based tourism sector, we must follow government regulations regarding health protocols that refer to the World Health Organization (WHO), and the World Travel & Tourism Council (WTTC).

When a pandemic occurs, the government imposes social restrictions so that interaction between one community and another is limited. As a result, many sectors are hampered, one of which is the economic sector, namely in the tourism sector

Of course, this adds to the national problem of increasing unemployment. Unfortunately, even though the COVID-19 pandemic has started to end and the economy has started to bounce back, it is not impossible if in the future another pandemic occurs which will have a negative impact on business actors, especially in the restaurant sector.

The government also continues to promote its various programs to revive and restore the situation. For example, Kemenparekraf/Baparekraf has made tourism destination recovery programs such as strengthening Sapta Pesona in tourist destinations, revitalizing facilities in tourist destinations, socializing health protocols based on CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) in every tourist destination in Indonesia and CHSE. certification. However, it is still very difficult for this business to achieve the desired results, especially if a "Lock Down" period is set. This also applies to WBB Restaurants.

According to the PHRI report, the number of hotels and restaurants that were permanently closed in September 2020 was 9,000 places. For this reason, in order to overcome this, every restaurant must carry out careful business planning, especially in the risk aspect (Mudayat, et al. 2020) so that they can make various strategies to overcome things that are possible to happen.

This is proven, that not a few restaurants are still operating even though in limited circumstances. They open a restaurant in limited quantities and time, limited personnel, unfortunately the income received is not optimal.

For this reason, in order to increase restaurant income during the pandemic, all business actors must be able to manage their restaurant well. This includes financial management, business risk, and so on. This is because, for restaurants that still have the opportunity to open during the pandemic, the biggest problem is: low income or low seat occupancy in addition to unexpected events (KTD) such as No Return Customers. In normal times, this is the biggest challenge for the restaurant business, especially during a pandemic.

Therefore, based on the explanation above, the researcher wants to find out more about restaurant governance during the pandemic with the implementation of GCG at the waroeng Bakar Bakar restaurant. The purpose of this study is to find out more about restaurant governance during the pandemic, especially at the Waroeng Bakar Bakar restaurant. It is also hoped that the results of this study will contribute to the government or researchers.

II. Review of Literature

As one part of the hospitality industry and tourism products, restaurants are service products or services that can only be produced by producers if consumers are present to participate in the process.

For this reason, there are aspects that must be known (Smith & Lumsdon 1997:141), including:

- *Physical Plant* : Physical things such as location, related to nature, climate and infrastructure. Physical plants are important to increase the attractiveness of visitors. Moreover, nowadays many visitors like to take photos of *san selvi*, so the layout of the plants must be arranged properly as one of the attractions for visitors.
- *Service* : The work required by the customer is related to the facilities owned. Is a complementary technical element of a service so that it can be delivered according to customer needs. service related to service is important because incomplete facilities will make visitors think twice about visiting again. So, the facilities provided by the restaurant must be done properly. Especially in bathroom facilities and places of worship. Ensure that every facility is clean and the services performed by employees are agile and sensitive to the environment that occurs. If the service provided is satisfactory, the sales volume will increase. Of course, all types of services are carried out according to the strength of the restaurant so that it is not burdensome and runs pleasantly
- *Hospitality* : Hospitality, namely the way the service is delivered is extra (extra) which causes visitors to feel better (*visitors feel good*). Poor service will turn off visitors because visitors will feel traumatized to come to a managed restaurant. This is because, service is important to provide a sense of comfort and satisfaction for visitors so that they want to come back.

The services provided are not only when ordering, but when guests arrive until they leave, they must be given good and quality service in addition to the delicious taste of the food and the restaurant's ability to maintain the quality of its service.

- *Freedom of Choice* : Freedom of choice in ordering the desired service. This relaxes the visitor and allows the visitor to act spontaneously. Freedom is important because it relates to comfort. When visitors feel comfortable, freedom of choice becomes something that can be done well. Free to bring your family, or want to borrow the room

- privately without any interference. Of course, in accordance with the applicable restaurant SOPs so that both benefit and no one is harmed.

2.1 Good Corporate Governance in restaurant business

In the restaurant business, to achieve goals, good governance must be carried out so as to produce high customer satisfaction which will automatically increase *revenue*. Poor management will certainly not produce maximum results. This is because, in every business, harmonious management must be carried out between one manager and another.

2.2 Restaurant Chain



Source: GCG Lecture Dr. Martua E Tambunan, SE.AK, MSI, CA

5 Pillars of Good Corporate Governance at Warong Bakar Bakar Restaurant

Transparency, Accountability, Responsibility, Independence, fairness. This is done in each company to achieve maximum results both in image and revenue.

Transparency, if viewed externally, since its establishment, the Warong Bakar Bakar restaurant has followed the applicable tax rules, namely the payment of restaurant tax (PB1) which goes to the regional treasury. This tax is charged directly to consumers at 10% of the value of food sales. So the restaurant sales turnover can be directly monitored by the local government.

Internally, transparency is applied to employees by giving a bonus percentage of the profits that have been set. This has an effect on increasing employee performance. This is also included in *fairness* where employees and owners feel the same benefits. (WBB) also recruits employees according to their expertise which consists of the administration, Kitchen, Service divisions and always supervises new employees

Warong **Bakar**, Providing rewards for disciplined and loyal employees also provides punishment for violations of applicable rules.

Responsibility, as stated in the introduction, during the COVID-19 pandemic, WBB has implemented all the rules and guidelines for restaurant health protocols from the Ministry of Tourism and Creative Economy. These include: Body temperature checks, employee equipment (masks, etc.) and disinfection of every visitor leaving the table, protected eating utensils, physical distancing, the largest area is outdoor. This is related to CSR (corporate Social Responsibility) which must protect the social environment and currently related to covid 19 must be added with concern for public health. Also following government rules during the PSBB Large-Scale Social Restriction or PPKM

Independent restaurants must be able to maintain business continuity even during a pandemic. Warong Bakar Bakar is a restaurant that still exists through the pandemic period

with existing marketing strategies supported by the concept of an outdoor restaurant which is currently being visited by more people.

2.3 Characteristics of Warong Bakar:

Warong Bakar Bakar was established in the city of Tomohon, North Sulawesi, which is a tourist destination in North Sulawesi (such as in Lembang, Bandung). During this covid period, sales have increased because many consumers are looking for outdoor restaurants, especially with the cool air and beautiful views of Tomohon City.

- Having an all-grilled menu with the favorite Jaw Tuna Grilled which is not sold in all restaurants makes WBB has its own characteristics.
- Its comfortable, cool and Instagramable place makes consumers not only able to enjoy this special food, but also to relax with their family.
- The busiest days for Warong Bakar Bakar are weekends and holidays because consumers come not only from the city of Tomohon but also from the city of Manado and other surrounding cities.

- **Vision Mission**

Vision: In addition to seeking profit for WBB, it also creates a culinary tourism destination that is worthy of being visited by consumers/communities and adds regional assets for tourism.

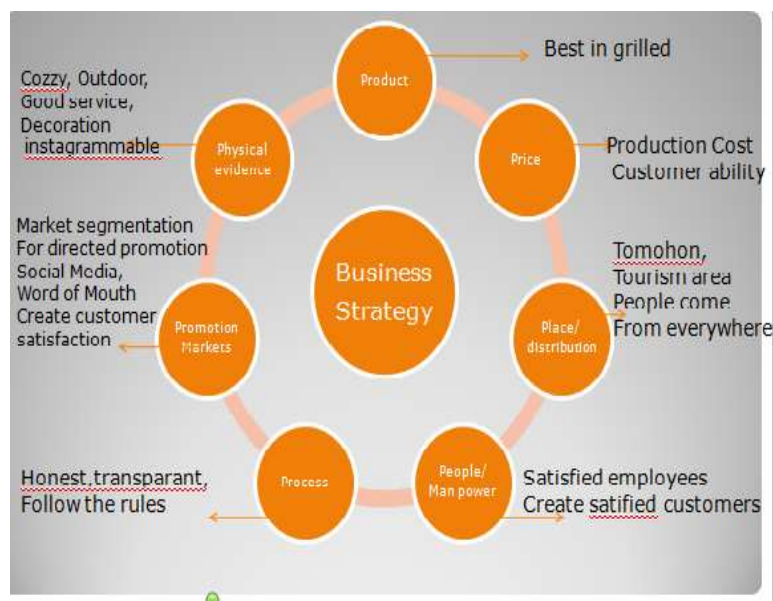
Mission: Destination Warong Bakar Bakar: Excellent **Service, Delicious Food, Cozy Place.**

Table 1. Motto: Beyond Your Expectations

	SWOT ANALYSIS	
	STRENGTH	WEAKNESS
I N T E R N A L	<p>The only restaurant that specializes in grilling</p> <p>Location in the cool Tomohon City</p> <p>A large yard can be used for celebrations</p> <p>Complete equipment for big events</p> <p>Garden concept 70% outdoor so The era of covid 19 can still be open and visited</p>	<p>If it rains a small indoor area</p> <p>Lack of trained personnel for service</p> <p>There are not many chefs</p> <p>Not working with Go food and other online</p> <p>the serving time is long</p>
E X T R A	OPPORTUNITY	THREATS
	<p>Business development in Frozen food</p> <p>Add a catering business</p>	<p>Adding competitors</p> <p>Fewer visitors on weekdays</p>

E R N A L		Disappointed visitors who don't come back The implementation of the PSBB, namely closing restaurant and only delivery Operating hours restrictions
-----------------------	--	--

2.4 Warong Bakar Bakar Business Strategy

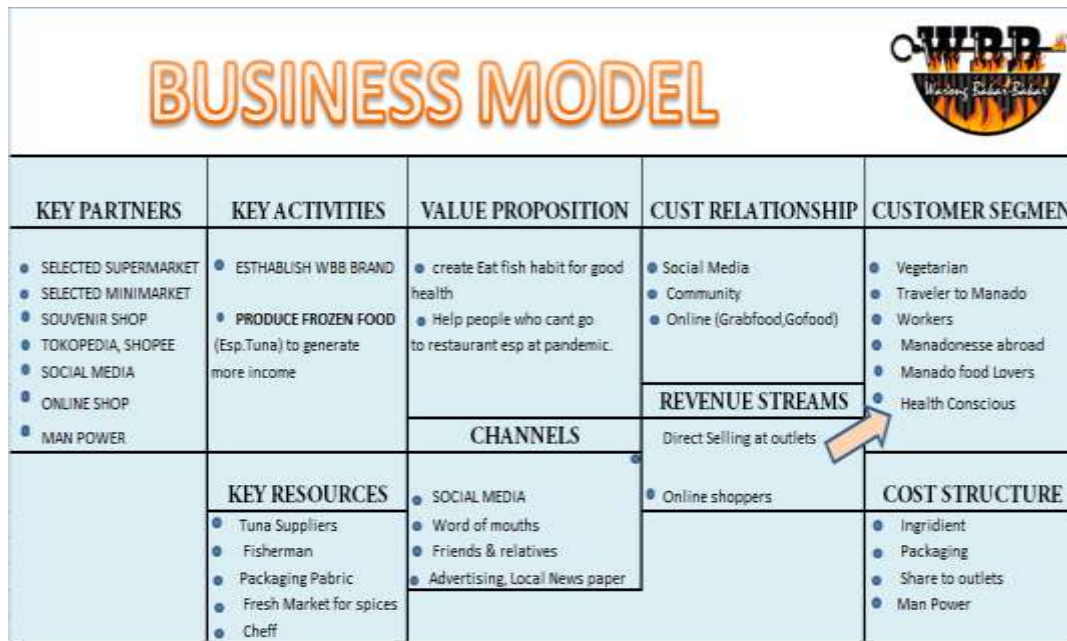


2.5 Marketing Strategy

- Promotion using social media
- Creating event packages such as birthdays, small-scale weddings and outdoor events.
- The plan is to open a new frozen food division where even though consumers don't have to come to restaurants, businesses can still run online and delivery considering that the Covid-19 period doesn't look like it will end this year.

2.6 New Business Model Restaurant Warong Bakar Bakar

To increase sales and follow the existing trend, WBB plans to add a Frozen food Division from the menus that have been sold.
The following is the business model:

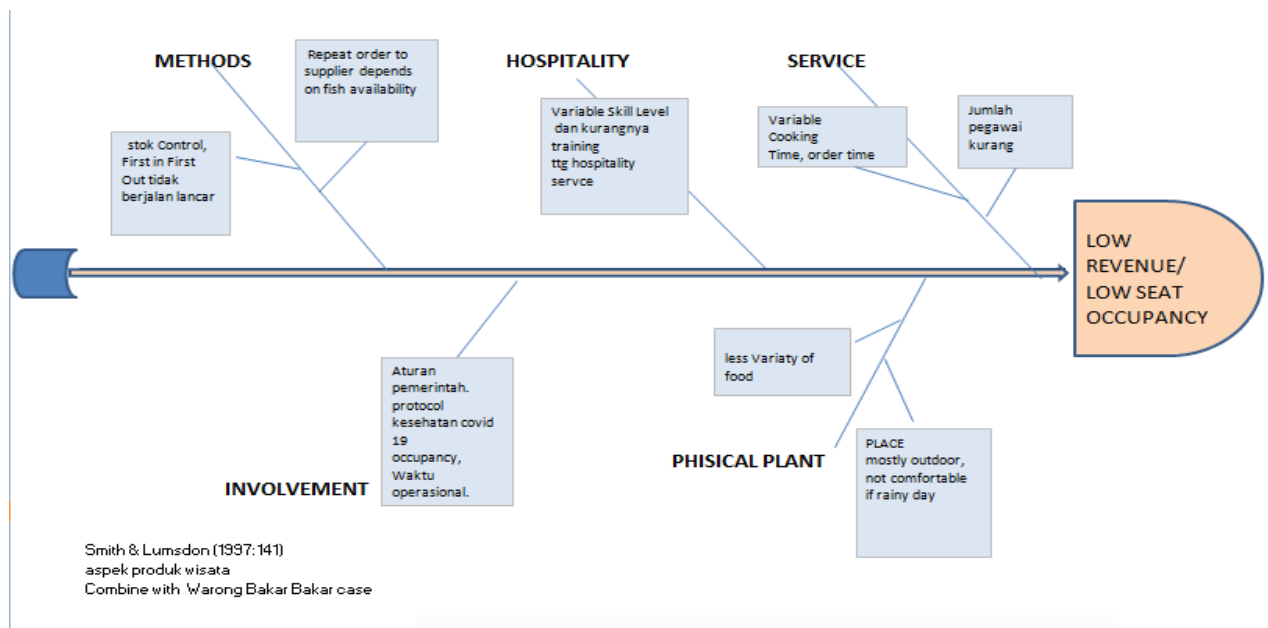


III. Result and Discussion

Unexpected Events

- Low Seat Occupancy
- Low Revenue
- No return Customer

3.1 Dissecting Risk with Fish Bone



3.2 Analysis

The causes of Low revenue and Low seat occupancy from Grilled Warong Restaurant include a combination of the following:

Methods:

1. Lack of stock control, so that if an item runs out not detected faster so that they often run out of food that fits the menu. The First in First out system has also not run smoothly due to weak stock control.
2. Tuna jaws, grilled tuna breasts are my favorite foods from WBB. The supply of tuna ingredients sometimes experiences obstacles, depending on the tuna export schedule abroad. It should be noted that tuna jaws and breasts are rarely exported. Only meat with a certain rate is sent. The rest of the export is consumed by Indonesians and is a favorite food, especially in the North Sulawesi area.

Hospitality:

The hospitality business is a business that prioritizes services. These business people must be trained so that they can support the business. In this case, WBB is still lacking in employee training and lacks experienced personnel because it has been employed by 5-star hotels and restaurants.

Service

1. There is still a lack of employees so that on busy weekends it is a bit overwhelming to handle many guests.
2. The length of the roasting process causes guests to wait a long time.
3. Because there are less employees, guests can wait to be served.

Physical Plant

1. place is 70% out door, so that if it rains the customers are a little
2. photo spots. *instagrammable*
3. Lack of types of food because they only focus on the jaws of tuna and other heavy foods.

Involvement

During the current covid period, there are many things that must be obeyed for mutual safety and following government rules. The rules are regulated in the Ministry of Tourism & Creative Economy Regulation No. 13 of 2020 concerning Guidelines for the Implementation of Hygiene, Health, Safety, and Environmental Sustainability in Restaurants/Restaurants during the handling of the 2019 CoronaVirus Disease Pandemic Effects on revenue include:

1. Operational hours are limited to 8 p.m.
2. During the Large-Scale Social Restrictions, restaurants can only deliver.
3. During the Community Activity Restrictions, the rules are that restaurant capacity can only be 25%.

3.3 KTD Mitigation

Methods:

- Fix all deficiencies in the work method in stock control
- Adding suppliers so that there is no dependence on one supplier and paying an advance for orders.

Hospitality:

- The hospitality business is a business that prioritizes services. These business people must be trained so that they can support the business.
- Existing employees have uneven expertise, especially in the hospitality sector. Ideally employees should attend *Hospitality Schools Such* as hospitality to know table manners

and personality development etc. Usually the school graduates are directly recruited by big hotels or five-star restaurants. This is one of the problems of medium-sized restaurants. For this reason, it is advisable for existing employees to be given more intensive training but there must be a clear contract.

Service

- Adding Employees
- Make a reservation system so that consumers do not have to wait long.

Physical Plant

- Evaluating menus, food quality, food variety
- Adding photo spots and restaurant beauty
- Preparing tents for the rainy season

Involvement

Following government regulations regarding the covid 19. Business Expansion protocol to increase income and survive during the pandemic without violating government regulations

IV. Conclusion

- Good Corporate Governance very important to achieve the target of a company, including the restaurant business. During a pandemic, government rules regarding health protocols must be followed for mutual safety.
- If the KTD mitigation is really implemented, it is certain that this restaurant business will survive during the pandemic, and it can even earn big revenue because one of the advantages is that it is in a strategic and open location.
- Must be able to follow the changing trends of the times due to covid 19 with the expansion of businesses that use technology such as online food businesses and frozen food with ready-to-eat food.

References

- Aeni, Nurul. (2021). Pandemi Covid-19: Dampak Kesehatan, Ekonomi, dan Sosial. Jurnal Litbang 17(1): 17-34.
- Dewa, Chriswardana Bayu. (2019). Pengaruh Kualitas Restoran Terhadap kepuasan pelanggan Cengkir Heritage Resto and Coffe. Jurnal Khasanah Ilmu 10(1): 21-26.
- DR. Denny Tewu SE, Lecture
- Dr. Martua Eliakim Tambunan, SE, Ak, M. Si, CA, CRMP(2021) Lecture
- Irwan Septayuda, Peranan Hospitality Industry dalam pengembangan Pariwisata Sumatera Selatan.
- Mudayat, et al. (2020). Perencanaan dan Pengembangan Bisnis. Surabaya: Scopindo.
- Muliyadi Nitisusastro. (2013). Perilaku Konsumen dalam Perspektif Kewirausahaan. Alfabeta, CV.
- Ningrum, P. A., et al. (2020). The Potential of Poverty in the City of Palangka Raya: Study SMIs Affected Pandemic Covid 19. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 3, Page: 1626-1634
- Peraturan Menteri Pariwisata dan Ekonomi Kreatif RI No.13 Thn (2020) tentang Standard & Sertifikasi Kebersihan, Kesehatan, Keselamatan dan kelestarian lingkungan sektor pariwisata dalam masa penanganan Pandemi Corona Virus Disease 2019.
- Raodah. (2021). Strategi Pelaku Usaha Restoran dalam Masa Pandemi Covid-19 di Kabupaten Gowa. Jurnal Hasil Penelitian Ilmu Sosial dan Huaniora 7(1): 43-55.

- Research Methods in Tourism. (2017). Hospitality & Events Managements (Paul Brunt, Susan Holmer & Nataley Semley)
- Riduwan.(2012). Rumus dan Data dalam analisis statistika. Penerbit Alfabet Bandung.
- Saleh, A., Mujahiddin. (2020). Challenges and Opportunities for Community Empowerment Practices in Indonesia during the Covid-19 Pandemic through Strengthening the Role of Higher Education. Budapest International Research and Critics Institute-Journal (BIRCI-Journal). Volume 3, No 2, Page: 1105-1113.
- Schiffman dan Kanuk.(2008). Perilaku Konsumen (Edisi ketujuh) Penerbit PT. Indeks.
- Sihombing, E. H., Nasib. (2020). The Decision of Choosing Course in the Era of Covid 19 through the Telemarketing Program, Personal Selling and College Image. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No. 4, Page: 2843-2850.
- Sudjarwo, RA dkk.(2013). Analisis Pengaruh Kualitas Produk, Kualitas Pelayanan dan Lokasi Terhadap Kepuasan Konsumen. Jurnal Administrasi Bisnis
- Sujarweni, Wiratna V. (2014).Metodologi Penelitian. Pustaka Barupress. Yogyakarta.