

**ADAPTATION STRATEGY OF PT. NUSANTARA TOUR & TRAVEL IN
FACING THE COVID-19 PANDEMIC**

**(STRATEGI ADAPTASI PT NUSANTARA TOUR & TRAVEL KOTA
SEMARANG DALAM MENGHADAPI PANDEMI COVID-19)**

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Abstract

The tourism sector is one of the industries affected by large losses from Covid-19. The impact can be seen from the number of travel agency businesses that have been forced to close down. However, there are several tourism businesses that continue to run their businesses, namely PT. Nusantara Tour and Travel, DP Mall Semarang City branch. The city of Semarang is the capital of Central Java which has many tourist attractions, so this research aims to find out the strategies implemented by Nusantara Tour that can be used by other businesses when one day they experience a world crisis. Using qualitative research methods and the key resource person is the general manager of PT. The results obtained by Nusantara Tour were that the strategy implemented was 50% work, 50% unpaid leave during the pandemic, dismissing employees whose contracts had expired and were considered lacking in terms of work performance, conducting training related to developing the skills and knowledge of employees and implementing an approach to personally by offering tour promotions to loyal and potential customers.

Keywords: *Adaptation Strategy, PT. Nusantara Tour & Travel, Pandemic Covid-19*

INTRODUCTION

The emergence of the Covid-19 virus in 2020 has become a global issue in the world which has a negative impact on all countries, including Indonesia. Since the Covid-19 pandemic case occurred in Indonesia, new problems have arisen, especially in Indonesia. The Covid-19 outbreak has had extraordinary implications for social, economic and political issues. It is undeniable that several sectors in Indonesia have been totally paralyzed due to this outbreak, especially in the social and economic sectors that have been experienced by the people of Indonesia. These things became the trigger for the emergence of a global crisis. For about 2 years the government has appealed to the Indonesian people not to carry out activities outside the home in an effort to avoid and prevent the spread of the Covid-19 virus. The right recommendation made by the government is by implementing the Large-Scale Social Restrictions policy or shortened to (PSBB).

This condition has very bad consequences for various business fields in Indonesia. One of the businesses that has been heavily impacted by Covid-19 is the Tour and Travel business. Since the implementation of phase 1 of the lockdown in 2020, all tourism activities have not run as usual. Of course this problem has shaken the Tour and Travel business world, especially for Tour and Travel entrepreneurs in Indonesia, because travel agency companies are very dependent on tourist travel patterns. Astindo (Indonesian Travel Agent Association) conducted a survey in March 2020 on the negative impact of the corona outbreak on its members. This survey was conducted with a total of 377 travel agent company respondents who are members of Astindo, almost all respondents said that there had been a decrease in sales, even a decrease in turnover of 100 percent or no sales at all that was felt by 35.1 percent of respondents (Priyanto R., et al, 2021).

Tourism is one of the industries that has a big role in economic development in Indonesia. This is also supported by the presence of business actors in the tourism industry both on

a large scale and SMEs. In today's digital era, the development of the tourism industry is moving even faster. Relations between industry players digitally and in the field that are now established offer convenience for domestic and foreign tourists to be able to enjoy tourism in Indonesia. The emergence of the phenomenon of revenge tourism is a place for "revenge" for tourists who are forced to suppress their desire to take a vacation due to the pandemic.

Semarang is the capital city of Central Java Province and as a city in the Joglosemar area, it is one of the cities that is a source of income for Central Java province, which has experienced a significant decline in the number of tourist visits due to Covid-19. In 2021 the City of Semarang issued a Mayoral Regulation No. 26 of 2021 concerning Implementation of Restricting Community Activities in the Context of Control and Prevention of Covid-19. In 2021 Semarang City was once a red zone due to high Bed Occupancy Rate (BOR) numbers or Corona patient bed occupancy which reached 91.34 percent so the Semarang City government needed to provide a new isolation place. Restrictions on main road access were also carried out in order to reduce community activities such as road access to the Pancasila Simpang Lima and Kota Lama Square areas which were closed from 19.30 to 06.00 every day. Restrictions are also placed on entertainment venues such as cinemas, tourist sites, karaoke, spas etc. to anticipate the gathering of people at the same time. For the restaurant policy in Semarang City, they are still allowed to operate at 50% capacity so that people who want to buy food or drinks but the restaurant is full, of course, can still order and then take it home to eat at home. In addition to restrictions on business ventures, all office work is also implemented with a shift system and Work From Home (WFH) to minimize crowds of employees at one time in the office.

Since Covid-19 entered the city of Semarang and spread widely so that it very quickly caused the tourism sector in the city of Semarang to not be able to run as usual and to experience losses for tourism business actors,

one of which was the travel agency business. The movement of local people and tourist trips is forced to stop or fail as a result of the spread of covid which can endanger personal lives and others when a person becomes a carrier of covid but has no symptoms or what is commonly called a silent carrier.

Table 1. Number of Tourists in the City of Semarang 2018-2020

Tahun	Jumlah Wisatawan Mancanegara	Jumlah Wisatawan Nusantara
2018	66.105	5.703.283
2019	82.030	7.223.529
2020	5.501	2.063.574

Source: Semarang Satu Data (2021)

METHODS

The research design used in this study is a type of inductive qualitative research. Lodico, et. Al, (2011) argue that qualitative research is a methodology borrowed from disciplines such as sociology and anthropology that is adapted to educational settings. Qualitative research uses inductive reasoning methods and strongly believes that there are many perspectives that can be expressed. Qualitative research focuses on social phenomena and on giving voice to the feelings and perceptions of the participants under study. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions, motivations, actions, etc. holistically, and by means of descriptions in the form of words and language, in a special natural context. and by utilizing various natural methods (Moleong, 2010).

This research is qualitative because it aims to gain an understanding of the general phenomena experienced by research subjects in Bogor Regency. This understanding is not predetermined, but is obtained after conducting an analysis of the social reality that is the focus of the research. Based on this analysis, conclusions were drawn in the form of a special understanding of the facts (Hadjar in Basrowi, 2008). In this research, the research subjects are people who are considered able to provide

information and data needed by researchers, so that researchers can collect information and data with predetermined methods. The research object was conducted by General Manager PT. Nusantara Tour and Travel DP Mall Semarang City branch and hotel & ticketing staff. This research using observation data collection techniques in field studies using data collection tools, namely structured interview guidelines and recording equipment.

In this study, researchers used two types of data. Types of primary and secondary data. Primary data is data obtained by researchers from the general manager of PT. Nusantara Tour and Travel and employees who work at the DP Mall branch. Secondary data is data obtained from various references such as books, internet journals, company websites and previous research results that are still related.

The analysis technique used in this qualitative research uses 3 data processing components according to Miles and Huberman (2014) as cited by namely data reduction, data presentation, conclusions. In this study, data reduction was carried out by selecting research information, recording the required information and developing propositions. Presentation of data is done by compiling data into a narrative form that is simple and easy to understand and eliminating unnecessary information.

Then drawing conclusions which is a review of the data obtained in the field is carried out to test the truth and validity. The key informant that the researcher interviewed was the general manager of PT. Nusantara Tour & Travel and the reason the general manager of the researcher chose to be the key informant was because the information provided was valid and absolute in terms of policies and strategies implemented during Covid-19.

RESULT AND DISCUSSION

Nusantara Tour is one of the largest travel agents in Indonesia, having been established on May 28, 1996. The Nusantara Tour branch office currently consists of approximately 18 branches spread across major cities in Central Java and DIY. Every year, several prestigious

awards have been won by Nusantaratur, including Top Travel Agent by world-leading airlines such as Singapore Airlines, Cathay Pacific, Qatar Airways, KLM Royal Dutch, Garuda Indonesia, Eva Air and Lufthansa German Airlines. The many achievements obtained by Nusantara Tour cannot be separated from the values that the company has always instilled in its employees, namely integrity, compliance, customer focus, knowledge, change, humility, respect and entrepreneurship. The services provided by Nusantara Tour can indeed be said to be complete, including domestic and international flight ticket reservation services, domestic and foreign hotel reservations, inbound and outbound tour packages, MICE packages, management of travel documents such as visas, passports, and other services. The services provided by Nusantara Tour can be said to be very complete according to the needs of tourists.

In order to welcome the next normal era in Indonesia, the Ministry of Tourism and Creative Economy has introduced a new strategy, namely the travel pattern. Travel pattern is a travel pattern in which tourists can visit one destination to another in a tour package. Procurement of this travel pattern is also carried out to realize quality and sustainable tourism by paying attention to future tourism trends which tend to be personalized, customize, localize, and smaller in size. (Kemenparekraf/Baparekraf RI, 2021). There are several destinations that have implemented a travel pattern. For example, what has been formed and is ready is the golden triangle travel pattern. This travel pattern leads to the areas of Yogyakarta, Solo, and Semarang (Joglosemar). Therefore, the need for the travel agency PT. Nusantara to continue to innovate and adapt in the development of its tourism products.

Adaptation

The competition in the tourism sector, especially in the scope of travel agencies, was very tight, especially when the Covid-19 pandemic hit in 2020. Travel agency and travel

agent business people who were still doing business in the conventional way and had not used the online sales system were forced to go out of business. Even travel agencies that already use an online sales system are still having difficulties surviving during the pandemic. Nusantara tour is one of the travel agents in the city of Semarang who is also experiencing a difficult time in order to survive the shocks of his business bankruptcy. Nusantara Tour has 4 branches in Semarang City, namely Simpang Lima Shophouse, Tembalang Shophouse, Chinatown Shophouse and DP Mall. Initially the aim of opening a branch at DP Mall was to maximize working hours and promotions because the operating hours of mall shopping centers were longer than shophouses. In addition, according to a survey conducted by Nusantara Tour, it was explained that the level of customer visits to just ask questions or look around took longer. in the mall area. Since the Covid-19 outbreak, the DP Mall branch has proven to be able to survive with a number of structured strategies, starting from limiting employee arrivals to training for employees to cut costs for employees who had to be laid off when their contract period expired during the pandemic.

Goal Attainment

Based on the results of interviews with the Nusantara Tour branch manager of the DP Mall branch, the Covid-19 pandemic has indeed caused Nusantara Tour's business income in all branches to greatly decrease. For 2 years from 2020-2022 Nusantara Tour has implemented an employee arrival system of 50% present at the office and 50% is allowed to take employee leave but is outside the payment liability that the company can provide to its employees or commonly known as unpaid leave. Employees whose contract period has expired and management feels are less productive must be terminated and the contract period is not continued, this is done in order to maintain business efficiency and smoothness.

Currently, Indonesia has entered a new normal phase where all tourism activities are

allowed to operate as usual but must comply with health protocols.

Likewise, with Nusantara Tour all branches have started to operate again even though the flow of tourist movements is not yet normal. In 2022, all employees are allowed to attend the office but continue to implement health protocols. Communication with potential tourists is still limited to online only.

Figure 1. Nusantara Tour Office DP Mall Semarang



Source: Dokumentasi Peneliti (2022)

Integration

According to Drs. H. Malayu S. P. Hasibuan (2006), integration is the activity of integrating the wishes of employees and the interests of the company, in order to create cooperation that gives satisfaction. The purpose of integration is to utilize employees so that they are willing to work hard and participate actively in supporting the achievement of goals and the fulfillment of employee needs. The principle of Integration is to create good and mutually beneficial cooperation.

Several strategies were carried out in order to survive in the aspect of integration. Among other things, a personal approach to customers, for example by asking whether the passport is still valid or not, if the passport period is approaching the grace period, the Nusantara will help extend the passport. Another way when the entire country enforces a lockdown and is not allowed to travel both domestically and abroad, Nusantara Tour chooses to conduct training for its employees. The training is carried out to improve the ability of employees because currently the job descriptions of all divisions are combined into one to become a

travel consultant which previously was divided between international and domestic tickets, hotels, visas and documents.

Latency

In the latency aspect, if the 3 main points are able to maintain, increase and complement individual motivation and cultural settings are implemented, then the strategy implemented is considered successful. Based on interviews with key sources and Nusantara Tour staff, Nusantara Tour is able to maintain its business in the most effective way by implementing new systems such as implementing a 50% paid 50% leave work system and not extending employees whose contracts have expired.

The methods used by Nusantara Tour's managerial level to increase and complement individual motivation and the cultural settings implemented are by providing employees during the Covid-19 period with operational mastery training in other divisions. For example, the hotel booking division must study the airline ticket booking system, so that employee reductions made during Covid can be overcome by existing employees upgrading their skills in fields they have never worked in until now.

CONCLUSION

In facing the pandemic for the last 2 years PT. Nusantara Tour and Travel was able to undergo several strategies that have made the travel agent business survive to date, some of which are the implementation of 50% work, 50% unpaid leave, dismissal of employees whose contracts have expired and are considered lacking in terms of work performance, conducting training - training related to the development of employee skills and knowledge as well as taking a personal approach to its customers. The strategies carried out by Nusantara Tour have proven to be efficient in order to survive and compete with travel agents who have been forced out of business due to the pandemic. Apart from that, Nusantara Tour also summarizes the job descriptions for the hotel division, international tickets, domestic tickets and visa documents which have been put together in a position called a travel consultant where employees with travel consultant status are required to know all the jobs from various

divisions that were originally held by different employees. different. So that in the future, when the world experiences a crisis that is detrimental to many business sectors, especially the tourism sector, the strategy of turning employees into travel consultants who are able to handle all bookings for hotels, plane tickets and tour packages can be implemented by travel agencies that need a way to maintain their business.

Currently PT. Nusantara Tour and Travel is ready for the possibilities that will occur in the future and of course it still needs to conduct training for its employees because the tourism industry has entered the new normal phase so that there are many changes to every travel provision and pattern of tourist trips which are now increasingly varied and developing. technology that needs to be socialized so that PT. Nusantara Tour and Travel continues to survive with employees who have high competence.

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