

Managing crisis communication by tourism actors in the new normal era at the beaches of Yogyakarta

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Abstract

Yogyakarta is one of the destinations in Indonesia affected by the Covid-19. Currently, tourist objects in Yogyakarta are gradually starting to open to the public, and one of them is beach tourism, although it can lead to a new cluster risk of the spread of Covid-19. According to the Texas Medical Association, traveling to a beach is included in a moderate risk with a score of 5-6, and health protocols are still required. Applying the crisis management and crisis

communication model of Coombs, J, & Holladay, this study analyzes how tourism actors manage crisis communication at the beaches of Yogyakarta in the new normal era. A qualitative case study approach was used to illustrate that crisis communication management is an effort to manage a crisis to provide solutions to the beach tourism due to the Covid-19. Crisis management consists of stages, for example, pre-crisis, crisis, and post-crisis. Through these stages, tourism actors and tourists can determine steps they must prepare for during the Covid-19 crisis. In order to resolve the crisis during the pandemic, it is necessary to adopt new habits by tourism actors and tourists. New habits need to be communicated directly or through existing media because communication is essential in crisis resolution.

Keywords: *crisis communication management, new normal, beach, tourism actors, Yogyakarta*

INTRODUCTION

Currently, new normal is a familiar term. New normal, according to the Language Board of the Ministry of Education and Culture of Indonesia, is a new normal state which has not existed before (Albertus, 2020). New normal is defined as a new way of life in a normal condition even though the Covid-19 still occurs. All regions in Indonesia have implemented new normal regulations. However, in daily activities, it must pay attention to health protocols, such as wearing masks, physical distancing, washing hands, and reducing activities leading to crowds.

Daerah Istimewa Yogyakarta (DIY) is one of the provinces in Indonesia that has enacted the new normal era or regulations. In this condition, people can do activities outside their home, such as working from the office, shopping, traveling, or entering public places. The new normal is not an excuse to neglect health protocols because the pandemic has not completely disappeared. Cases of this virus nationally are still extremely high. Recorded on July 18 2020, 83,130 people were positive, 41,834 were recovered and 3,957 died (Satuan Tugas Penanganan COVID-19, 2020). Especially in Daerah Istimewa Yogyakarta, July 17 2020, 408 people were positive (Hidayah, 2020). Quoted from the <https://corona.jogjaprovo.go.id>, the trend of Covid-19 cases in Yogyakarta is still increasing even though recovered patients are also increasing (Pemda Daerah Istimewa Yogyakarta, 2020).

The tourism facilities in DIY are gradually reopening to the public. One of the objects is beach tourism. Even though it is classified as nature tourism

and opened area, it tends to have a new cluster risk of the Covid-19. Therefore, tourists and tourist actors must still pay attention to health protocols. Observing Baru Beach in Bantul Regency, the researchers found tourism actors not providing supporting facilities for health protocols and sign systems around the beach area. In addition, many tourists did not obey regulations such as not using masks and washing their hands, even though WHO has announced that the spread of Covid-19 could be through the air (Kurniawan, 2020).

With the opening of beach tourism objects, it is necessary to be aware that traveling to a beach has a fairly high risk. According to Texas Medical Association (2020) The Infectious Disease Committee of the Texas Medical Association illustrates the COVID-19 risks on scores of 1 to 10. The higher the scores, the greater the risk of Covid-19 transmission from these activities. A Chairman of the Texas Medical Association, Dr. Diana Fite, appealed to the public to maintain hand hygiene. In addition, Fite also appealed to avoid leaving the house as much as possible (Ramadani, 2020). According to the Texas Medical Association, beach tourism is included in a moderate risk with a score of 5-6, so health protocols are still required.

The two journal articles above indicate that appropriate management using stages of crisis communication management is required in disaster management, especially in this current COVID-19. This management is to change human behaviors in the new normal era. Therefore, the authors focus on managing crisis communication caused by the Covid-19 experienced by tourism actors in the new normal era.

LITERATURE REVIEW

Crises in Organization

A crisis is usually defined as a condition or event that negatively impacts a company or organization. A crisis can occur unexpectedly; the company or organization does not expect a crisis to appear and threaten its existence. Devlin (2007) mentions that a crisis is an unstable time for an organization, with a distinct possibility of an undesirable outcome. In addition, Coombs (2007) emphasizes that there are three major threats of a crisis to a company for example public security, financial losses, and corrupt reputation.

A crisis can be anticipated if a company or organization actively identifies and analyses any external and internal situations. A crisis usually starts with

the emergence of an issue related to a company or organization's performance. Ignored issues that are not carefully analyzed may contribute to a potential crisis. The emergence of a crisis cannot be separated from the roles of stakeholders, such as the government, customers, investors, suppliers, communities, and other parties. A crisis that only involves one or two stakeholders often disrupts relations with other stakeholders. If not addressed immediately, it will affect the performance and reputation of the company.

The impact of a crisis can be minimized if the company has the ability of crisis management. Proper planning in dealing with crises will be more effective than ignoring to anticipate possible crises.

Crisis Management: Identification and Analysis

Borodzics (2005) in Kriyantono (2012) stated that a crisis is beyond an emergency. In an unpredictable crisis, making decisions to resolve problems often experiences difficulties due to a lack of required information about the situation. Characteristics of a crisis include specific situations or unexpected events contributing to information uncertainty, panics, negative impacts, and conflicts (Kriyantono, 2012).

According to Lesly (1993), a crisis occurs because of several things such as disaster, sudden emergency conditions, product sabotage, strikes by employees, unfavorable rumors about the company or product, and boycotts by various parties such as NGOs and governments or some leaders of the company are kidnapped.

Solving a crisis requires expertise from a company or organization with various related stakeholders. Ideally, the organization or company prepares for crisis management and crisis communication. In applying the crisis management and crisis communication, Coombs J, & Holladay (2011) explain that there are three stages of a crisis: Pre-crisis which focuses on how to identify and reduce the risks of a crisis, Acute crisis, a phase of crisis which is focused on how and what an organization communicates during the crisis), Post-crisis which is a phase when a crisis is considered finished and focusing on how to manage the crisis.

A crisis in an organization does not occur suddenly, but it starts from the pre-crisis, crisis, and post-crisis stages. From a public relations (PR) perspective, each stage requires different communication activities, starting from pre-crisis communication, crisis communication, and post-crisis communication. In a company or organization, a crisis can be due to a lack and uncertainty of

communication. The Role of PR is needed at this time to provide input to the organization's management to create a communication strategy that allows it to adapt to its situation. In addition, it is needed to provide information regularly so that many people can easily access it.

A communication technique or strategy implemented during a crisis is called crisis communication, which is part of a crisis management strategy. According to Coombs (2010), crisis communication is the "collection, processing and dissemination of information required to address a crisis." Therefore, it can be concluded that "communication is the essence of crisis management" (Kriyantono, 2012).

Lukaszewski (in Iriantara, 2004) states that the main elements in crisis management include solving the cause of the problems, helping victims and people affected, and communicating and mediating with employees. Moreover, seeking employee support can benefit the company, providing information to indirectly affected parties and having a firm strategy in managing media and external parties. Lukaszewski argues that crisis management and communication with existing stakeholders are required by organizations/related authorities when facing a crisis.

Based on the discussion above, the authors focus on how tourism actors on the beaches of Yogyakarta manage crisis communication and adopt new habits in the new normal era. This study aims to analyze the communication management of beach tourism actors during the Covid-19, from the stages of the crisis, the steps of crisis management, crisis communication strategies, and the adaptation of new habits in beach tourism.

METHODS

This study applied a qualitative research approach with a case study method. Its subjects were determined by a purposive sampling technique. Its data were collected using in-depth interviews with a tourism group, The travel awareness group (Kelompok Sadar Wisata or Pokdarwis), at Indrayanti Beach, Baru Beach, and Glagah Beach. Also, the interviews were with the Tourism Office of Gunungkidul Regency, Bantul Regency, and Kulon Progo Regency. In addition, the informants in this study were also from the Disaster Management Agency (BPBD) of Daerah Istimewa Yogyakarta (DIY) Province. All the data were collected by observing and documenting.

The location of this study included three regencies of DIY that have beach tourism, namely Indrayanti Beach at Gunungkidul Regency, Baru Beach at Bantul Regency, and Glagah Beach at Kulon Progo Regency. The data were analyzed by Miles & Huberman's concept (Sutopo, 2006), including data reduction, data presentation, and concluding. The data were validated by a triangulation technique, especially for beach tourists.

RESULTS AND DISCUSSION

A crisis is a turning point of a problem. A turning point resolved correctly will produce better outcomes. However, if it fails, it will cause worse outcomes. Moreover, it can be dangerous and majorly impact employees and their company. Over the last two years, the Covid-19 in Indonesia has affected all sectors of life, including tourism. For example, some beach tourism actors in DIY experience material losses and a significant decrease in income.

Crisis management is how to manage and deal with crises properly. Each beach in Yogyakarta has different characteristics in overcoming and managing its crisis, so it is necessary to discuss its crisis management. In applying the crisis management and crisis communication model, Coombs J, & Holladay (2011) explain that a crisis has three stages.

The first is pre-crisis, a phase before the crisis occurs. In this stage, crisis communication concentrates on determining and reducing the risks of crises. Crisis prevention is the main priority to make a crisis not occur. The pre-crisis stage is an initial period of the emergence of crisis symptoms; at this stage, the symptoms are already starting to appear. The initial symptoms of the crisis at the beaches of DIY began with the Corona Virus at Wuhan-China in December 2019, which eventually spread massively to several countries worldwide. At the end of February 2020, the Covid 19 entering Indonesia was marked by the first case in Depok, West Java; one of the travelers had just returned from abroad. In March 2020, the Indonesian government determined that Covid-19 had entered Indonesia, resulting in a lockdown, a large-scale restriction, etc. Therefore, these affected all sectors in Indonesia, from industrial to tourism.

According to Duro, et al (2021), Covid -19 pandemic has resulted in a crisis, especially in the tourism sector, which is the main contributor to the service industry. The Indonesian government's policy to close tourist objects has negative impacts, especially on beaches in Yogyakarta. In this pre-crisis period, a step taken by the DIY Government simultaneously was closing existing tourist

objects. Kadamanta Baskara Aji, a secretary of DIY Province, stated that the government was ready to immediately close tourist objects included in restricted community activities (called PPKM) from 3-20 July 2021 (Wicaksono, 2021).

Beach tourism actors who work as parking attendants, shop owners, owners of rent mats, levy and parking area managers, owners of ATV rentals, etc., are highly economically affected. A head of a tourism association of Glagah Kulon Progo explained that people had to follow the rules or regulations of the government to prevent the spread of Covid-19 (JW, 2020).

The closing of tourist objects by the government had made tourism actors look for other jobs to survive. Some of them eventually switched their jobs to being farm laborers and utilized their existing assets to survive. Furthermore, a tourism group, The travel awareness group (Pokdarwis) at Pantai Indrayanti, utilized its "savings" to live for its members. They expected assistance from the government as some complained that they had experienced economic difficulties for four months. An interview with Sugiyanto (2021), who works as a souvenir trader, said that the members of Pokdarwis used their group savings and sold their remaining merchandise to survive. Also, the head of Pokdarwis and one of the restaurant owners at Baru Beach told a similar story. Suwandi (2021) said that some of the members returned to their old jobs as farmers or a gardener, or some utilized assistance from the government or other parties because they did not have land for farming.

Subsequently, acute crisis, a crisis response phase, is the most studied aspect of crisis communication. It analyses how and what an organization communicates during a crisis, which significantly impacts the organization. The organization must act directly to respond to the crisis by making an implementation plan. In this case, PR or a responsible authority is essential in responding to the crisis. One of the roles is to assist in managing messages delivered to the public.

Crisis management for Covid-19 was by creating a task force team (called Satgas-Satuan Tugas) at each tourist object by selecting, assigning, and training team members to adapt to the crisis. The team also prepared a trusted figure (a key person) to convey important information about Covid-19 to the public. The key person was a representative of his/her institution, knowing more about existing problems. At each tourism object, the head of Pokdarwis became a key person appointed by its members and the surrounding community. Like the Bantul Regency Tourism Office, the head of Pokdarwis asked the tourism

actors to create Satgas Covid-19 during restrictions of community activities, called PPKM (Pertana, 2021).

As a task of Satgas at each tourist object, the Pokdarwis implemented public service procedures for the Covid-19 per existing regulations. At Baru Beach, the emergency response was to manage crisis mitigation to prevent a more significant crisis in the future. The response was made during a plan to reopen the beach tourism objects in July. Meanwhile, in Gunungkidul Regency, the Tourism Office provided a call recenter service at 081228416625 for tourism actors if they wanted to know the latest policy developments related to Covid-19 so that tourism actors could implement any updated policies. These steps were an effort to implement the Decree of the Minister of Health of the Republic of Indonesia Number: Hk.01.07/Menkes/382/2020 concerning Health Protocols for the Community in Public Places and Facilities to Prevent and Control the Covid-19.

The last is post-crisis; post-crisis communication is a period when a crisis is considered resolved. The crisis management is finished, but crisis management on its impacts continues. Although it can be difficult to pinpoint when a crisis ends exactly, post-crisis communication is an extension of crisis response communication. The post-crisis is a stage of returning to normal, but it may still be in a recovery stage to return to normal. In this pandemic situation, when this pandemic will end cannot be known, so the beach tourism actors, especially those on Indrayanti Beach, only survived for their lives and in the new normal era.

According to Mahujud (2021), ahead of the Subdivision for Preparedness at BPBD DIY, health protocols and CHSE (Cleanliness, Health, Safety, and Environment) must consistently be implemented in tourist objects. Implementing health protocols and the CHSE standards for tourist and tourism actors is highly required in the new normal era. Nglanggeran Tourism Village also did this. During the recovery period, they had to be able to foster the tourism trust in the destination, for example, in terms of cleanliness, health, and safety (CHS). These 3 points are one of the new styles in the new normal of tourism so that they can mitigate (try to prevent) the recurrence of new clusters of Covid-19 (Ferdiansyah, 2020). The tourism actors have to work in situations where they have to live “side by side” with the virus.

Moreover, traveling to beaches is involved a moderate risk of Covid-19 transmission as the tourists come from anywhere with various health conditions. In the new normal era, the tourist and tourism actors must change their habits

by obeying the health protocols such as maintaining physical distance, wearing masks, and washing hands. Therefore, Pokdarwis, together with the Tourism Office and the Task Force, maintained various strategies such as providing warning posters to comply with the health protocols and providing hand washing facilities at the beach and every food stall.

The head of Pokdarwis at Glagah Beach, JW Suropto (2020), said that “tourists here began to implement health protocols” after learning about the pandemic situation. Suropto added that the people here were a little surprised initially, but they slowly adjusted to the existing rules after the socialization. Based on an interview with a tourist at Glagah beach, Samsul (2020) explained, “I received information that Glagah beach had been opened from friends, but they said that health protocols were required; therefore, I used health protocol tools such as masks and hand sanitizers. At the beach, I also saw a lot of banners informing me about health protocols. Also, before entering, the temperature check was implemented.”

Monitoring the Glagah Beach to comply with the health protocols was under supervision from related authorities. Warsito (2020), a head of Kulon Progo Tourism Office, stated that tourist objects were allowed to reopen after being verified by the Health Service, BPBD, Pol PP, PHRI, and HPI. After opened, the tourist objects were monitored, and if they were found not to follow the health protocols, they would be warned by giving a label “this area does not comply with the health protocols.” In addition, Warsito (2020) said that the Government of Kulon Progo Regency, through the Tourism Office, held socialization to various tourist objects in Kulon Progo in verbal ways and through media such as installing banners at tourist objects.

The acts indicated that people around the beach previously felt shocked because they had to perform activities they were not used to. After getting knowledge from various sources and observing other beach tourism objects, they started implementing the health protocols. Suwandi (2020), a shop owner and head of Pokdarwis at Pantai Baru, said that “with posters and hand washing facilities in the shop, the tourists would automatically follow the rules without being notified by the shop owner. The tourist would change their behavior according to what is suggested.”

Firstly, cleanliness should be applied to tourist or tourism actors at Baru Beach, such as retribution officers, parking attendants, traders, or visitors. They needed to maintain the cleanliness of their body, food, cutlery, beach area, etc. Maintaining cleanliness by constantly washing hands with soap/hand

sanitizer (commonly abbreviated as CTPS) was found in every food stall around the beach. Suwandi, a head of Pokdarwis at Baru Beach, said that they always cleaned public spaces and facilities with disinfectants in cooperation with its group members and the surrounding community, usually conducted every Friday.

Secondly, every tourist and tourism actor must always maintain health could be started by consuming nutritious food to survive the dangerous existing virus. Maintaining health could start with avoiding physical contact, setting a safe distance, preventing crowds, not touching mouth or nose, and checking body temperature. Moreover, the tourist can maintain their health by wearing necessary PPE, applying cough and sneezing etiquette, consuming clean and hygienic food and drink, and bringing simple medical equipment and supplies. On the other side, the facility can be set with excellent and sufficient air circulation and provide treatment for tourists with health problems in collaboration with the BPBD, the Department of Transportation, and the SAR Team.

The third is safety. It is a procedure for self-rescue from disasters such as the availability of first aid kits for accidents, fire extinguishers, gathering points, and evacuation routes as applied in the Baru Beach. The fourth, or creating a friendly and healthy environment, could be implemented using eco-friendly facilities and infrastructure. It can be done by efficiently preparing and using equipment and materials and using water and energy sources. Another method is processing waste thoroughly, creating a beautiful and comfortable environment both in a natural way or by technical engineering, and monitoring and evaluating the implementation of guidelines and SOPs for implementing the CHSE. Tourism paying more attention to the environment is essential because sustainable tourism is one a tourism model that is friendly to the environment, both biological and socio-cultural, and can form jobs in the local community (Widari, 2020). With the concept of sustainable tourism, you can preserve natural and cultural resources so that future generations can also enjoy them (Candranegara et al., 2021)

The tourism actors have to work in situations where they have to live “*side by side*” with the virus. Traveling to a beach is involved a moderate risk of Covid-19 transmission as the tourists come from anywhere with various health conditions. In the new normal era, the tourist and tourism actors must change their habits by obeying the health protocols such as maintaining physical distance, wearing masks, and washing hands. Therefore, Pokdarwis, together

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The authorities in Bantul Regency were actively assisting the community regarding the health protocols, especially in beach tourism objects. Kwintarto (2020), the head of the Bantul Regency Tourism Office, stated that some authorities such as the Tourism Office, Health Office, and BPBD visited several times to the beach to provide guidelines and training on safe tourism during the Covid-19. Mahujud (2020) added that Pokdarwis at Baru Beach had received

several pieces of training on health protocols from BPBD. This training was beneficial for tourism actors in managing the crisis during the pandemic.

Through socialization and training provided by the related authorities, the tourism actors also did not hesitate to reprimand tourists for not complying with the protocols. However, they used strong language not to offend the tourists. If all parties obeyed the health protocol properly, various parties could feel the benefits. One of the tourists at Baru Beach, Siska (2020), said that *“the protocols at Baru Beach work properly. Some posters were informing safe travel on the beach. There was a place for washing hands at every point and stall. Interestingly when I came here, there were officers on patrol, and I saw some tourists advised to keep wearing masks and not crowd. This beach looked severe about implementing the health protocols.”* Siska (2020) also added that, *“tourism actors also applied the protocols correctly; for example, ATV rental was sterilized before being, and they wore gloves too. Therefore, I felt safe.”*

A strategy in dealing with the new normal era, according to Antonius Hari Sukmono (2020), a secretary of the Tourism Office of Gunungkidul Regency, was closing the tourism object on Monday. This was a new adaptation process as the object or the nature needed to be cared for. Thus, servicing the tourists could run well with sterilization and so on.

In the Gunungkidul Regency area, its Tourism Office conducted some socializations to reactivate tourism objects and activities in Gunungkidul. Now, most tourism objects have been activated. The objects were not all opened to avoid carelessness in facing the Covid-19 because this condition needed new habits implemented by anyone. Three keys to the new habits were washing hands, wearing masks, and keeping a distance. A head of Pokdarwis at Indrayanti Beach Gunungkidul, Sugiyanto (2020), said that he always coordinated and followed directions from related authorities. For example, Indrayanti Beach closed its area every Monday, maintained sterilization, and cleaned it. The implementation of health protocols for tourism actors was also improved. Sugiyanto (2020) added that tourism actors at Indrayanti Beach also help entrust, supervise and give directions to tourists. They warned tourists who did not comply with the health protocols.

The related authorities and Pokdarwis at Indrayanti Beach cooperated. One of the visitors, Alfian (2020), said that *“our group got information about Indrayanti from a website so that we could get to know some active tourist objects, protocols that must be obeyed and information that the beach is closed on Monday. I*

checked my temperature for the protocols and then reminded myself not to crowd. Then, worship tools, masks, and hand sanitizers are always prepared by me when traveling.”

During the post-crisis, Baru Beach and Glagah Beach continue to run their businesses by adapting to new habits in the new normal era to deal with the existing Covid-19. The members of Pokdarwis continued to operate by obeying the health protocols provided. They provided more banners and posters so that tourists could be aware of always applying the health protocols at Baru Beach and Glagah Beach. The travel awareness group (Pokdarwis) at Baru Beach had started to adapt to the new habits, such as applying body temperature checks at every entrance and reminding tourists to wear masks. Places for hand washing were prepared at several points, starting from the entrance to every food stall. Also, the seats at the food stall were limited to avoid crowds. These regulations were intensively communicated to the tourists, either by rebuking personally politely or by announcing through loudspeakers provided at the beach in collaboration between Pokdarwis at Glagah Beach and related authorities.

Implementing these regulations, the government work to make tourists convince to visit the tourist objects. The president suggested that “health is recovering, and the economy is rising”. Thus, everyone must jointly generate tourism in Gunungkidul to make the economy in Gunungkidul rise again. Mahujud (2020), A Subdivision Head of the Preparedness of BPBD DIY and a representative of Task Force DIY, also suggested that steps to adapt to the new normal era could change the lifestyles to prevent the Covid-19 such as applying a clean and healthy lifestyle. Those called clean and healthy lifestyles (Pola Hidup Bersih dan Sehat or PHBS) can be done by washing hands, keeping a distance, paying attention to diet, and improving nutrition to improve the body’s immunity.

Efforts made by the Tourism Office in the new normal era include:

1. Preparing tourism objects according to health standards, from human resources to infrastructure;
2. Building tourists’ confidence that the objects were safe;
3. Preparing Standard Operating Procedure (SOP);
4. Conducting operational trials (number of tourists and operating hours);
5. Socializing new regulations of tourism, called Pranata Anyar Plesiran Jogja;
6. Socializing health protocols;
7. Providing stamps that the tourism objects are following health standards;
8. Evaluating and monitoring each tourism object;

The communication strategy in conveying information to the public was by posting about health protocols on social media to convince tourists to visit some tourist objects. Hence, the tourists felt convinced that the objects were safe to visit. In addition, it promoted an innovative program, such as Sambanggo (Sambang Kulon Progo meaning visiting Kulon Progo) by Kulon Progo Government to recover its tourism sectors due to the Covid-19. This program aimed to attract tourists to travel to Kulonprogo and to explore tourism potential in new areas. During a socialization session, Joko Mursito, a Head of the Kulon Progo Tourism Office, explained that “*Sambang in Javanese means tilik, niliki, ngaruhke, and in Indonesian, it means visiting.*” The concept of Sambang was that the tourists visited some objects in small numbers but in a short time so that they could visit some tourist objects in Kulon Progo such as Mangroves, Kalibiru, and Pule Payung.

BPBD DIY also had a program in the recovery phase of the Covid-19, namely Sitatang (Siap Tanggap Tangguh-Ready to Respond Toughly). This program implied that every sector, including the tourism sector, must implement the adaptation of new habits. Adapting the new habits by tourism actors was mandatory, especially members of Pokdarwis such as entry ticket guards, parking attendants, traders, culinary businesses, and rentals. They must follow the health protocol standards. Ferdiansyah, et al. conveyed the same thing (2020), Nglanggeran Tourism Village, which made tourism the leading sector in his village, as soon as possible, also have to respond and adapt to the new habit phase (new normal)

Each tourism actor and tourist must cultivate self-awareness, from health protocols to a healthy diet. Furthermore, culinary business actors must implement the health protocols in food stalls, such as providing hand washing facilities, keeping seats at a distance, and using direct-use cutlery. Lastly, they must be firm when reprimanding tourists not complying with the health protocols on the beach, using assertive language, and effective communication.

The main factor in crisis management is communication which involves communicators, messages, and mediums appropriate to communicants. Both internal and external stakeholders need appropriate communication by Pokdarwis and related authorities. An essential element in communication with stakeholders is the message or information. If the message or information is inappropriate, it can cause more confusion in the pandemic situation. Fearn-Banks (2016) illustrate that communication, when an organization faces a crisis, becomes the main factor because a crisis consists of uncertainty, conflict of

interest, complexity, and emotion. Therefore, appropriate, fast, and accurate information can reduce uncertainty.

In recovery from the crisis, the message or information must be accurate, credible, and relevant in adapting new habits in the tourism sector. Paramita (2020) said that crisis communication during the new normal era played an important role in determining the direction of tourism sectors in the future. Messages about health protocols and important SOPs needed to be conveyed to tourism actors and tourists to make a safe a comfortable condition.

According to Effendy (2008), communication strategy is planning with certain communication management to achieve some goals. The communication strategy should be able to make some operations work appropriately. Coombs (2006) argues three main principles in crisis communication. Those are conveying messages immediately, consistently, and openly. Pokdarwis and related authorities quickly provided information to their stakeholders to provide reliable information to reduce information uncertainty. Consistently, every message or information conveyed by Pokdarwis to the stakeholders must be consistent by appointing the head of Pokdarwis as a spokesperson. Besides appointing a key person or a spokesperson, other efforts are still needed to provide comprehensive messages (Suherman, 2020). Openly, Pokdarwis must share messages or information to tourism actors and tourists about what happened, and activities carried out during the Covid-19.

Several indicators of effective communication need to be considered: recipient, message content, timeliness, communication media, forms, and message sources. Of the six indicators, the message is expected to be well received by the recipient. Pokdarwis of the three beaches, when creating content for social media, had paid attention to these six indicators. They maximized social media, including Facebook, Twitter, and Instagram, to promote Indrayanti Beach, Baru Beach, and Glagah Beach as a step to recover from the crisis. Information conveyed through social media was about tourist objects, facilities, and health protocols. Certainly, using social media is a strategic step of marketing communication in the context of crisis recovery.

Crisis communication is the main factor in managing a crisis. Coombs (in Prastya, 2011) defines that crisis communication as the “lifeblood” of all crisis management and plays a vital role in every stage of crisis management. Pokdarwis applying crisis communication management included developing communication strategies by periodically convening the tourists about SOPs and health protocols on the beaches. They also utilize existing social media,

optimizing communication channels and digital content for beach tourism, and providing some inputs to policy-makers to participate in supporting the crisis recovery program at the three beaches. Gianyar Regency has also done a similar thing as a resilience effort by transforming tourism from *mass tourism* to *digital tourism*, utilizing technology to promote its tourism activities (Yasintha, et al., 2022)

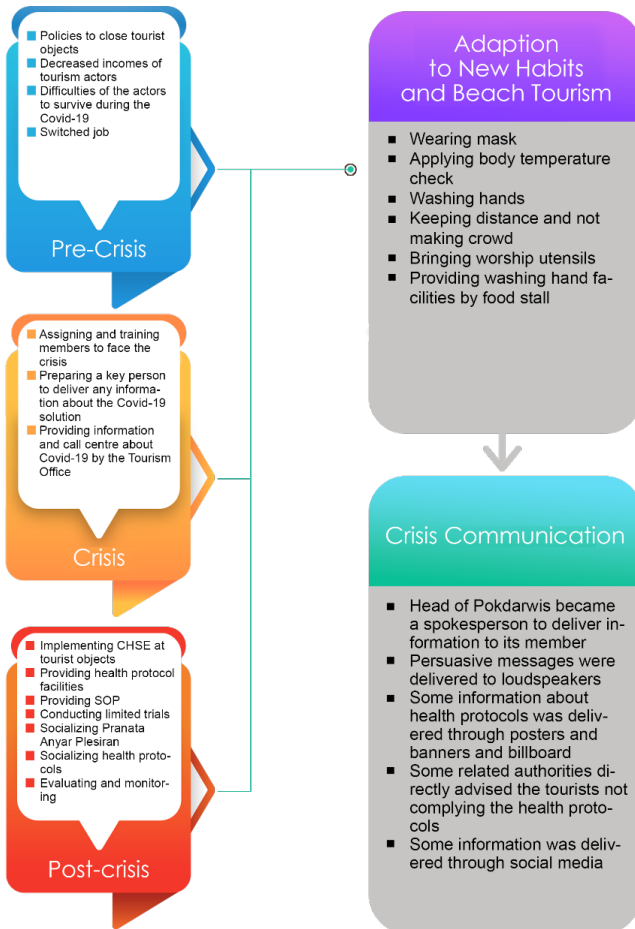


Figure 2. Crisis Communication Management at Beach Tourism in Yogyakarta

Facing a crisis in beach tourism during the Covid-19 pandemic is difficult enough as there are stages that must be experienced by beach tourism actors, namely pre-crisis, crisis, and post-crisis stages. Pokdarwis collaborated with the Tourism Office, Satgas Covid-19, and BPPD to manage the crisis. Indeed, this crisis management cannot be separated from crisis communication that Pokdarwis and related authorities have maintained. The management of crisis communication at beach tourism in the Yogyakarta area can be seen in the following figure, as the findings in this study:

The picture shows that the management implemented when the crisis due to the Covid-19 in beach tourism happened can be divided into three sources. Crisis management is not only the stages of the crisis but also the process of adapting to new habits in tourist objects. This must also be communicated to tourism actors and tourists who visit the beaches by a spokesperson from Pokdarwis; a direct persuasive communication through loudspeakers, posters, banners, and billboards in strategic locations. Also, related authorities should monitor the tourism objects and optimize social media.

CONCLUSION

Based on the findings and analysis, crisis communication management as part of crisis management aims to provide solutions to crises in beach tourism in Yogyakarta due to the Covid-19 by adapting to a new normal era. Through the stages of crisis management, tourism actors and tourists can determine steps they must prepare for during the Covid-19.

Adopting new habits or a new normal era can be by always complying with health protocols. The tourism actors developed various strategies to implement the new habits by collaborating with the Tourism Office and Satgas Covid-19, for example, providing posters to comply with health protocols, handwashing places on the beach, and food stalls. Then, the new habits must continue to be communicated directly and through existing communication media.

This study expects that the Tourism Office can increase socialization and monitor directly to the field, especially the beach tourism. Furthermore, the Tourism Office is expected to facilitate digital tourism as another form of promotion and activities on beach tourism, which has recently been used as alternative tourism amid the Covid-19.

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