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ANALYSIS OF THE TOURISM SECTOR DEVELOPMENT STRATEGY DURING THE COVID 19 PANDEMIC IN THE CITY OF SABANG

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ABSTRACT

Anticipating the spread of COVID-19, a number of tourist sites in various provinces in Indonesia are temporarily closed including in the province of Aceh. Aceh Province is a tourist destination that has cultural diversity and natural beauty to invite tourists to visit and witness it. The decline in the number of tourist visits in Indonesia certainly has a significant effect on the number of tourist visits in Aceh Province. The development of the tourism sector in the city of Sabang requires the right direction and strategy so that benefits for the regional economy remain profitable even in the midst of Covid 19. In the long term the sustainability of the tourism sector will depend on maintaining a balance between the interests of the economic aspect. This study aims to analyze the estimated value of the sector's economic losses. tourism, tourism sector development strategies and Sabang City government policies related to Tourism Areas during the COVID-19 pandemic in Sabang City. This research is survey research with a qualitative approach, using SWOT. The sample in this study amounted to 62 respondents. The results of this study indicate that the value of the economic loss in the tourism sector in Sabang City is estimated at IDR 3,950,000,000 or only 41% of revenue before the COVID-19 pandemic. So the decline in tourism sector revenue due to COVID-19 was 59%. This loss is the value of lost revenue from tourism business actors including hotel managers and restaurant managers in the Sabang Island Tourism Area. The right strategy to be implemented in the development of the Sabang tourism sector is a diversification strategy (quadrant II). Alternative strategies that can be implemented are optimizing the use of social media as a means of promotion, collaborating with elements of the government, increasing access to financing for tourism business actors, increasing incentives for tourism

business actors, airlines, travel agents, and promotions in the form of ticket discounts, providing incentives for group incentive trips/famtrips and promotions through influence Acceleration of infrastructure development in priority tourist destinations; Tourism promotions, exhibitions and events are gradually starting to be activated. One of the policies of the Sabang City Government regarding tourism sector policies is contained in Sabang Mayor Regulation Number 30 of 2020 concerning the application of discipline and health protocols as an effort to prevent and control the spread of the Covid virus which is quite effective in reducing the number of tourist visits to Sabang Island both at tourist attractions, hotels, and restaurants. Based on the results of this study, the authors suggest that the Sabang City Government can provide assistance to tourism business actors not only in the form of relief in paying taxes, but also in the form of direct financial assistance. The management of the tourism business is tightening and emphasizing the health protocol for visiting tourists in order to reduce the spread of the COVID-19 pandemic. Especially tourists coming from outside should be checked for the completeness of the letter not infected with the COVID-19 pandemic and the COVID-19 vaccine card. Requiring vaccinations for tourists so that tourism activities can continue during the COVID-19 pandemic with a lower possibility of COVID-19 infection.

KEYWORDS: Tourism Sector, Covid 19 Control

1. INTRODUCTION

Tourism is currently a new industry capable of accelerating economic growth and providing employment, increasing income, living standards and stimulating other productive sectors. However, tourism is currently one of the most affected due to the COVID-19 pandemic. Based on BPS data (2021), there has been a significant decrease in the number of tourists, both local and foreign tourists. The total number of foreign tourist visits to Indonesia in 2020 is 4.02 million visits. When compared to 2019, the number of foreign tourists fell by 75.03 percent. Based on their nationality, there are 5 countries that visited Indonesia the most in 2020, namely Timor Leste, Malaysia, Singapore, Australia and China. Most of these countries are neighboring countries, except for China.

The number of local tourists decreased by 61 percent when compared to the previous year. The significant decline in the number of tourists greatly affected economic conditions because tourism played an important role in increasing state revenue, foreign exchange and employment. The pandemic threatens 13 million workers in the tourism sector and 32.5 million workers who are indirectly related to the tourism sector. (BPS, 2020). Since the COVID-19 pandemic, world tourism activities have experienced a significant decline. As a result of the COVID-19 pandemic, the cumulative number of foreign tourist visits to Indonesia in January-September 2020 only reached 3.56 million people, or decreased by 70 percent year on year. Statistics on visits to Indonesia during the COVID-19 pandemic (April to September 2020)

were dominated by foreign tourists from countries bordering Indonesia, namely Malaysia and Timor Leste, with contributions reaching 90 percent of the total.

Meanwhile, according to CEIC (2020), economic sectors related to tourism are expected to be affected by the Covid-19 pandemic. The number of foreign tourist visits to Indonesia has decreased sharply and the ban on tourism activities has caused Indonesia's tourism industry to experience a significant decline (Paludi, 2021). The decline in the number of foreign tourist visits led to a decrease in tourism foreign exchange as indicated by the decline in the value of travel service exports. In the third quarter of 2020, travel services experienced a moderate contraction of more than 95 percent. The average expenditure of foreign tourists per visit in the third quarter of 2020 only reached US\$206, much lower than the previous year's period, which was an average of US\$1,076 per foreign tourist per visit. The industry that has been most affected by the pandemic is the tourism industry, which includes the tourism accommodation or hotel sector (Kusuma, 2021).

Sabang Mayor Regulation Number 30 of 2020 concerning the application of discipline and enforcement of health protocols in an effort to prevent the Covid-19 Pandemic, has made potential tourists tend to postpone or cancel their plans to travel for health reasons. Besides that, the enactment of this regulation is a follow-up due to the increasing number of Covid-19 cases in the city of Sabang. Another reason for tourists postponing their trips is the policy of the Sabang City government which imposes PPKM (Implementation of Restrictions on Community Activities).

Winus and foreign tourist visits to Sabang September, October, November and December around 20,902. Considering that the trend of tourist visits has decreased drastically in 2020, it is necessary to have a more effective tourism development strategy implemented so that tourism activities can still be carried out during this Covid-19 period, which of course continues to implement the established health protocols. Based on the description above, the authors are interested in conducting research on Tourism Management Strategies during the Covid-19 Period in Sabang City. Then three research questions were asked to answer the problems encountered in the field:

- 1.1 Knowing the estimated value of the tourism sector's economic losses during the COVID-19 pandemic in Sabang City.
- 1.2 Knowing and formulating a strategy for developing the Tourism Sector Amid the Covid 19 Pandemic in the City Sabang.
- 1.3 Analyzing the policies of the Sabang City government regarding Tourism Areas during the COVID-19 pandemic.

2. LITERATURE REVIEW

2.1 Tourism

Tourism is the provision of a variety of tourist activities and supporting facilities as well as tourism services by the community, businessmen and government. Tourism is a travel activity to visit a place with the aim of wanting recreation, self-development, or wanting to study the attractiveness of a tourist spot visited by a person or group of people for a certain period of time or only temporarily.

Tourism is a business in the form of providing goods and/or services so that tourism activities can be carried out for tourists who will or want to carry out tourism activities which are called tourism businesses. Tourism is the entirety of the symptoms caused by a trip and the residence of foreigners and the provision of temporary residence, where this is not permanent and does not earn income from the activities it carries out (Cholik, 2017).

2.2 Travel Requests

Anggarini, Desy Tri (2021) explains that there is a difference between demand in the tourism industry and demand in general economics. In economics, needs that can be obtained easily, such as cool air, beautiful scenery, and sunny weather, are not economic goods because they can be obtained freely. In the tourism industry, goods that can increase tourist satisfaction, even though they are included in the category of free goods, can be used as economic goods.

Tourist demand is divided into two, namely: (1) Potential demand is a number of people who have sufficient free time and savings so that they have the potential to travel; (2) Actual demand is tourist trips at a certain tourist destination that are being carried out by people or tourists.

2.3 The COVID-19 pandemic

Corona Virus Disease (COVID-19) has caused a new disease which is currently having a negative impact on countries in the world. According to Kang et al. (2020) the Chinese government first announced the outbreak of the Coronavirus disease (COVID-19) on December 31, 2019 in Wuhan which is the capital of Hubei Province in China. This infection spread quickly from Wuhan to all provinces in China and ended up spreading in 24 countries. As of 26 February 2020, a total of 31,481 cases of COVID-19 in China have been officially confirmed, including 639 cases of death. A total of 22,112 confirmed cases have occurred in Hubei Province, which means that 70.89% of the total COVID-19 cases are spread in Hubei Province in China. Until now, studies on the spread of the COVID-19 pandemic in China are still limited. On March 11 2020 COVID-19 was declared a global pandemic (WHO 2020).

2.4 The Impact of Covid-9 on the Tourism Sector

PSBB (Large-Scale Social Restrictions) is a government policy with the aim of reducing community mobility to reduce the number of cases. The existence of social restrictions has created risk exposure in various sectors such as economic, social and political (Utami and Kafabih, 2021).

The sector that was hit the hardest during the Covid-19 pandemic was the tourism sector (Rachmawati, et al 2020). Pressure on the tourism industry due to the Covid-19 pandemic is reflected in the decrease in the number of foreign tourists in January-May 2020 the number of foreign tourists fell by 2.9 million, down 53% from last year's 6.3 million visits (BPS 2020)

2.5 SWOT analysis

SWOT analysis is a systematic study of the company's internal strengths and weaknesses and the environmental opportunities and threats faced by the company SWOT analysis is also a tool for strategic planning to formulate and implement strategies to achieve goals (Yunus. E, 2016).

According to H. Abdul Manap (2016), SWOT analysis is an analytical model to identify how big and small the company's strengths and weaknesses are and how big and small the opportunities and threats that might occur. According to (David & Fred R. 2011) SWOT analysis is the systematic identification of various factors to formulate corporate strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats.

3. IMPLEMENTATION METHOD

This type of research is survey research with a qualitative approach. This research is focused on analyzing the estimated value of the tourism sector's economic losses, tourism sector development strategies and Sabang City government policies related to Tourism Areas during the COVID-19 pandemic in Sabang City.

This research uses a qualitative descriptive approach. Qualitative is research that is descriptive in nature and tends to use analysis with an inductive approach. Qualitative research is also called interpretive research, nature research, or phenomenological research.

Samples were selected from the study population to obtain primary data by conducting direct interviews. Furthermore, the researchers distributed questionnaires, with the statements in the questionnaires being the result of interviews with hotel and restaurant businesses in Sabang City to obtain data about strengths, weaknesses, opportunities and threats in the tourism sector in the Sabang Island Tourism Area. Primary data is used to find out the characteristics of the respondents, the estimated value of the loss, and the

impact of the risk of COVID-19 for the tourism sector in the Sabang Island Tourism Area. Secondary data includes the policies of the Government of the City of Sabang regarding the COVID-19 pandemic which has affected the tourism sector in the Tourism Area of Sabang Island, the number of tourist visits to the City of Sabang, hotel occupancy in the Tourism Area of Sabang Island, and the policies of the Government of the City of Sabang in efforts to restore the tourism sector in the City of Sabang.

Research data collection techniques through interviews, namely structured and unstructured interviews. The data obtained is then documented in the form of collection, processing, storage.

Data were analyzed using SWOT analysis. SWOT analysis is used to find out what strategies are used after looking at the strengths, weaknesses, opportunities and threats of the tourism sector in Sabang City. The following is a SWOT analysis matrix:

Table 3. 1 SWOT Matriks

	Strength (S) Determine 1- 10 Internal strength factors	Weakness (W) Determining 1-10 internal weakness factors
Opportunities (O) Determine 1-10 external factors	S-O Strategy Creating strategies that use strengths to take advantage of opportunities	W-O Strategy Create a strategy that minimizes weaknesses to take advantage of opportunities
Threats (T) Define 1-10 External power factors	S-T Strategy Creating a strategy that uses power to become a threat	WT Strategy Creating a strategy that minimizes weaknesses to take advantage of opportunities

3. RESEARCH RESULTS

After collecting all information related to the estimated value of the tourism sector's economic losses, the tourism sector development strategy and the policies of the Sabang City government regarding Tourism Areas and business actors during the COVID-19 pandemic in Sabang City, namely by utilizing all the information into quantitative models (data in the form of numbers or numbers) and qualitative (data in the form of words), strategy formulation should use several models at once, in order to obtain a complete and accurate analysis. The models used are:

Internal/external matrix, marketing strategy formulation, Cartesian diagram, SWOT matrix

Table 4.1 Characteristics of Lodging Business Actors

No	Accommodation Entrepreneurs	Indicator	Frequency	(%)
1	Gender	Man	32	52
		Woman	30	48
		Amount	62	100
2	Age of Respondents	17-25 Years	12	19
		26-34 Years	21	34
		35-43 Years	19	31
		>44 Years	10	16
		Amount	62	100
3	Level of education	Junior High School	1	2
		Senior High School	18	29
		Diploma	38	61
		Bachelor	5	8
		Amount	62	100
4	Marital status	Marry	52	84
		Not married yet	10	16
		Amount	62	100
5	Job Position	Manager	54	87
		Employee	8	13
		Amount	62	100

The majority of hotel business actors who are respondents are women with a percentage of 48%. The percentage of men who were respondents to this study was 52%. This is because when conducting interviews, the respondents willing to be interviewed were women. The majority of hotel business actors who were respondents were in the age range of 26 to 34 years with a percentage of 34%. The majority of hotel business respondents interviewed in this study are still quite young, this is because in selecting hotel employees certain age criteria are set so that employees can be more active in building a hotel business on Sabang Island Tourism. For employees who are more than 40 years old, they are hotel employees whose position is as managers who have experience in managing hotels on Sabang Island Tourism.

Table 4.2 Characteristics of Restaurant Business Operators

No	Characteristics of Respondents	Indicator	Frequency	(%)
1	Gender	Man	38	61
		Woman	24	39
		Amount	62	100
2	Age of Respondents	17-25 Years	2	3
		26-34 Years	16	26
		35-43 Years	37	60
		44-52 Years	4	6
		>52 Years	3	5
		Amount	62	100
3	Level of education	Junior High School	1	2
		Senior High School	24	39
		Diploma	30	48
		Bachelor	7	11
		Amount	62	100
4	Marital status	Marry	62	100
		Not married yet	0	0
		Amount	62	100
5	Job Position	Owner	53	85
		Employee	9	15
		Amount	62	100
6	Length of Running a Business	2-4	4	6
		5-7	32	52
		8-10	20	32
		>11	6	10
		Amount	62	100
7	Completeness of Supporting Facilities sanitation	Thermometer	11	18
		<i>Handsantitizer</i>	14	23
		Hand washing facilities	31	50
		Thermometer and <i>Handsantitizer</i>	2	3
		Handsantitizer and Hand washing facilities	1	2

	Thermomete and Hand washing facilities	2	3
	Have It All	1	2
	Amount	62	100

The majority of restaurant business actors who were respondents were men with a percentage of 61%. The percentage of women who are respondents to restaurant businesses is 39%. This is because the restaurant owners interviewed in this study were women. Restaurant business actors on Sabang Island Tourism have various ages. The majority of restaurant business actors who were respondents were in the age range of 35 to 43 years with a percentage of 60%.

The majority of restaurant business actors who became respondents were at a fairly young age because certain age criteria were set in selecting employees. The restaurant business actors on Sabang Island Tourism who are the youngest respondents are 21 years old and the oldest are 59 years old.

4.1 Estimated Value of Economic Losses in the Tourism Sector During the COVID-19 Pandemic

Sabang is still the main destination for visiting tourists. The City (Pemekot) of Sabang recorded 85,726 tourists visiting the Pulau Weh area until August 2020 data, both domestic tourists (wisnus) and foreign tourists (tourists). the number of tourist visits to Sabang has decreased significantly compared to the previous year. Of course, the reason is because of the Covid-19 pandemic The location of tourist objects, hotels and restaurants in the Tourist Area which is not far from the main road is a factor that supports the high interest of tourists. In addition to the strategic location, as well as the natural beauty of the air that is offered is the main attraction for tourists. In 2019, the Sabang city government has made several efforts to increase the number of tourist visits. Some of these efforts include becoming a member of the Tourism Promotion Organization (TPO) for Asia Pacific Cities with the main aim of promoting tourism in the city of Sabang to the 103 regions in Asia Pacific who have joined the organization (Hani, Umami, Puji Astuti (2022)). This is also done to strengthen the branding of the city of Sabang as The City of Sport and Tourism.

At the beginning of 2020 there was an outbreak of the COVID-19 pandemic in the Tourism Area. Tourism activities that were originally targeted to increase the number of tourist visits have actually decreased quite drastically. The decline in the number of tourist visits was partly due to Government regulations regarding Social Restrictions in the form of limiting the capacity of tourist visits and operating hours at tourist objects, hotels and restaurants in Sabang City. The decline in the number of tourist visits causes economic losses in the tourism sector. Economic losses in the tourism sector can be estimated through the value of

lost revenue from tourist attractions, hotels/inns, and restaurants/eateries during the COVID-19 pandemic in 2020 and compared to tourism sector revenues in 2019 before the COVID-19 pandemic.

Table 4.3 Estimated value of hotel losses in the Sabang Island Tourism Area

Respondents	Income before the pandemic COVID-19	Revenue during pandemic COVID-19 (Rp)
Hotels/Inns	5.530.000.000	3.200.000.000
<i>Loss of Earning (Rp)</i>		2.330.000.000

Source: Processed data (2022)

The lodging business has also been affected by the transmission of the COVID-19 pandemic on Sabang Island Tourism. The estimated value of losses for the lodging business in the Tourism Area is IDR 2,330,000,000. Hotel business revenue on Sabang Island Tourism is only IDR 3,200,000,000 when compared to before the COVID-19 pandemic, hotel receipts could reach IDR 5,530,000,000. The estimated decline in hotel/inn business revenue on Sabang Island Tourism is calculated from annual income. The decline in revenue in the hotel/inn business on Sabang Island Tourism was caused by a decrease in occupancy/occupancy rates of hotel rooms, restrictions on hotel capacity which could only be filled 60% of the total capacity and the large number of people who left tourism activities to stay at home causing a decrease in occupancy. hotel or the number of occupancies in hotel rooms in the Sabang Island Tourism Area.

Table 4.4 Estimated value of restaurant losses in the Sabang Island Tourism Area

Respondents	Income before the pandemic COVID-19	Revenue during pandemic COVID-19 (Rp)
Restaurant/Diner	3.970.000.000	2.350.000.000
<i>Loss of Earning (Rp)</i>		1.620.000.000

Source: Processed data (2022)

Losses for the restaurant business in the Sabang Island Tourism Area are estimated at IDR 1,620,000,000. Revenue from the restaurant business on Sabang Island Tourism is only IDR 2,350,000,000. when compared to before the COVID-19 pandemic, restaurant/restaurant receipts could reach IDR 3,970,000,000. This is because in restaurants on Sabang Island Tourism there are restrictions on the

number of tourist visits at most 60% of restaurant capacity, there are restrictions on restaurant operating hours from 10.00 WIB to 21.00 WIB. In addition, restaurants have a risk of not maintaining the hygiene of the food served, making tourists prefer not to visit restaurants during the COVID-19 pandemic.

Table 4.5 Economic losses for the tourism sector in the Sabang Island Tourism Area due to the COVID-19 pandemic

Respondent	Number of respondents (people)	Average income (Rp/Respondent/Year)		
		Reception before the COVID-19 pandemic (Rp)	Reception moment the COVID-19 pandemic (Rp)	Loss of Earning (Rp)
Hotels/inns	62	5.530.000.000	3.200.000.000	2.330.000.000
Restaurant/eatery	62	3.970.000.000	2.350.000.000	1.620.000.000
Total loss of the tourism sector (Rp)		9.500.000.000	5.550.000.000	3.950.000.000 (41%)

Source: Processed data (2022)

The estimated total value of losses experienced by the tourism sector in the Sabang Island Tourism Area as a result of the COVID-19 pandemic is Rp. 3950000000. It can be seen in Table 10. These losses are estimated lost revenue from tourist objects, hotels and restaurants during the COVID-19 pandemic 19. These losses indicate that there are capacity restrictions on the number of tourist visits and operating hours which have a major effect on tourism sector revenue. The need for security and survival is a priority for tourists in determining the purchase of tourism products (Suprihatin 2020).

The continuous increase in positive cases of COVID-19 can cause even greater losses to the tourism sector, so appropriate policies are needed to deal with this. Intervention from the city government regarding policies to protect the community from the COVID-19 pandemic has also become a factor that influences people's decisions in carrying out tourism activities. The government's appeal for people to avoid going out of their homes has caused people to prefer to stay at home rather than travel which has risks that threaten their safety and comfort during the COVID-19 pandemic (Utami, Betty Silfia Ayu, 2021).

The factor causing the operational impact is the existence of previous government policies that affected tourist visits where even though there was a decline there were still operational costs incurred by tourist objects such as electricity, water, worker wages, cleaning of vehicle equipment, purchasing disinfectants and so on so that it had an impact on finances. Furthermore, safety for employees where when an employee is exposed to Covid-19, the tourist attraction must close its business to isolate and affect the sale of products and services.

4.2 Factors Influencing the Development of the Sabang Island Tourism Sector

The Covid-19 pandemic has affected all industries in Indonesia and even the world, including the tourism industry. The impact of Covid-19 on tourism is very large because the tourism industry has links with other industries, namely hospitality, transportation, micro, small and medium enterprises (MSMEs), especially those that produce souvenirs and culinary delights, restaurants, travel agents and tour guides. In this chapter, the factors influencing the development of the tourism sector on Sabang Island will be analyzed using a SWOT analysis. The SWOT analysis focuses on the Development of the Tourism Sector. Based on interviews, questionnaires and observations in the field were analyzed into internal and external factors. Based on the results of the analysis identified several internal and external factors that influence the development of the Sabang Island tourism sector. Internal factors consist of strengths and weaknesses. While external factors consist of opportunities and threats.

4.2.1 Internal Factors Influence the development of the tourism sector on the island of Sabang

Internal analysis aims to take advantage of the strengths possessed to overcome weaknesses in the development of the tourism sector on the island of Sabang. There are eleven internal factors (strengths and weaknesses) that influence the development of the tourism sector on Sabang Island, namely:

Table 4.5 IFAS Matrix

No	Internal factors	Bobot	Rating	Skor
	Strength			
S1	Policy support in the form of stimulus	0,115	3,8	0,4373
S2	Provision of an online Tourist Information Center	0,113	3,8	0,4294
S3	Management of basic and public services that are more responsive	0,102	3,8	0,3876
S4	provide economic stimulus and social assistance to the community	0,109	3,7	0,4033
S5	Regional Arrangement and resource inventory program tourist attraction	0,102	3,8	0,3876
	Sub Total			2,0449
	Weakness	Bobot	Rating	Skor
W1	Lack of advice on health protocols	0,089	3,3	0,2937
W2	Lack of access infrastructure to tourist attractions	0,082	3,4	0,2788
W3	Strengthening health mentally for workers sector tourism	0,056	3,7	0,2072
W4	Lack of promotion and minimal tourism events	0,069	3,4	0,2346
W5	Lack of coordination between tourism businesses and the city government	0,096	3,5	0,336

	Sub Total			1,3503
	Total = Strength + Weakness			3,3952

Source: Processed data (2022)

The results of the analysis in Table 4.6 above show that the most influential force factor for the development of the tourism sector on Sabang Island is policy support in the form of a stimulus with the same score of 0.437. The government provides a number of stimuli in the form of loan restructuring policies, additional capital assistance, relief from paying electricity bills, and other financing support. The second strength factor is the provision of an online Tourist Information Center which is increasing with a score of 0.4294. Provision of a Tourist Information Center (TIC) as a solution to assist tourists in finding all tourism information and supporting tourist activities. The third strength factor influencing the development of the tourism sector on Sabang Island is the more responsive management of basic and public services with a score of 0.3876. In the midst of Covid, it is necessary to prepare systems and procedures to carry out virtual services that are not only temporary and only operate during the emergency response period, but can continue to be available with increasingly good quality during the recovery, rehabilitation and post-pandemic periods.

The weakness factor that most influences the development of the tourism sector on Sabang Island is the lack of coordination between tourism business actors and the city government with a score of 0.336. The lack of coordination between several agencies and other stakeholders is one of the obstacles in pursuing the development of tourism in the city of Sabang. Moreover, during the pandemic, the government experienced funding constraints, due to the transfer of handling Covid. Limited funds or budget from the tourism agency in carrying out tourism development is one of the obstacles in tourism development. The existing funds or budget only come from Regional Original Revenue, the Culture and Tourism Office has not yet collaborated with investors who are investing in tourism development.

The second weakness factor that has the most influence on the development of the tourism sector on Sabang Island is the lack of availability of health protocol advice with a score of 0.2937. In several tourism places on Sabang Island, health protocol equipment has not been provided, such as hand washing equipment, seat limits, masks and others. So that the potential for transmission of Covid will be even higher, if business actors are neglectful. The third weakness factor that most influences the development of the tourism sector on Sabang Island is the lack of access infrastructure to tourist attractions. Hence increased access to health services more innovative at a more affordable price and disability-friendly. Another factor that is a weakness in the development of the tourism sector on Sabang Island is the lack of

promotion and minimal tourist events with a score of 0.2346 and strengthening mental health for tourism sector workers with a score of 0.2072.

4.2.2 External Factors Influencing the Development of the tourism sector on Sabang Island

External analysis aims to see opportunities that can be exploited for the development of the island's tourism sector and prepare strategies to minimize threats. There are ten external factors (opportunities and challenges) that influence the development of the tourism sector on Sabang Island.

Table 4.7 EFAS Matrix

No	External factors	Bobot	Rating	Skor
	Opportunity			
O1	Increasing online virtual tour services	0,105	3,8	0,399
O2	Increased promotion and government support	0,111	3,5	0,3885
O3	Digital marketing HR capacity in field enhancement	0,113	3,4	0,3842
O4	Development of emergency social protection protocols during a pandemic	0,101	3,3	0,3333
O5	Credit relaxation for the business world	0,043	3,7	0,1591
	Sub Total			1,6641
	Threat (T)	Bobot	Rating	Skor
T1	The ongoing COVID-19 pandemic	0,115	3,8	0,4373
T2	Threat of layoffs for workers in the tourism sector	0,112	3,5	0,3922
T3	Decrease in tourism business revenue	0,113	3,4	0,3842
T4	Decrease in domestic and foreign tourists	0,109	3,7	0,4033
T5	Decrease in the tourism event holding program	0,113	3,5	0,3955
	Sub Total			2,012
	Total = opportunities+threats			3,6761

Source: Processed data (2022)

The analysis results of Table 4.7 above show that the main opportunity factor that has the most influence on the development of the tourism sector on Sabang Island during the pandemic is the increase in online virtual tour services with a score of 0.399. during the covid pandemic Online virtual tour services are increasing with government support. Through various virtual event activities, virtual tours have proven to be successful in attracting attention and providing a good example in promoting a tourist destination during this New Normal Adaptation period, while ensuring the implementation of efforts to achieve the Sustainable Development Goals. The second opportunity factor that most influenced the development of

the tourism sector on Sabang Island during the pandemic was increased promotion and government support with a score of 0.3885.

The tourism sector needs to provide support in the form of creating collaboration spaces, facilitating the protection of intellectual property rights in online media, facilitating creative business licensing, and providing social assistance so that tourism business actors maintain their lives and continue to work. The opportunity factor that has the most influence on the development of the tourism sector on Sabang Island during the Pademi is increasing the capacity of human resources in the field of digital marketing. to increase the capacity of workers to take advantage of the potential of the digital space, the central and regional governments also need to work on creating spaces for collaboration, as well as facilitating the protection of intellectual property rights in online mediums and easier licensing of creative businesses. Another factor that has the opportunity to influence the development of the tourism sector on Sabang Island is credit relaxation for the business world with a score of 0.1591. Finally, the development of an emergency social protection protocol during a pandemic with a score of 0.3333.

The main threat factor that most influenced the development of the tourism sector on Sabang Island during the pandemic was the ongoing COVID-19 pandemic with a score of 0.4373. Uncertainty regarding the Covid pandemic has the potential to worsen the tourism conditions in Sabang City. Covid has caused a decrease in revenue in the tourism sector by 20.7 billion. It needs to be realized; the situation will never return to normal considering that the pandemic has changed consumer behavior in an extreme way. Therefore, tourism business owners must really prepare themselves to face a new era, namely the next normal era. the second most influential threat factor to the development of the tourism sector on Sabang Island during the pandemic was the decline in domestic and foreign tourists with a score of 0.4033. Sabang City Tourism has had quite an impact due to the Covid-19 pandemic. the number of tourists coming to Sabang in 2020 has dropped dramatically. In 2020 from January to March, only 71,454 tourists came to Sabang City. Of the 71,454 tourists who came from January to March, there were 66,461 domestic tourists and 4,993 domestic tourists. This number is indeed quite different and dropped dramatically from last year, throughout 2019 the number of tourists visiting Sabang City was 620,694 people, from January to December.

4.3 Tourism Sector Development Strategy During Covid in Sabang City

Analysis of the level of Development of the Tourism Sector During Covid using IFAS and EFAS metrics, the next step is to graph the results of the SWOT analysis. The total value of IFAS which is the difference between strengths and weaknesses is 0.694. This indicates that the IFAS value is positive, which means the strength factor is greater than the weakness factor. The total EFAS value which is the difference between opportunities and threats is -0.347. The negative EFAS value means that the threat factor is

greater than the opportunity factor. What needs to be done is internal strengthening to anticipate threats. strategies that must be taken in an effort to develop the Tourism Sector During Covid 19 on Sabang Island.

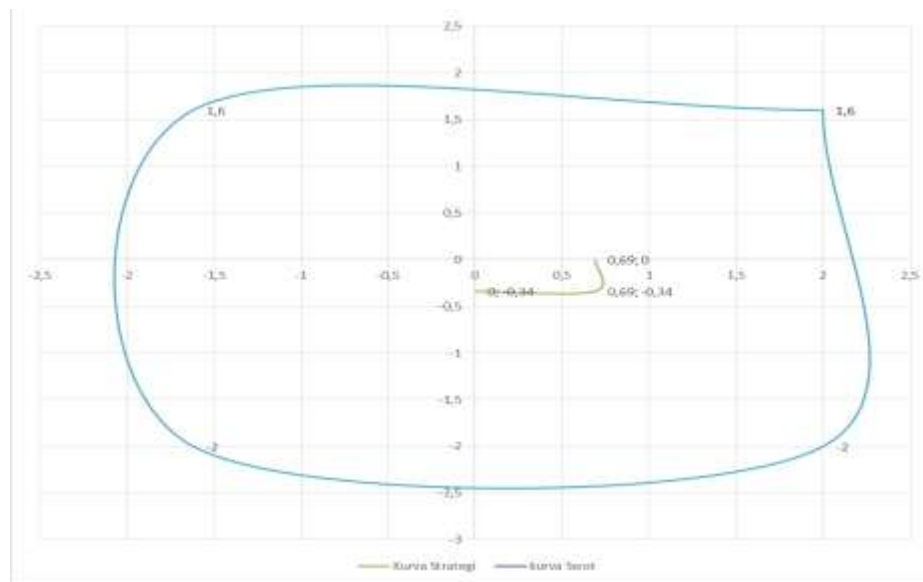


Figure 5. Cartesian SWOT Diagram

Based on the picture above, the current condition of the development of the Tourism Sector is in square II (Diversification Strategy). The position in quadrant II implies that the position of the tourism sector is still in a good category, however facing many big challenges (threats). Big challenges have the potential to hinder Development of the Tourism Sector During Covid. Therefore, it takes a lot of strategy for development Tourism Sector During Covid 19. Alternative strategies for developing the Tourism Sector During Covid with address strengths, weaknesses, opportunities and threats. Based on this approach, a strategy is made alternatives such as SO, ST, WO, and WT.

4.4 Recommended Tourism Sector Development Strategy During Covid

Based on the results of the analysis of internal and external factors, the next stage is the strategy making stage This strategy is based on a combination of internal factors, namely strengths and weaknesses, and external factors, namely opportunities and threats. Strategy recommendations are made based on the results of the SWOT analysis which can be seen in Table 4.8

Table 4.8 The results of the analysis using the SWOT

IFAS	Strengths	Weaknesses
EFAS	<ol style="list-style-type: none"> 1. Policy support in the form of stimulus 2. Provision of an online Tourist Information Center 3. Management of basic and public services that are more responsive 4. Providing economic stimulus and social assistance to the community 5. Regional Arrangement and tourist attraction inventory program 	<ol style="list-style-type: none"> 1. Lack of advice on health protocols. 2. Lack of access infrastructure to tourist attractions 3. Strengthening mental health for tourism sector workers 4. Lack of promotion and minimal tourism events
Opportunities <ol style="list-style-type: none"> 1. Increased online virtual tour services 2. Increased promotion and government support 3. Increasing the capacity of human resources in the field of digital marketing 4. Development of emergency social protection protocols during a pandemic 5. Credit relaxation for the business world 	SO <ol style="list-style-type: none"> 1. Short term economic recovery strategy and medium and long term economic transformation – Efforts to save the economy by providing assistance to vulnerable groups in society and the business world are the main strategies when social restrictions are still in place. After COVID-19 begins to be controlled, economic policy is directed at accelerating recovery to pre-crisis levels and in the medium-long term economic policy is directed at economic transformation. 2. Changes in tourism activity patterns by changing economic activity patterns, including through e-commerce and work from home. 3. Provision of subsidized interest and credit restructuring (loans and multi-finance) to tourism businesses at banks or other financial institutions, including for subsidies/delays on tourism business taxes and also labor 4. Increasing incentives for tourism businesses, airlines, travel agents and promotions in the form of airplane ticket discounts and jet fuel discounts at several priority tourism destination 	WO <ol style="list-style-type: none"> 1. Increasing incentives for tourism businesses, airlines, travel agents, and promotions in the form of ticket discounts, and providing incentives for group incentive trips/famtrips and promotions through influence. 2. Optimizing the use of information technology in order to harmonize information on the tourism agenda in all regions on Sabang Island. 3. Synergize the tourist calendar better. Strengthening the demand side should be done through optimizing the potential of domestic tourists, tourist cards for students and senior citizens. tourism discount cards for the general public. 4. The Sabang city government can provide assistance to tourism business actors not only in the form of relief in paying taxes, but also in the form of direct financial assistance..

	airports, providing incentives for group incentive trips/famtrips.	
Threats 1. The ongoing COVID-19 pandemic 2. Threat of layoffs for the tourism sector workforce 3. Decrease in tourism business income 4. Decrease in domestic and foreign tourists Decline in the tourism event holding program	ST 1. Arrangement and management of destinations including Tourism Villages (Facilities that minimize human contact, Visitor capacity management) 2. Provide recruitment incentives, certification training and workforce placement through expansion of education and training including technical guidance on making long stay service packages for self-isolation. 3. Accelerating infrastructure development in priority tourist destinations; Tourism promotions, exhibitions and events are gradually starting to be activated 4. Increasing access to finance for tourism business actors and actors creative both to banking and non-banking.	WT 1. Cooperation in training and apprenticeships for tourism and creative economy human resources, including technical guidance on improving health, hygiene and safety standards, especially for tourism business actors. 2. International events such as sports, arts and MICE (Meeting, Incentive, Convention and Exhibition), including the success of the event. 3. Providing travel discounts for ASN and TNI/POLRI students, health workers and senior citizens as well as the implementation of leave and holidays together to support the increase in domestic tourists. 4. Increasing tourism business managers who are more stringent and reinforce health protocols for visiting tourists in order to reduce the spread of the COVID-19 pandemic in Tourism Areas.

Source: Processed data (2022)

4.5 Analysis of Sabang City Government Policy Regarding Tourism Areas During the COVID-19 Pandemic

Law Number 6 of 2018 concerning Health Quarantine This regulation regulates quarantine in the territory of Indonesia if there is a disease that has the potential to cause a health emergency public. The purpose of holding quarantine is to protect the public from disease and/or risk factors public health that has the potential to cause a public health emergency. Health emergency The community is characterized by the spread of infectious diseases which are dangerous to health and have the potential to spread across regions or across countries. At the beginning of 2020 the COVID-19 pandemic which has become a pandemic

throughout world enters Indonesia and has the potential to cause a public health emergency. Then accordingly regulations that apply to health quarantine to prevent the spread of the COVID pandemic 19. One of the actions in the health quarantine rules is the Enforcement of Restrictions on Community Activities (PPKM). PPKM aims to prevent the spread of public health emergency diseases is happening between people in a certain area in this case the COVID-19 pandemic. Scaled Social Restrictions The minimum amount includes school and workplace closures, restrictions on religious activities, and/or restrictions on activities in public places or facilities. During the PPKM period in Sabang City, especially in the Regions Sabang tourism is dense with tourist activity, there are restrictions in public places. such restrictions including limiting the number of tourist visits to tourist attractions, hotels and restaurants. Those places is a place that is the main destination of tourists so it is feared it will cause levels high crowds and the potential to spread the COVID-19 pandemic. For this reason, restrictions are placed on these places to prevent the spread of the COVID-19 pandemic in the Sabang Tourism Area.

4.6 City government decision on Imposing Restrictions on Community Activities (PPKM)

In this decision, it is explained in detail regarding capacity restrictions, limitations on operating hours in the City Sabang. Especially in hotels and restaurants. The maximum number of visits is 50% of the capacity of tourist attractions. For nature tourism and tourism villages, their hours of operation are not limited, while for tourist attractions, games are in outdoor hours of operation are limited from 06.00 to 16.00 WIB. Hotels and restaurants are restricted the maximum number of visits is 60% of the capacity of the place. There are no restrictions for hotel operating hours, while restaurants are limited in operating hours from 10.00 to 21.00 WIB.

Regulations regarding limiting the number of visits and operating hours for tourist attractions, hotels and restaurants and its supporting facilities are running properly. Most tourist attractions, hotels and restaurants has limited the number of tourist visits. For restaurants, there are several restaurants on Sabang Island Touris those who violate the rules limiting operating hours, but this will be dealt with strictly by the Satpol PP tasked with maintaining order during the COVID-19 pandemic.

5. CLOSING

5.1 Conclusion

Based on the results of the SWOT analysis that has been carried out on all the data obtained, the following conclusions can be drawn:

1) The magnitude of the economic loss in the tourism sector in Sabang City is estimated at IDR 3,950,000,000 or only 41% of revenue before the COVID-19 pandemic. So the decline in tourism sector revenue due to COVID-19 was 59%. This loss is the value of lost revenue from tourism business actors including hotel managers and restaurant managers in the Sabang Island Tourism Area

2) The right strategy to be implemented in the development of the tourism sector in Sabang is a diversification strategy (quadrant II). Alternative strategies that can be implemented are optimizing the use of social media as a means of promotion, collaborating with elements of the government, increasing access to financing for tourism business actors, increasing incentives for tourism business actors, airlines, travel agents, and promotions in the form of ticket discounts, providing incentives for group incentive trips/famtrips and promotions through influence Acceleration of infrastructure development in priority tourist destinations; Tourism promotions, exhibitions and events are gradually starting to be activated.

3) Sabang city government policies related to tourism sector policies, one of which is contained in Sabang Mayor Regulation Number 30 of 2020 concerning the application of discipline and health protocols as an effort to prevent and control the spread of the covid virus is quite effective in reducing the number of tourist visits to Sabang Island both in tourist attractions, hotels and restaurants.

5.2 Suggestions

Based on the conclusions that have been put forward, suggestions are given that can improve the management of City tourism Sabang as follows:

- 1) The Sabang city government can provide assistance to tourism business actors not only in the form of relief in paying taxes, but also in the form of direct financial assistance.
- 2) The management of the tourism business tightens and reinforces the health protocol for visiting tourists in order to reduce the spread of the COVID-19 pandemic. Especially tourists coming from outside should be checked for the completeness of the letter not infected with the COVID-19 pandemic and the COVID-19 vaccine card.
- 3) Requiring vaccinations for tourists so that tourism activities can continue during the COVID-19 pandemic by lower chance of infection with COVID-19.

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