The Effect of Crisis Management and Implementation of Health Protocols During the Covid-19 Pandemic On Repurchase Intention With Consumer Safety As Mediation

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ARTICLE INFO

ISSN: 2723-1097

Keywords:
Crisis management; Health protocol; Consumer Safety; Repurchase Intention; Fast Food Restaurants

ABSTRACT

The surge of COVID-19 cases has impacted nearly every business sector in DKI Jakarta, including the fast-food restaurant industry, which has suffered a major drop in income. Consumers are becoming selective in choosing fast-food restaurants to visit to avoid the risk of COVID-19 transmission, yet also demand high-quality food with affordable prices and urges the restaurant to implement crisis management and health protocols to maintain consumer safety so that consumers have an interest in revisiting during the pandemic. This study aims to explore the relationship between crisis management, consumer health, and safety protocols to consumer intention in dining in again during the COVID-19 pandemic. The test method used was purposive sampling using PLS-SEM. There were 238 respondents who experienced dine-in at least twice at fast-food restaurants in the international brand franchise category in super-regional and regional malls in Jakarta during the COVID-19 pandemic. The results of this study indicate that crisis management and health protocols have a significant effect on consumer safety and health protocols have a significant effect on repurchase intention, while crisis management has a non significant effect. Crisis management and health protocols on repurchase intention mediated by consumer safety also have a non significant effect. It is hoped that the research that has been carried out can provide benefits for entrepreneurs in the food and beverages sector, especially fast-food restaurants, with the right strategies in implementing crisis management and health protocols in an effort to maintain consumer safety when dining in during a pandemic similar to COVID-19.

Introduction

Jakarta, which has the highest number of COVID-19 cases in Indonesia, continues to see a spike in positive cases every day, affecting nearly every business sector, including the restaurant industry (Prakoso, 2020). According to a survey undertaken by Potia and Dahiya (2020), the COVID-19 pandemic affected practically all business sectors relating to food and beverages. COVID-19 has had a significant impact on the fast-food restaurant industry, with revenues plummeting by 35%. Limited public activities due to government regulations to prevent the spread of COVID-19 in the Implementation of Community Activity Restrictions
(PPKM) and Large-Scale Social Restrictions (PSBB) continue to have a major impact on the crisis management of fast-food restaurants that are still operating in Indonesia during the COVID-19 pandemic, in addition to a decline in fast food restaurant revenues. During the COVID-19 pandemic, fast food restaurants are projected to make significant changes to their business practices to guarantee the health and safety of their staff and customers, as well as boost consumer desire to support their business (Gössling et al., 2020). Fast food establishments should also be able to provide advice on how to handle the spread of COVID-19. This is linked to a variety of consumer reactions to the spread of COVID-19, such as increased caution when dining at fast-food outlets.

The risk of COVID-19 transmission urges restaurants to pay attention to the level of consumer safety in order to maintain consumer intention in dining in again. The provincial government has allowed dine-in activities with the requirements specified in the regulations for limiting community activities (PPKM), such as the Ministry of Health regulations regarding health protocols and the governor's regulation number 88 of 2020 regarding restrictions on mobility in dine-in services. However, many consumers with high levels of alertness are still hesitant to return to fast food restaurants that lack discipline in adopting efforts to prevent the spread of COVID-19 because they are still regarded as unsafe to serve dine-in food.

Consumer concerns when visiting restaurants are not limited to crisis management; Rachmaniyah and Dharmawan (2020) point out that when restaurants provide complete health protocol facilities, such as hand washing equipment, clear signage, and seating in fast-food restaurants according to the recommended distance, consumers tend to be more disciplined (Gössling et al., 2020). This behavior change was also investigated by Prakoso (2020), Henson et al. (2020), and Klein (2020) who explored repurchasing in various types of restaurants in different forms, such as dine-in and delivery purchases, and showed that consumers had stricter preferences in choosing food and restaurants they visited. This has resulted in a significant decrease in purchases in the restaurant industry, especially fast-food restaurants located in mall areas in Jakarta. Consumers’ alert behavior in response to the spread of COVID-19 in restaurants has a significant impact on consumer desire to dine-in at fast-food restaurants again. Consumers prefer restaurants that adhere to high health protocol standards and provide reassurance that they will not be infected with COVID-19 on their first visit. This warning response may serve as a form of consumer prevention in the restaurant area, reducing the spread of COVID-19 (Chen & Chen, 2020).

Currently, there is limited research investigating the influence of crisis management, the application of consumer health and safety regulations, and consumer desire to return to fast food restaurants. As a result, the purpose of this study is to investigate the impact of the link between these variables in fast-food
restaurants in Jakarta's super-regional and regional malls during the COVID-19 pandemic.

**Literature Review**

**Repurchase Intention**

The repurchase intention decision is the consumer’s judgment about buying a designated product or service again from the same company despite having several alternatives, without consideration of their current situation and circumstances, which refers to whether a consumer would return to dine in the same restaurant during the Covid-19 pandemic (Cheung & Thadani, 2012). According to Schiffman, et al. (2009), the first experience tend to be used as a learning cursive or a feedback and reference for the consumer to repurchase the product or service. This supports the statement made by Engel, et al. (1993), which insisted that during the consumers’ decision process, it is rather common for a consumers’ decision to be based on their first experience, which in this context can be referred to their first time dining in the restaurant during the pandemic. Repurchase intention, also known as repurchase desire, is driven by motivation, experience and the possibility of an individual to repurchase a product or service (Tan, 2019; Lin & Chang, 2020), which in this context, can be indicated by their wants and plans to return to the restaurant for a dine in experience.

**Consumer Safety**

According to Loo et al., (2021), consumers tend to prioritize adequate facilities to prevent the transmission of COVID-19 when visiting a place. This effort to improve consumer safety is explained by the National Consumer Protection Agency (BPKN), in Indonesian National Regulation, Number 8 of 1999 concerning consumer protection (UUPK), as the basis for protection for consumers related to losses suffered by transactions of goods or services (Faizah, 2015). Consumers' safety is indicated by their self-awareness to prioritize restaurants that shows a collective effort to protect their customers, such as restaurants that maintain a clean and sanitary surroundings and actively inform their customers about their health protocols and the workers’ temperatures. Consumers are more likely to return to a restaurant that appears straightforward or honest in disclosing information about its staff health state, as well as information about their restaurant settings, such as employee temperature and visitor capacity (Rosidi & Nurcahyo, 2020).

The idea of consumer protection is the pillar of consumer safety, and it contains the benefit principle, which tries to benefit consumers and business owners alike (Benuf, 2020). According to Brahmana et al., (2016), the purpose of the consumer safety principle, as stated in article 3 of the UUPK, is to increase consumers'
awareness, ability, and independence to protect themselves from things that could harm consumers and business owners during the pandemic, such as increasing consumers' independence to maintain personal hygiene and increasing consumers' awareness of COVID-19 virus transmissions in fast-food restaurants.

Crisis Management

Crisis management is the process by which an organization or business actor deals with disruptive and unexpected occurrences that put the organization in jeopardy (Bundy et al., 2017). Bozgeyik (2008), on the other hand, defines crisis management as the interdependence of internal interactions and crisis monitoring that might impact employees, business players, and the organization's external environment. Crisis management is a procedure used within an organization to respond to major events that may jeopardize the organization's long-term viability, which can be indicated by numerous pandemic prevention measures, healthcare facility provisions, and restaurant maintenance, such as requiring a temperature check at every entrance, sanitizing tables on a regular basis, and providing hand sanitizer to customers and workers.

According to Bundy et al., (2017), crisis management is defined as a procedure carried out by an organization to anticipate events that can harm organizations and consumers; in this case, the threat of COVID-19 virus transmission is included in the category of events that can harm restaurants and consumers due to the possibility of COVID-19 virus transmission (Sriminarti, 2020). This is in line with research conducted by Lai and Wong (2020) in the hospitality industry, which states that prevention efforts such as place maintenance and the availability of masks and face shields for employees can give customers a positive first impression and reduce customer concerns about their safety during their visit. This is also in accordance with Rosidi and Nurcahyo (2020) and Burhan et al., (2020), who found that using crisis management techniques like altering table layouts to provide sufficient distance amongst dine-in customers has a beneficial impact on consumer safety in the ‘new normal’.

H1: Crisis management has a positive effect on consumer safety.

Consumer intention in dining in at restaurants during the COVID-19 pandemic is influenced by crisis management practiced by marketers (Rosidi & Nurcahyo 2020). Sriminarti (2020), found that consumer behavior has changed dramatically since the COVID-19 epidemic, and encouraged consumers to adjust by being pickier when selecting fast food outlets that are safe to return to. Crisis management efforts to ensure customer comfort and safety play a critical role in rekindling consumer intention in dining in, particularly in the COVID-19 pandemic situation, which necessitates consumers to exercise greater caution (Butcher et al., 2002; Klein, 2000).
Research conducted by Meng & Choi (2018) shows that the servicescape aspect, which is a form of crisis management that prioritizes the conditions and atmosphere of a restaurant, such as maintaining the cleanliness of the restaurant, good air circulation and proper scheduled disinfection in the restaurant area, has a significant effect in increasing consumer interest in dine-in.

H2: Crisis management has a positive effect on repurchase intention.

Health Protocols

Health protocols were created to help individuals take care of themselves and self-diagnose so they do not endanger those around them. The protocols were originally put in place to make it easier for medical employees to carry out early prevention and faster diagnosis in situations with limited time (Frazer, 2019; Archibald et al., 2016). In the case of the COVID-19 pandemic, health protocols can be indicated by enacting a prevention act based on government regulations and a thorough self efficacy regarding ways to prevent transmissions, such as providing easy access to a hand-washing facility for customers, mandating cashless transactions in restaurants to avoid direct contact, and enforcing the regulations to stay at a safe distance from other people and wear a mask at all times within the restaurant area.

Archibald et al. (2016) discovered that in situations where viruses can be transmitted through the air and touch, consumers place a high value on the health protocols implemented by the organization. Similar research conducted by Prakoso (2020) showed that the application of adequate health protocols has a positive influence on consumer safety when dining in.

H3: Health protocols have a positive effect on consumer safety.

Restaurants are obliged to establish health measures in the restaurant area as a major requirement to operate during the COVID-19 pandemic, to create a safe environment for consumers regarding the transmission of the COVID-19 virus when dining in (Hamid, 2020). Raharto’s (2020) study found that implementing health protocols for restaurants such as regular disinfection in the restaurant area or hand washing area with running water or hand sanitizer, as well as implementing cashless or non-cash payments to reduce direct contact with customers, can affect consumer awareness, causing them to be more vigilant and selective in choosing fast food restaurants to dine in again. Several studies have confirmed that implementing health protocols in restaurants not only increases customer interest in returning to dine in, but also increases customers' sense of security while being in the restaurant area during the COVID-19 pandemic (Rachmaniyah & Dharmawan, 2020). In addition, the research by Rahimzian & Irani
along with Zhong et al., (2020), also shows that there is a significant effect between health protocols and repurchase intention, which confirms that the implementation of health protocols within the restaurant area not only increases consumers’ intention to return, but also increases the sense of security while being in the restaurant during the COVID-19 pandemic.

H4: Health protocol has a positive effect on repurchase intention.

Implementing crisis management in fast food restaurants to prevent the spread of the COVID-19 virus has a positive impact on consumer intention in returning to fast food restaurants during the COVID-19 pandemic, where crisis management takes the form of service quality such as servicescape, cleaning facilities, and place maintenance in accordance with an appeal to prevent the spread of COVID-19, such as in order to maintain a clean environment (Meng & Choi, 2018). The crisis management implemented by restaurants to prevent COVID-19 transmission is seen from the provision of health facilities and place maintenance such as applying temperature checks for consumers, providing health protection tools for employees and consumers such as hand sanitizers, masks, plastic gloves, and implementing social distancing in the restaurant area (Lai & Wong, 2020). According to Sriminarti (2020), the use of effective crisis management in fast food restaurants, as well as the assurance of a high level of customer safety when visiting fast food restaurants, can favorably impact consumer intention in returning to fast food restaurants (Brahmanta et al., 2020).

In addition to crisis management, fast food businesses must follow health protocols that are compliant with industry standards in order to safeguard customers from the risk of contracting the COVID-19 virus while dining in (Klein, 2020). Research by Zhong et al. (2020) also explained that during the COVID-19 pandemic, the experience of consumers who felt safe when visiting a restaurant that implemented standard health protocols had a greater chance of dine-in at the same restaurant. This confirms the claim that implementing health protocols that meet the standards for preventing COVID-19 virus transmission, such as regular disinfection in restaurant areas or hand washing areas with running water or hand sanitizer, and implementing cashless or non-cash payments to reduce direct contact with customers, can improve consumer safety by providing a sense of security from COVID-19 virus transmission, thereby affecting the interest of vigilance (Hamid, 2020; Prakoso, 2020; Raharto, 2020).

Changes in consumer behavior also affect consumer intention in dining in, in which consumers are more vigilant and concerned about COVID-19, causing them to behave with more preventative measures, such as preferring fast food restaurants that implement crisis management and appropriate health protocols while serving dine-in, in order to keep consumers engaged in visiting restaurants and dining in
during the COVID-19 pandemic (Chen & Chen, 2020; Brahmanta et al., 2020). Consumers will also make observations to ensure that the restaurant they are going to visit is considered safe, preferring to return to a fast-food restaurant which has been proven to be safe over trying a new restaurant whose safety level has not been confirmed due to COVID-19 virus transmission (Henson et al. al., 2020; Rosidi & Nurcahyo, 2020).

H5a: Crisis management has a positive effect on repurchase intention mediated by consumer safety

H5b: Health protocol has a positive effect on repurchase intention mediated by consumer safety.

Method

This is an associative (relationship) study that uses a quantitative approach to determine the association between variables. The population is consumers who eat at international brand franchise fast-food restaurants in Jakarta. The study uses a purposive sampling method. The criteria for the sample are respondents who have dined in at least twice for three months starting from March 2021 to May 2021 during the COVID-19 pandemic in Jakarta. A total of 238 respondents were collected. The analysis included validity and reliability tests, and SEM as a hypothesis testing method. PLS-SEM (Partial Least Square-Structural Equation Modeling) is a 3.0 version of SmartPLS software which is used to validate measurements and test hypotheses. In this study, PLS-SEM was used due to its ability to assess complex models and develop an existing theory.

Results and Discussion

Actual Study Test Results

Table 1. Validity & Reliability Test

| Variable               | Questions                                                                 | Factor Loading | Average Variance Extracted (AVE) | Cronbach’s Alpha | Composite Reliability |
|------------------------|---------------------------------------------------------------------------|----------------|---------------------------------|------------------|-----------------------|
| Crisis Management (PK) | The restaurant I visited provided health protection equipment such as hand sanitizer for employees. | ,772           | ,560                            | ,739             | ,836                  |
| Variable          | Questions                                                                 | Factor Loading | Average Variance Extracted (AVE) | Cronbach’s Alpha | Composite Reliability |
|-------------------|---------------------------------------------------------------------------|----------------|---------------------------------|------------------|-----------------------|
| Health Protocols (PKT) | The restaurant I visited provided health protection equipment such as masks for employees. | ,749           |                                 |                  |                       |
|                   | The restaurant I visited provided health protection equipment such as plastic gloves for employees. | ,743           |                                 |                  |                       |
|                   | The restaurant I visited provided health protection tools such as hand sanitizer for visitors. | ,727           |                                 |                  |                       |
|                   | The willingness of the restaurant I visited to require cashless transactions is a good COVID-19 precaution. | ,740           |                                 |                  |                       |
|                   | The restaurant's attempts to prevent the spread of COVID-19 are demonstrated by thorough temperature monitoring at every restaurant door I visited. | ,798           | ,587                           | ,649             | ,810                  |
|                   | The restaurant I visited provided handwashing facilities that were easily accessible to visitors. | ,759           |                                 |                  |                       |
| Variable                        | Questions                                                                 | Factor Loading | Average Variance Extracted (AVE) | Cronbach’s Alpha | Composite Reliability |
|--------------------------------|---------------------------------------------------------------------------|----------------|----------------------------------|------------------|-----------------------|
| **Consumer Safety (KK)**       | I realize that the cleanliness of the restaurants I visit is important to prevent the spread of the COVID-19 virus in the restaurant area.  | ,771           |                                  |                  |                       |
|                                | I realize I have a critical role to play in keeping myself and others safe when I come to a restaurant.                                 | ,730           |                                  |                  |                       |
|                                | Restaurants that provide information about the temperature of restaurant employees make me feel more secure when visiting to dine in at the restaurant. | ,748           |                                  |                  |                       |
|                                | Restaurants that actively advise customers about COVID-19 virus health protocols lessen my concerns about the infection’s transmission. | ,772           |                                  |                  |                       |
| **Repurchase Intention (MM)**  | I will return to dine in again because the fast-food restaurant I visited has implemented health protocols. | ,750           | ,637                             | ,728             | ,840                  |
|                                | I will choose to dine in at a fast-food restaurant                         | ,828           |                                  |                  |                       |

I realize that the cleanliness of the restaurants I visit is important to prevent the spread of the COVID-19 virus in the restaurant area.

I realize I have a critical role to play in keeping myself and others safe when I come to a restaurant.

Restaurants that provide information about the temperature of restaurant employees make me feel more secure when visiting to dine in at the restaurant.

Restaurants that actively advise customers about COVID-19 virus health protocols lessen my concerns about the infection’s transmission.

I will return to dine in again because the fast-food restaurant I visited has implemented health protocols.

I will choose to dine in at a fast-food restaurant.
When the factor loading value is greater than 0.5 and the Average Variance Extracted (AVE) value is greater than 0.5, the variable is considered valid. Meanwhile, when Cronbach's alpha is greater than 0.6 and composite reliability is greater than 0.6, the test result can be considered reliable.

Coefficient of Determination Results

| Variable          | $R^2$ |
|-------------------|-------|
| Consumer Safety   | 0.755 |
| Repurchase Intention | 0.270 |

Furthermore, the coefficient of determination of repurchase intention was 0.14, indicating that the variables of crisis management, health protocols, and consumer safety could justify 14 percent of the variable of repurchase intention, while the remaining 86 percent was explained by variables outside of this study. Other factors, such as government policies with the implementation of Community Activity Restrictions that limited people's mobility, including mall visits, then the rate of positive cases among the community, and the high transmission of the COVID-19 virus, were presumed to have increased the consumer concerns regarding their safety which resulted in a decrease in consumers' intention in dining in. This is consistent with Heriyati and Sanny's (2020) findings, which revealed that personal and family safety had a large role in influencing consumer behavior during the epidemic. Likewise, the emergence of food delivery services made it easier for customers to
purchase food without needing to dine in. These factors could be to blame for the loss of consumers’ intention in dining in restaurants.

Hypothesis Test Results

Table 3. Hypotheses Testing Result

| Hypotheses                                      | Path coefficients | T-stats | P-values | Conclusion |
|------------------------------------------------|-------------------|---------|----------|------------|
| H1 Crisis Management → Consumer Safety          | 0.292             | 5.403   | 0.000    | Accepted   |
| Crisis Management → Repurchase Intention       | 0.087             | 0.738   | 0.461    | Rejected   |
| H3 Health Protocols → Consumer Safety          | 0.443             | 5.403   | 0.000    | Accepted   |
| Health Protocols → Repurchase Intention        | 0.284             | 3.174   | 0.002    | Accepted   |
| Crisis Management → Consumer Safety            |                   |         |          |            |
| H5a Health Protocols → Repurchase Intention   | 0.020             | 0.357   | 0.721    | Rejected   |
| H5b Health Protocols → Consumer Safety → Repurchase Intention | 0.013             | 0.347   | 0.729    | Rejected   |

The findings indicated that the accepted hypotheses including crisis management on consumer safety, health protocols on consumer safety, and health protocols on repurchase intentions because it has a t-statistics value of 3.406 which indicates the value is greater than 1.96 and is strengthened by a p-value of 0.001 which has a value smaller than the alpha (α) value of 0.05. Three hypotheses were accepted, including hypothesis one, where crisis management had a significant positive effect on consumer safety. This result was supported by the crisis management variable indicator which stated that the provision of medical device facilities such as hand
sanitizers was an effort by fast-food restaurants to implement crisis management to maintain consumer safety, along with a positive impression of the application of crisis management in restaurants that could increase consumer awareness of the importance of maintaining personal and other people’s safety during their dine-in experience. Hypothesis three was another acceptable hypothesis, in which the study's findings showed that the health protocol variable had a considerable positive effect on consumer safety. This was because there were indicators in the health protocol variable that indicated the restaurant had made a reasonable effort to support health protocol facilities such as hand washing stations with soap and strict temperature checks at restaurant entrances in order to protect employees and customers from COVID-19 virus transmission while being in the fast-food restaurant area. The fourth hypothesis, that the health protocol had a significant positive effect on repurchase intention, was likewise supported by the results. The result showed that the efforts of fast-food restaurants in meeting the provision of facilities related to health protocols in the restaurant area were considered good enough in increasing consumer discipline and reducing consumer concerns about the transmission of the COVID-19 virus while dining in at the restaurant.

Meanwhile, the rejected hypotheses included crisis management on repurchase intention, crisis management, and health protocols on repurchase intention mediated by consumer safety because it has a t-statistics value of 0.738 which indicates the value is smaller than 1.96 and is strengthened by a p-value of 0.461 which has a value greater than the alpha (α) value of 0.05. Three hypotheses were rejected, such as hypothesis two, which stated that crisis management had no significant positive effect on repurchase intention. This was because there were indicators of crisis management variables that showed the provision of health protection equipment had not been done optimally to prevent the transmission of the COVID-19 virus in the restaurant area, and several restaurants did not require the use of health protection equipment. In addition, when viewed from other indicators related to repurchase intention, consumers preferred to come to the same fast-food restaurant rather than try new restaurants. Meanwhile, in hypothesis five, it was found that crisis management did not have a significant positive effect on repurchase intention mediated by consumer safety, which was supported by crisis management indicators which indicated that the restaurant's efforts to improve consumer safety through the provision of health protection equipment such as the use of plastic gloves in the restaurant area were considered less than optimal because there were still many restaurants that only required the use of plastic gloves in the kitchen area but were not required for employees who served food to consumers while serving dine-in. Then, in the sixth hypothesis, it was found that the health protocol did not have a significant positive effect on repurchase intention mediated by consumer safety. This was due to the indicator of the health protocol variable, which showed that many restaurants still did not perform proper disinfection routines in the restaurant area, endangering the safety...
of restaurant employees and customers who could come into contact with unclean or unsterile restaurant facilities.

**Conclusion**

The conclusion of the study concludes that there are 3 hypotheses that had significant positive effects. Crisis management had a positive and significant effect on consumer safety. This result was supported by the crisis management variable indicator which stated that the provision of medical device facilities such as hand sanitizers was an effort by fast-food restaurants to implement crisis management to maintain consumer safety, along with a positive impression of the implementation of crisis management in restaurants that could increase consumer awareness of the importance of maintaining personal and other people’s safety during their dine in experience. The study's findings also showed that the health protocol variable had a considerable positive effect on consumer safety. This was because there were indicators in the health protocol variable that indicated the restaurant had made a reasonable effort to support health protocol facilities such as hand washing stations with soap and strict temperature checks at restaurant entrances in order to protect employees and customers from COVID-19 virus transmission while being in the fast-food restaurant area. The research has also shown that the health protocol had a positive and significant effect on repurchase intention, was likewise supported by the results. The result showed that the efforts of fast-food restaurants in meeting the provision of facilities related to health protocols in the restaurant area were considered good enough in increasing consumers’ discipline and reducing consumer concerns about the transmission of the COVID-19 virus while dining in at the restaurant.

**Limitations and Suggestions**

Some of the limitations in this study are the limited number of samples investigated, as well as their characteristics. This research is limited to a single region, DKI Jakarta, and a single restaurant category, which is foreign brand franchise fast food restaurants. Further research is intended to cover numerous other districts outside of DKI Jakarta that have a high number of COVID-19 positive cases, as well as restaurant categories other than fast food restaurants, such as fine dining restaurants.

Aside from that, future studies can use other variables other than crisis management, health protocols, consumers’ safety and repurchase intention to see the possibilities of other factors that can further analyze repurchase intention within the food and beverages industry, such as service quality and governments’ regulations in attempt to decrease COVID-19 cases.

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