International Journal of Social Science And Human Research

ISSN (print): 2644-0679, ISSN (online): 2644-0695

Volume 06 Issue 06 June 2023

DOI: 10.47191/ijsshr/v6-i6-77, Impact factor- 6.686

Page No: 3827-3836

Resilience of the Tourism, Restaurant and Hospitality Sector in Indonesia during the Crisis Period

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ABSTRACT: The tourism, restaurant and hotel industries are among the sectors that have been hit hardest by the impact of the Covid-19 pandemic. This was proven by a decrease of 5.32% due to the decreasing purchasing power of the people and concerns about government regulations regarding large-scale social restrictions (PSBB) which had an impact on many companies going out of business. These conditions resulted in companies engaged in the hotel, tourism and restaurant sector experiencing enormous losses so that they could no longer survive or what is referred to as financial distress. This study aims to analyze the financial distress of companies impacted by the Covid-19 pandemic, including hotels, tourism and restaurants using a quantitative descriptive research method. The data collection technique uses purposive sampling and the data used is secondary data in the form of published financial reports for the period 2019 – 2021. Data analysis uses the Altman Z-Score discriminant ratio model. From the tests that have been carried out there are various companies. And for companies that are consistently in a safe area, including FAST, MINA, NASA, PGJO, PSKT, and PZZA.

KEYWORDS: Financial Distress; COVID-19; Z-Scores; Hotels, Restaurants and Tourism.

I. INTRODUCTION

The position of the Indonesian state which is flanked by two oceans and two continents, as well as its tropical climate, has made Indonesia a favorite tourist destination for foreign tourists. With 17,540 islands owned by Indonesia, which are inhabited by various tribes with heterogeneous cultural backgrounds, this is one of the attractive reasons for visiting both domestic and foreign tourists. Indonesia's strategic geographical position also makes Indonesia rich in natural resources and biodiversity.

Evidence that Indonesia is a favorite tourist destination can be seen in the data from the Central Statistics Agency (BPS), which explains that the trend of tourist arrivals in Indonesia is always increasing. In 2012, the number of foreign tourists amounted to more than 8 million visits and increased every year until 2019 there were more than 16 million foreign tourists.or foreigner to Indonesia.

However, the emergence of a pandemic due to the COVID-19 virus has had a significant impact on change. According to data from the Central Statistics Agency, Indonesia's economy contracted to -5.32% due to declining people's purchasing power and concerns about government regulations regarding Large-Scale Social Restrictions (PSBB) which resulted in many companies going out of business. The existence of the COVID-19 pandemic has an impact on business continuity, where companies experience financial difficulties (Wang et al., 2020). When a company experiences a decline in revenue, it will have implications for the company's cash flow. If the cash flow is continuously negative, then the company's inefficiency can trigger bankruptcy.

The contribution of the tourism sector to the national gross domestic product (GDP) in 2019 reached 4.7% decreased to 4.05% in 2020 due to the COVID-19 pandemic, and increased again to 4.2% in 2021. The Ministry of Tourism and Creative Economy stated that the foreign exchange generated from the tourism sector in 2021 only reached 0.36 billion US dollars . Far lower than the achievement in 2019 which reached US$3.3 billion. At the global level, UNWTO notes that the tourism sector's contribution to the world economy in 2021 is estimated to reach US$1.9 trillion, much lower than before the pandemic, which reached US$3.5 trillion.

Financial reports have comprehensive information which contains operational, achievement and financial position. One of the bases in decision making that investors and other stakeholders rely on is the reportaudited finances (Nguyen et al., 2016). The current situation where there are many rules related to economic restrictions that occur, questions that also arise are related to the ability of financial reports to capture this phenomenon and the value presented in financial statements can be used to make forecasting, predictions, and most importantly related to the sustainability of the company itself (Wulandari et al., 2021).

Any company experiencing financial failure or bankruptcy will face a shortage of cash from the portion of assets or debt that accumulates on liabilities. If in both cases this is experienced by the company, then it can be said that the company lacks cash inflows and to cover this, they are often forced to negotiate with creditors for a longer time to repay their debts (Saji, 2018).

According to (Sumaryati & Nila, 2018), Financial Distress is a condition in which the company's operating results are unable to meet obligations prior to liquidation. Financial Distress relates to several situations in which a company faces financial difficulties. One of the company's health analysis that is often used, because it has a high level of accuracy is the altman Z-score analysis. Findings (Altman, 1968) or better known as the Z-score model, even though it was discovered in the past, it still exists being discussed and replicating studies or model theory development from various researchers in the world, from the past few years one has conducted research with the Z-score model ie (Saji, 2018) which until now has often become a reference for many researchers. Altman z-score analysis is a multiple discriminant analysis using financial ratios including working capital to total assets, retained earnings to total assets, earnings before interest and tax to total assets, and market value of equity to book value of total debt.
The situation of business actors experiencing difficulties requires assessment, strategies and corrective actions during the Covid-19 pandemic and changes in trends in people's consumption patterns, requiring hotel, restaurant and tourism businesses to continue to innovate their performance to improve performance so that they can survive in the long term. this difficult. On the other hand, for companies that are in the gray area zone, this is a sign that the company is in a bad condition, due to financial difficulties, hotel, restaurant and tourism companies must implement conceptual changes, service improvements and continuous innovation (Ratnawaty, 2022).

This business continuity analysis is carried out to describe the financial condition of companies affected by the pandemic, able to mitigate and predict the company's going concern which is useful as a consideration in making policies for the company. This is the backgroundthe author conducted research related to the prediction of the sustainability of the hotel, restaurant and tourism sub-sector companies in the era of the COVID-19 pandemic.

II. THEORITICAL REVIEWS

A. Financial Distress

Broadly speaking, financial distress can be caused by high expenses, too many illiquid assets, wrong financial planning, or drastically decreased income. This action will certainly increase the company's obligation to repay debt in the future. Companies that experience financial distress for a long period of time can result in bankrupt companies and have to get out of the capital market. Basically, potential investors or creditors will not invest their funds in companies that are indicated to be experiencing financial distress, which will definitely be very bad risk for the company.
Measuring financial difficulties can be done by using financial ratios as an analytical tool for the company's financial statements. One way of dealing with bankruptcy is to use financial analysis to unify companies and provide standards. Until now, several models have been developed as analytical tools that combine several financial indicators and can predict the possibility of a company's financial difficulties (Toly et al., 2020).
Ratio analysis is a technique for evaluating a company's financial statements by combining the numbers from the income statement and the results of their tests. This report provides systematic information about the financial situation and presents the company's past and current business results. The bankruptcy of a company is usually preceded by serious financial difficulties, which are characterized by uncertainty about the company's future profitability (Utami & Kawulur, 2020).
Analyzing financial distress using the Altman Z-Score method can predict the bankruptcy of a company. The Altman Z-Score method is a calculation formula that predicts the occurrence of financial difficulties in a company. Altman Z-Score is a tool for predicting the level of bankruptcy of a company by calculating the values of several ratios and then adding them to the differential equationz (Fitriani & Muriniaty, 2020).
The Multiple Discriminant Analysis (MDA) method was first developed by Edward I. Altman in 1968 which can be used to predict the bankruptcy of a company. Using this discriminant analysis technique, companies can identify various financial measures that are believed to influence an event. This method uses five types of financial metrics that can be combined to differentiate between bankrupt and non-bankrupt companies. The Altman Z-Score model is a tool that takes certain financial indicators from a company and combines them into a discriminant equation that gives a certain score indicating the probability of bankruptcy of the company (Diana, 2018).
Financial distress can be an early warning as a warning that there is a problem in the company that needs to be fixed (Setiawan, 2021). Information about financial difficulties can be very useful for various parties, because a company's awareness of financial difficulties can be used as assistance or decisive steps to improve the company's condition and prevent possible bankruptcy.

III. METHODS

In this study, using a type of quantitative descriptive research. The sampling technique is purposive sampling and the type of data used in this study is secondary data in the form of financial reports for hotels, restaurants and tourism companies from the Indonesia Stock Exchange (IDX) or from company websites for the 2019-2021 period. In this study, measuring the level of bankruptcy in the hotel, restaurant and corporate sectors
tourism uses a measurement model and indicators as follows:

$$Z = 1{,}2X1 + 1{,}4X2 + 3{,}3X3 + 0{,}6X4 + 1{,}0X5$$

Where is the Z value calculated from a combination of 5 (five) ratios that will indicate the condition of the company. The ratio parameters used are as follows:

Table 1. Altman Z-Score Discriminant Ratio Parameters

Variables	*definition*	*Parameter*	*Scales*
WC/TA(X1)	This ratio is used to measure the level of liquidity by comparing net liquid assets with total assets	$\frac{Working\ Capital}{Total\ Asset}\ x\ 100\%$	Ratio
RE/TA(X2)	This ratio is used to measure whether the cumulative profit is able to offset the total assets	$\frac{Retained\ Earnings}{Total\ Asset}\ x\ 100\%$	Ratio
EBIT/TA(X3)	This ratio is used to measure the company's profit achievement, especially in order to meet investors' interest obligations	$\frac{EBIT}{Total\ Asset}\ x\ 100\%$	Ratio
MVE/BVTD(X4)	This ratio is used to measure a company's ability to guarantee its debts through its own capital	$\frac{MVE}{BVTD}\ x\ 100\%$	Ratio
S/TA(X5)	This ratio is used to measure how efficient a company is in using company assets to generate sales	$\frac{Sales}{Total\ Asset}\ x\ 100\%$	Ratio

It can be determined whether a company is experiencing potential bankruptcy or not, based on the following categories:
a. If the Z value > 2.99 is categorized as a healthy company or a company that is not bankrupt.
b. If the Z value is between 1.81 and 2.99, it is in a vulnerable category where the company cannot be determined whether it is bankrupt or not.
c. If the value of Z < 1.81 is categorized as a company that has financial difficulties or is at risk of bankruptcy.

IV. RESULTS AND DISCUSSION

The initial step in this research stage is to calculate the discrimination ratio with the Altman Z-Score ratio. The results of calculating the discrimination ratio can be seen in table 2:

Table 2.Calculation of the Discrimination Ratio for the 2019-2021 period

Company Code	*X1*			*X2*			*X3*			*X4*			*X5*		
	2021	*2020*	*2019*	*2021*	*2020*	*2019*	*2021*	*2020*	*2019*	*2021*	*2020*	*2019*	*2021*	*2020*	*2019*
AKKU	-0,34	-0,14	-0,11	-0,23	-0,02	-0,24	0,00	0,04	0,01	0,01	0,03	0,01	0,01	1,54	0,06
ARTA	0,26	0,25	0,20	-0,04	-0,07	0,01	0,05	0,03	0,08	0,01	0,01	0,00	0,78	0,64	1,29
BAYU	0,45	0,49	0,46	0,13	-0,04	-0,02	0,04	0,05	0,12	0,00	0,00	0,00	1,76	1,87	6,38
BUVA	-1,11	-0,83	-0,28	-0,27	-0,87	-0,04	0,01	0,01	0,05	0,00	0,00	0,00	0,03	0,04	0,31
CLAY	-0,28	-0,13	-0,05	-0,17	-0,18	-0,03	-0,02	-0,03	0,07	0,00	0,00	0,00	0,03	0,07	0,39
DFAM	0,17	0,11	0,15	-0,07	-0,06	0,03	0,10	0,10	0,17	0,01	0,01	0,00	0,42	0,39	0,66
EAST	0,02	0,00	0,08	0,07	0,03	0,04	0,08	0,05	0,08	0,18	0,14	0,05	3,61	2,06	1,24
ESTA	0,26	0,35	-0,02	0,01	0,03	0,05	0,04	0,05	0,06	0,02	0,02	0,02	0,43	0,57	0,49
FAST	-0,06	0,03	0,20	-0,13	-0,15	0,08	0,50	0,46	0,74	0,91	0,97	1,37	1,84	1,95	3,84
FITT	0,09	-0,11	-0,03	-0,11	-0,20	-0,14	0,03	0,00	0,04	0,01	0,01	0,02	0,31	0,17	0,41
HRME	0,00	0,01	0,00	-0,04	-0,04	0,00	0,02	0,02	0,04	0,00	0,00	0,00	0,25	0,19	0,48
ICON	0,41	0,38	0,66	0,00	0,03	0,13	0,04	0,05	0,11	0,01	0,01	0,01	1,11	1,14	1,56
IKAI	-0,02	-0,08	-0,03	-0,06	-0,08	-0,07	0,04	0,02	0,03	1,28	1,33	1,34	0,41	0,21	0,19
INPP	0,17	0,09	0,08	0,00	-0,09	0,36	0,02	0,02	0,04	0,00	0,00	0,00	0,14	0,21	0,54
JGLE	0,21	0,21	0,21	-0,05	-0,05	-0,05	0,00	0,00	0,03	1,23	1,06	1,09	0,08	0,07	0,23
JIHD	-0,05	-0,06	-0,06	-0,02	-0,01	0,03	0,06	0,06	0,09	0,15	0,14	0,14	0,19	0,19	0,29
JSPT	0,11	0,11	0,13	-0,08	-0,06	0,03	0,04	0,04	0,09	0,24	0,25	0,30	0,19	0,22	0,57
KPIG	0,04	0,08	0,12	0,05	0,01	0,45	0,00	0,00	0,01	0,75	0,79	0,88	0,11	0,11	0,19
MAMI	0,02	0,06	0,09	-0,03	-0,05	0,00	0,01	0,00	0,01	0,01	0,02	0,02	0,08	0,09	0,32
MAPB	-0,20	-0,22	-0,01	0,00	-0,09	0,11	0,44	0,34	0,25	0,11	0,09	0,16	1,98	1,44	3,72
MINA	0,23	0,25	0,51	-0,06	-0,12	0,01	0,01	0,01	0,03	11,43	15,91	14,50	0,58	0,76	2,26
NASA	0,09	0,02	0,07	-0,01	-0,01	0,00	0,00	0,00	0,01	10,66	11,25	11,02	0,07	0,01	0,22
PANR	-0,08	-0,03	0,13	-0,16	-0,17	-0,14	0,00	0,02	0,10	0,04	0,03	0,03	0,11	0,74	1,65
PDES	-0,32	-0,23	0,14	-0,30	-0,36	-0,05	-0,03	-0,04	0,12	0,17	0,18	0,17	0,04	0,30	1,82
PGJO	0,66	0,53	0,15	-0,66	-0,93	-0,76	0,01	0,00	0,00	42,87	37,84	4,75	1,41	0,27	0,06
PGLI	0,05	0,06	0,09	0,13	-0,08	0,08	0,04	0,04	0,05	0,89	1,03	1,11	0,44	0,47	0,75
PJAA	-0,04	-0,33	0,00	-0,08	-0,13	0,08	0,01	0,01	0,10	0,08	0,11	0,12	0,13	0,18	0,70
PLAN	-0,34	-0,32	-0,46	-0,02	0,01	0,02	0,01	0,00	0,01	1,69	1,77	1,27	0,26	0,16	0,19
PNSE	-0,10	-0,03	0,00	-0,15	-0,18	-0,03	0,04	0,03	0,29	0,24	0,25	0,27	0,35	0,40	0,75
PSKT	1,07	0,01	0,92	-0,04	-0,09	-0,04	0,03	0,03	0,05	4,64	4,62	4,69	0,71	0,63	1,03
PTSP	0,00	-0,16	0,00	-0,08	-0,17	0,10	0,00	0,00	0,00	0,34	0,28	0,41	2,17	1,59	4,45
PUDP	0,50	0,48	0,43	-0,04	-0,06	0,01	0,05	0,04	0,04	0,52	0,48	0,50	0,29	0,27	0,34
PZZA	-0,02	-0,04	0,08	0,05	-0,06	0,14	0,61	0,61	0,76	0,17	0,17	0,24	3,26	3,20	5,18
SHID	0,15	0,10	0,17	-0,04	-0,05	-0,01	0,02	0,02	0,05	0,24	0,23	0,23	0,05	0,04	0,10
SNLK	0,13	0,10	0,29	-0,05	0,14	-0,01	0,05	0,04	0,16	0,53	0,32	2,60	0,41	0,34	6,20
SOTS	-0,15	-0,08	0,00	-0,08	-0,09	-0,09	0,01	0,01	0,02	0,39	0,44	0,48	0,08	0,07	0,17
UANG	-0,08	0,23	0,39	-0,10	-0,13	-0,12	0,00	0,01	0,00	0,07	0,35	0,14	0,01	0,05	0,03

Source: Processed research data (2023)

Based on the results of the Discriminant Ratio calculation above, it can be seen that the WC/TA (X_1) of 37 listed companies in the hotel, restaurant and tourism sectors experienced different liquidity conditions. In general, if a company experiences financial difficulties, the decrease in working capital will be faster than total assets, causing this ratio to fall. A significant decrease occurred in 2021 in AKKU, BUVA and UANG.

In the RE/TA ratio (X_2), the cumulative profit measurement to offset total assets in the hotel, restaurant and tourism sector companies above shows fluctuating results from 2019-2021. The issuer that has experienced the biggest decline, namely AKKU in 2021 compared to other issuers.

The EBIT/TA ratio (X_3) as a measure of achieving company profits, especially in order to meet investors' interest obligations, based on the calculation results in the table above shows that issuers AKKU in 2021 is still an issuer that has experienced a large decrease compared to other issuers. Meanwhile BUVA, DFAM, ESTA, ICON, INPP, JGLE, JIHD, JSPT, KPIG, MAMI, MINA, NASA, PGLI, PTSP, PZZA, SHID, SNLK, and SOTS tend to be stable in 2021.

In the next ratio, namely MVE/BVTD (X_4) as a measure of a company's ability to guarantee each of its debts through its own capital, the table above shows that all issuers experienced fluctuating conditions during 2019-2021. The MINA issuer experienced the most drastic decline in 2021.

Meanwhile, the S/TA ratio (X_5) as a measure of management's ability to use assets to generate sales, which is the company's core operation to be able to maintain its viability, based on the results in the table above shows that not all issuers have continued to experience a decline from 2019-2021. Issuers that have experienced an increase in 2021 are EAST and PGJO.

The next step after the discriminant ratio is calculated, the ratio results are multiplied by the weighting coefficient to determine the prediction of financial distress with the Altman Z-Score model. The Z-Score calculation results are presented in the following table:

Table 3. Calculation of Altman Z-Score

Company Code	*2021*						*2020*						*2019*					
	X_1	*X_2*	*X_3*	*X_4*	*X_5*	*Z-Scores*	*X_1*	*X_2*	*X_3*	*X_4*	*X_5*	*Z-Scores*	*X_1*	*X_2*	*X_3*	*X_4*	*X_5*	*Z-Scores*
AKKU	-0.34	-0.23	0.00	0.01	0.01	-0.54	-0.14	-0.02	0.04	0.03	1.54	1.46	-0.11	-0.24	0.01	0.01	0.06	-0.28
ARTA	0.26	-0.04	0.05	0.01	0.78	1.05	0.25	-0.07	0.03	0.01	0.64	0.86	0.20	0.01	0.08	0.00	1.29	1.59
BAYU	0.45	0.13	0.04	0.00	1.76	2.37	0.49	-0.04	0.05	0.00	1.87	2.37	0.46	-0.02	0.12	0.00	6,38	6,94
BUVA	-1.11	-0.27	0.01	0.00	0.03	-1.33	-0.83	-0.87	0.01	0.00	0.04	-1.65	-0.28	-0.04	0.05	0.00	0.31	0.04
CLAY	-0.28	-0.17	-0.02	0.00	0.03	-0.44	-0.13	-0.18	-0.03	0.00	0.07	-0.27	-0.05	-0.03	0.07	0.00	0.39	0.39
DFAM	0.17	-0.07	0.10	0.01	0.42	0.62	0.11	-0.06	0.10	0.01	0.39	0.55	0.15	0.03	0.17	0.00	0.66	1.01
EAST	0.02	0.07	0.08	0.18	3.61	3.95	0.00	0.03	0.05	0.14	2.06	2,28	0.08	0.04	0.08	0.05	1.24	1.48
ESTA	0.26	0.01	0.04	0.02	0.43	0.76	0.35	0.03	0.05	0.02	0.57	1.01	-0.02	0.05	0.06	0.02	0.49	0.60
FAST	-0.06	-0.13	0.50	0.91	1.84	3.05	0.03	-0.15	0.46	0.97	1.95	3,25	0.20	0.08	0.74	1.37	3.84	6,23
FITT	0.09	-0.11	0.03	0.01	0.31	0.33	-0.11	-0.20	0.00	0.01	0.17	-0.13	-0.03	-0.14	0.04	0.02	0.41	0.29
HRME	0.00	-0.04	0.02	0.00	0.25	0.23	0.01	-0.04	0.02	0.00	0.19	0.17	0.00	0.00	0.04	0.00	0.48	0.52
ICONS	0.41	0.00	0.04	0.01	1.11	1.57	0.38	0.03	0.05	0.01	1.14	1.60	0.66	0.13	0.11	0.01	1.56	2.47
IKAI	-0.02	-0.06	0.04	1.28	0.41	1.64	-0.08	-0.08	0.02	1.33	0.21	1.40	-0.03	-0.07	0.03	1.34	0.19	1.45
INPP	0.17	0.00	0.02	0.00	0.14	0.32	0.09	-0.09	0.02	0.00	0.21	0.23	0.08	0.36	0.04	0.00	0.54	1.03
JGLE	0.21	-0.05	0.00	1.23	0.08	1.48	0.21	-0.05	0.00	1.06	0.07	1.30	0.21	-0.05	0.03	1.09	0.23	1.51
JIHD	-0.05	-0.02	0.06	0.15	0.19	0.32	-0.06	-0.01	0.06	0.14	0.19	0.31	-0.06	0.03	0.09	0.14	0.29	0.49
JSPT	0.11	-0.08	0.04	0.24	0.19	0.49	0.11	-0.06	0.04	0.25	0.22	0.55	0.13	0.03	0.09	0.30	0.57	1,12
KPIG	0.04	0.05	0.00	0.75	0.11	0.96	0.08	0.01	0.00	0.79	0.11	0.99	0.12	0.45	0.01	0.88	0.19	1.65
MOM	0.02	-0.03	0.01	0.01	0.08	0.10	0.06	-0.05	0.00	0.02	0.09	0.11	0.09	0.00	0.01	0.02	0.32	0.43

MAPB	-0.20	0.00	0.44	0.11	1.98	2,32	-0.22	-0.09	0.34	0.09	1.44	1.55	-0.01	0.11	0.25	0.16	3.72	4,23
MINA	0.23	-0.06	0.01	11.43	0.58	12,19	0.25	-0.12	0.01	15.91	0.76	16,81	0.51	0.01	0.03	14.50	2,26	17,31
NASA	0.09	-0.01	0.00	10.66	0.07	10.81	0.02	-0.01	0.00	11.25	0.01	11.28	0.07	0.00	0.01	11.02	0.22	11.31
PANR	-0.08	-0.16	0.00	0.04	0.11	-0.09	-0.03	-0.17	0.02	0.03	0.74	0.60	0.13	-0.14	0.10	0.03	1.65	1.77
PDES	-0.32	-0.30	-0.03	0.17	0.04	-0.45	-0.23	-0.36	-0.04	0.18	0.30	-0.15	0.14	-0.05	0.12	0.17	1.82	2,20
PGJO	0.66	-0.66	0.01	42.87	1.41	44,28	0.53	-0.93	0.00	37,84	0.27	37,71	0.15	-0.76	0.00	4.75	0.06	4,20
PGLI	0.05	0.13	0.04	0.89	0.44	1.56	0.06	-0.08	0.04	1.03	0.47	1.51	0.09	0.08	0.05	1.11	0.75	2.07
PJAA	-0.04	-0.08	0.01	0.08	0.13	0.10	-0.33	-0.13	0.01	0.11	0.18	-0.16	0.00	0.08	0.10	0.12	0.70	1.01
PLAN	-0.34	-0.02	0.01	1.69	0.26	1.61	-0.32	0.01	0.00	1.77	0.16	1.62	-0.46	0.02	0.01	1.27	0.19	1.04
PNSE	-0.10	-0.15	0.04	0.24	0.35	0.39	-0.03	-0.18	0.03	0.25	0.40	0.48	0.00	-0.03	0.29	0.27	0.75	1.28
PSKT	1.07	-0.04	0.03	4.64	0.71	6,41	0.01	-0.09	0.03	4.62	0.63	5,19	0.92	-0.04	0.05	4.69	1.03	6,64
PTSP	0.00	-0.08	0.00	0.34	2,17	2.43	-0.16	-0.17	0.00	0.28	1.59	1.54	0.00	0.10	0.00	0.41	4.45	4.96
PUDP	0.50	-0.04	0.05	0.52	0.29	1.32	0.48	-0.06	0.04	0.48	0.27	1.21	0.43	0.01	0.04	0.50	0.34	1.32
PZZA	-0.02	0.05	0.61	0.17	3,26	4.07	-0.04	-0.06	0.61	0.17	3,20	3.88	0.08	0.14	0.76	0.24	5,18	6,41
SHID	0.15	-0.04	0.02	0.24	0.05	0.43	0.10	-0.05	0.02	0.23	0.04	0.34	0.17	-0.01	0.05	0.23	0.10	0.53
SNLK	0.13	-0.05	0.05	0.53	0.41	1.07	0.10	0.14	0.04	0.32	0.34	0.95	0.29	-0.01	0.16	2.60	6,20	9,23
SOTS	-0.15	-0.08	0.01	0.39	0.08	0.26	-0.08	-0.09	0.01	0.44	0.07	0.35	0.00	-0.09	0.02	0.48	0.17	0.59
UANG	-0.08	-0.10	0.00	0.07	0.01	-0.10	0.23	-0.13	0.01	0.35	0.05	0.52	0.39	-0.12	0.00	0.14	0.03	0.44

Source: Processed research data (2023)

Based on the results of the Z-Score calculation above, the financial zone category can be determined distress presented in the following table:

Table 4. Financial Distress Zone Category for the 2019-2021 period

Company Code	***Z-Scores***			***Zone Category***		
	2021	***2020***	***2019***	***2021***	***2020***	***2019***
AKKU	-0.54	1.46	-0.28	Risk Zone	Risk Zone	Risk Zone
ARTA	1.05	0.86	1.59	Risk Zone	Risk Zone	Risk Zone
BAYU	2.37	2.37	6,94	Gray Zone	Gray Zone	Safe area
BUVA	-1.33	-1.65	0.04	Risk Zone	Risk Zone	Risk Zone
CLAY	-0.44	-0.27	0.39	Risk Zone	Risk Zone	Risk Zone
DFAM	0.62	0.55	1.01	Risk Zone	Risk Zone	Risk Zone
EAST	3.95	2,28	1.48	Safe area	Gray Zone	Risk Zone
ESTA	0.76	1.01	0.60	Risk Zone	Risk Zone	Risk Zone
FAST	3.05	3,25	6,23	Safe area	Safe area	Safe area
FITT	0.33	-0.13	0.29	Risk Zone	Risk Zone	Risk Zone
HRME	0.23	0.17	0.52	Risk Zone	Risk Zone	Risk Zone
ICONS	1.57	1.60	2.47	Risk Zone	Risk Zone	Gray Zone
IKAI	1.64	1.40	1.45	Risk Zone	Risk Zone	Risk Zone
INPP	0.32	0.23	1.03	Risk Zone	Risk Zone	Risk Zone
JGLE	1.48	1.30	1.51	Risk Zone	Risk Zone	Risk Zone
JIHD	0.32	0.31	0.49	Risk Zone	Risk Zone	Risk Zone
JSPT	0.49	0.55	1,12	Risk Zone	Risk Zone	Risk Zone
KPIG	0.96	0.99	1.65	Risk Zone	Risk Zone	Risk Zone
MOM	0.10	0.11	0.43	Risk Zone	Risk Zone	Risk Zone
MAPB	2,32	1.55	4,23	Gray Zone	Risk Zone	Safe area
MINA	12,19	16,81	17,31	Safe area	Safe area	Safe area
NASA	10.81	11.28	11.31	Safe area	Safe area	Safe area
PANR	-0.09	0.60	1.77	Risk Zone	Risk Zone	Risk Zone
PDES	-0.45	-0.15	2,20	Risk Zone	Risk Zone	Gray Zone
PGJO	44,28	37,71	4,20	Safe area	Safe area	Safe area
PGLI	1.56	1.51	2.07	Gray Zone	Risk Zone	Gray Zone
PJAA	0.10	-0.16	1.01	Risk Zone	Risk Zone	Risk Zone
PLAN	1.61	1.62	1.04	Gray Zone	Risk Zone	Risk Zone
PNSE	0.39	0.48	1.28	Risk Zone	Risk Zone	Risk Zone
PSKT	6,41	5,19	6,64	Safe area	Safe area	Safe area
PTSP	2.43	1.54	4.96	Gray Zone	Gray Zone	Safe area
PUDP	1.32	1.21	1.32	Gray Zone	Gray Zone	Risk Zone
PZZA	4.07	3.88	6,41	Safe area	Safe area	Safe area
SHID	0.43	0.34	0.53	Risk Zone	Risk Zone	Risk Zone
SNLK	1.07	0.95	9,23	Risk Zone	Risk Zone	Safe area
SOTS	0.26	0.35	0.59	Risk Zone	Risk Zone	Risk Zone
UANG	-0.10	0.52	0.44	Risk Zone	Risk Zone	Risk Zone

Source: Processed research data (2023)

Based on the data in table 4 for 2019-2021, showing varying results, most companies are in the distress or bankruptcy category in the financial distress zone category. Judging from the table, the results of the calculation of the Altman Z-score model above show that the resulting cut-off point criteria vary. Companies that consistently occupy safe areas (Z value > 2.99) for 3 consecutive years include FAST, MINA, NASA, PGJO, PSKT, and PZZA, this shows that the company's financial position is good and seeks to continuously improve its performance, especially financial results, which are measurements or metrics used to improve the company's operational activities to support business continuity (Ratnawaty, 2022).

Of course, to survive in occupying a safe area, the company must make a lot of efforts, as was done by PZZA, a restaurant company. Where PZZA designed a new strategy in order to maintain business. In the midst of a crisis, the company, which already has 520 restaurant outlets in more than 80 cities in Indonesia, was even able to complete a project to build a new factory that produces meat, sausages and dough in July 2020. Construction of a new factory located in Cikarang, West Java , has also been fully operational to support the company's main business activities. In 2021 PZZA adapting to the digital world is one of the strategies considered to greatly support the company's business pace.

Meanwhile, with the steps taken by MINA which is engaged in the restaurant industry, the company intends to adjust its business in 2020 while continuing to support government policies that limit operations, implement efficiency measures and consider steps to increase the company's sales. They also tried to change their main target group from foreign tourists to local tourists and changed the room rates. Despite the decline, occupancy is still higher than the average occupancy rate for star-rated hotels in Bali, which is around 15%. Efficiency is reflected in a decrease in general and administrative expenses of 27.48% compared to the previous year. In 2021, MINA's Average Room Occupancy Rate (ROC) is 40.64%, up from around 37.7% in 2020. This is due to price changes by the company. To expand its business, the company has also started planning the construction of other properties such as housing.

However, there are companies that within 3 years are in a risk zone position (Z value <1.81), including AKKU, ARTA, BUVA, CLAY, DFAM, ESTA, FITT, HRME, IKAI, INPP, JGLE, JIHD, JSPT, KPIG, MAMI , PANR, PJAA, PNSE, SHID, SOTS, and UANG, which shows that the company is having financial difficulties. It is possible that the company will experience financial difficulties due to reduced consumers due to the COVID-19 pandemic. This is in line with research(Wang et al., 2020)which stated that the existence of the COVID-19 pandemic had an impact on business continuity, where the company experienced financial difficulties.

If seen from SHID, which is a company that has been in the risk zone for 3 consecutive years, of course various efforts have been made. These activities included in 2019 the company opening a hotel as an accommodation for health workers at the beginning of the pandemic, in collaboration with the Health Service and the Ministry of Tourism and Creative Economy of the Republic of Indonesia. Not only that, the company also launched a "Thoughtfulness Through Safe Service" campaign to echo the new service normal by maximizing contactless technology, from food ordering, check-in processes and bookings. Then, the company as well as the Company received MICE certification from the DKI Jakarta Provincial Government to be able to hold meetings with the specified capacity according to the applicable health protocol.

In 2021 the company will also relaunch the Puri Agung Grand Ballroom at the Grand Sahid Jaya Hotel after going through a 6-month renovation process. With the repair and improvement of the lighting system as a whole, the relaunch emphasizes modern technological innovation and the use of environmentally friendly energy. Of course, this effort is made to increase the sense of comfort for visitors.

While the results for BAYU, MAPB, PNSE, PTSP, and SNLK companies show a decrease, from a safe zone to a safe zone.risk and from the gray zone to the risk zone. There is an increase in financial expenses and financial predictions that show bankruptcy indicating that the company must immediately make improvements because from year to year the Z-score shows a decline so that the company's performance also decreases.

In contrast to the results obtainedEAST company, where there has been a good increase. This can be seen by changing the different zones every year. In 2019 the company entered the risk zone, in 2020 it entered the gray zone, then in 2021 issuers entered the safe zone. This shows a good company effort to improve the company's financial performance and avoid financial distress.

Of course, efforts need to be made to change the position of the ber zonerisk to the safe zone. EAST is a company engaged in the hospitality sector. Many actions have been taken to rise to the safe zone, in 2020 the company's efforts are to increase comfort for visitors. Take advantage of the staycation trend, which is used as an opportunity for the company to attract visitors to come to the hotels managed by the company. Adjusting the company's business strategy to developments that occur, so as to be able to take advantage of every existing business opportunity.

Because the number of guests coming to the hotels managed by the Company began to decrease drastically in March 2020, the Company decided on March 29 2020 and not accept guests for a while. This step was taken to minimize the company's losses as long as the hotel continues to operate. In addition, this step was also taken by the company as a preventive measure to minimize the spread of COVID-19. Moments when the company does not receive guests will be used to renovate and expand hotel facilities, so that the hotel conditions will be even better when the hotel is ready to receive guests again.

On June 1, 2020 the company finally decided to reopen the hotel, according to government regulations. The company has implemented various strategies to survive amid the 2020 crisis. One of the things the company is aggressively doing is providing attractive special offers for housing. With the campaign for activities carried out at home for several months, of course they are bored, but they are still worried whether they have to continue their vacation in a crowd. Holidays with overnight stays can be a possible option. In addition, the company is renovating and adding facilities to stimulate guests' interest in staying at the hotel.

Whereas in 2021 the company still sees a staycation trend as an alternative for the community to take a vacation. So that in 2021 the company will hold a "Pay Now, Stay Later" program. In addition, the company also implements a dynamic pricing strategy according to market conditions. This is considered quite effective in the midst of the uncertainty of the current business climate. The company is also actively promoting through social media to attract more hotel visitors.

Not only EAST, there are also companies that can change the zone level, from a risk zone to a gray zone, including PDES, PLAN, and PUDP. Of course there are efforts made by the company to be able to change the zone. PUDP Company is a company engaged in the hospitality sector. The strategy undertaken is to work hard in carrying out the company's operations and carry out various innovations amid the Covid-19 Pandemic which caused the weakening of the Indonesian economy which also directly had a negative impact on the company's operations.

Meanwhile, PDES survived throughout 2020 with various strategies such as internal and external consolidation, reducing the workforce by not renewing contract workers, reducing costs, restructuring bank debt, selling vehicles and focusing only on renting out the remaining vehicles to company transportation employees. In this case, the company realizes the optimism and enthusiasm that continues to grow, continues to strive to fight the Covid-19 virus through various ways, including sending medical personnel from the hospital to the hotel where they stay and providing portable sinks in the area. These efforts do not bring immediate benefits, but can strengthen employee optimism and confidence that the company will continue to operate in Indonesia during good times when times are not so good.

In 2021, PDES will face intense business competition, forcing the company to always strive to maintain quality capabilities in various sectors so that it can be better prepared to face revenge travel in the new normal era after opening the border. The Company always strives to be able to compete and increase customer satisfaction and loyalty in order to achieve a more solid and stable business continuity.

V. CONCLUSSION

Based on the results of research using the Altman Z-Score there are various results. Seeing a company that can be in a safe area for 3 consecutive years during the pandemic shows that the company can manage the company's finances well during the COVID-19 period. However, many companies are in the risk zone, which means that the COVID-19 period has affected the company's financial distress.

Thus, companies that are in distress require evaluation, strategies and corrective steps where the conditions of the Covid-19 pandemic and also changes in trends in people's consumption behavior require hotel, restaurant and tourism businesses to be able to continue to innovate to improve company performance so that it does not get worse. . Whereas for companies that are in a gray zone condition, this is a signal that the company is in a bad condition because it is prone to financial difficulties. Concept changes, improving services and continuing to innovate need to be carried out by hotel, restaurant and tourism businesses to survive.

As was done by the companies EAST, PUDP, and PLAN to rise out of the risk zone, the company can adjust the company's business strategy to the developments that occur, so that it is able to take advantage of every business opportunity that exists. It is necessary to provide attractive promos for staycations, carry out promotions through social media to be able to attract more hotel visitors, and also implement a dynamic pricing strategy in accordance with market conditions. Not only that, efforts such as those carried out by PZZA to support the company's main business activities, PZZA adding other businesses and adapting to the digital world are one of the strategies that support the pace of the company's business. Companies can also echo new services by maximizing the technology that is currently developing.

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