

ANALISIS RISIKO OPERASIONAL EVENT BANQUET HOTEL THE RITZ-CARLTON JAKARTA MEGA KUNINGAN

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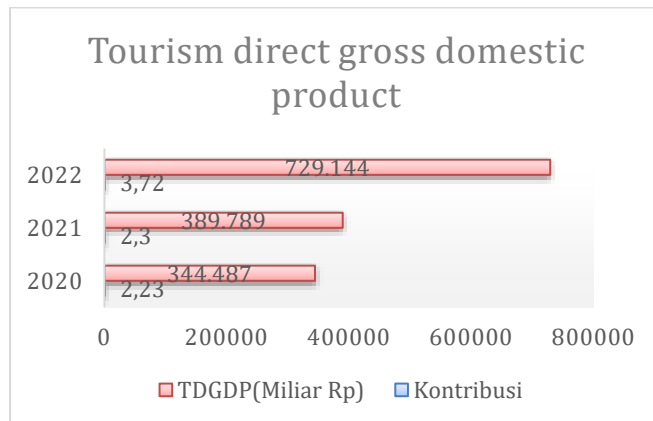
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Abstract: This study aims to identify operational risks and evaluate the effectiveness of risk management strategies implemented in the operational activities of the Banquet Department at The Ritz-Carlton Jakarta, Mega Kuningan. The background of this research lies in the high complexity of tasks in event management, which involves multiple divisions, human resources with diverse backgrounds and experiences, as well as demanding service standards. The study employs a descriptive qualitative approach, with data collection techniques including direct observation, semi-structured interviews, and documentation. The findings indicate that common operational risks include insufficient training for part-time staff and trainees, miscommunication among work teams, and non-compliance with standard operating procedures (SOPs). Strategies implemented to manage these risks include regular training, SOP evaluation, equipment maintenance, and enhanced internal communication. The evaluation of these strategies shows that most risks can be minimized; however, challenges remain in the areas of supervision and follow-up after evaluations. Therefore, it is necessary to improve monitoring systems and foster a work culture that supports the sustainable implementation of risk management in order to enhance operational effectiveness in the future.

Keywords: Risk, Risk management, Effectiveness.

Introduction

The advancement of the tourism sector in Indonesia has shown significant growth and has brought promising impacts (Kadir et al., 2022). Tourism development continues to be intensified by optimizing the utilization of natural resources and available potential. Tourism also generates a multiplier effect that contributes broadly to various sectors of the economy.



Source: Badan Pusat Statistik

Figure 1 TDGDP

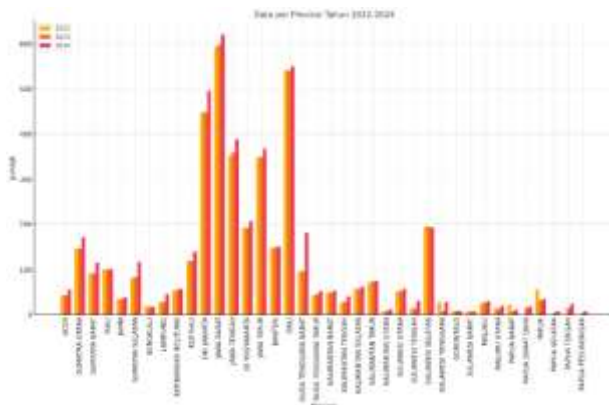
The contribution of the tourism sector to the national economy can be measured through the indicator of Tourism Direct Gross Domestic Product (TDGDP). In 2022, Indonesia's TDGDP was recorded at IDR 729.14 trillion, marking a significant increase compared to 2021, which amounted to only IDR 389.79 trillion. Proportionally, the tourism sector contributed 3.72 percent to the total National Gross Domestic Product (Iryani et al., 2024). One of the tourism subsectors that has experienced rapid growth is the hospitality industry, as reflected in the trend of increasing hotel development. However, data from the Annual Hotel Survey (VHTL) released by Statistics Indonesia (BPS, 2024) indicate that the number of hotels during the period 2020 to 2024 fluctuated or changed from year to year.



Source: Badan Pusat Statistik

Figure 2. Hotel Growth in Indonesia

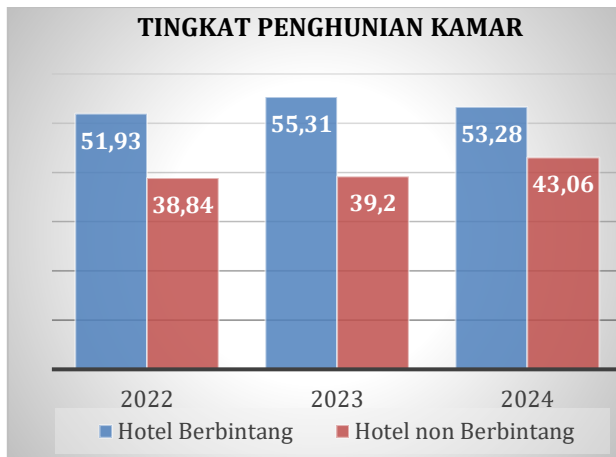
Star-rated hotels experienced a decline in 2021. However, the number increased again in 2022 through 2024, with the figure for 2024 being relatively high and surpassing that of the previous year. Non-star hotels and other types of accommodation businesses also experienced a decline in numbers during 2022 to 2024. Nevertheless, the number of non-star hotels and other accommodations during 2022 to 2024 had not yet reached the level recorded in 2020 (Statistics Indonesia, 2024). Furthermore, this situation contributed to a strong increase in the tourism sector, which in turn accelerated the rapid growth of the hospitality industry. The hospitality industry is one of the most important sectors in global tourism and the economy. Hotels are not only places of rest for tourists, but also serve as centers for social activities, business, and various special events (Jenis Hotel, n.d., 2023). This industry encompasses a wide range of establishments, from non-star hotels to star-rated hotels, as well as various other types of services (Ihyana Ulfa, 2024).



Source: Badan Pusat Statistik

Figure 3 Hotel Data by Province in Indonesia

Based on the data presented, star-rated hotels in Indonesia are still predominantly concentrated in the regions of Java and Bali. One prominent area in Java is the Special Capital Region of Jakarta (DKI Jakarta), which ranks third nationally in terms of the number of star-rated hotels. Jakarta's advantage is evident in the consistent upward trend in the number of star-rated hotels during the 2022–2024 period. The considerable number of tourist visits to Jakarta has further driven competitiveness in the hospitality sector. According to data from Statistics Indonesia, the occupancy rate of star-rated hotels in Jakarta has shown fluctuations over the past three years. In 2022, the occupancy rate reached 51.93%, rising to 55.31% in 2023. However, in 2024 it experienced a slight decline to 53.28%. Meanwhile, non-star hotels recorded a more stable trend with a gradual increase. In 2022, the occupancy rate stood at 38.84%, then rose slightly to 39.20% in 2023. A more significant increase occurred in 2024, with an achievement of 43.06%. These figures indicate that while star-rated hotels experienced inconsistent changes in occupancy levels, non-star hotels demonstrated a steady upward trend. This contrast may reflect shifts in tourist preferences as well as broader dynamics within the hospitality market.



Source: Badan Pusat Statistik
Figure 1 Occupancy Rate in Jakarta

Based on the data presented above, it can be concluded that tourists tend to prefer star-rated hotels over non-star hotels. Within five-star hotels, however, there is considerable potential for operational risks. These risks arise from various operational activities, with certain departments being more vulnerable than others, one of which is the Food and Beverage Department. According to Arief (2005), the Food and Beverage Department is responsible for managing, producing, and serving food and beverages for hotel guests. The department ensures that food and beverages are prepared and served in accordance with guest orders and the established menu. In addition, this department also provides scheduled breakfast services. Its services cover a wide range of areas, including the main restaurant, bars, and in-room dining (Yulianto, Yessika, Deanne Sisilia, 2014).

The Food and Beverage Department is divided into two units: Food and Beverage Product, which is responsible for the preparation and supply of food and beverages, and Food and Beverage Service, which handles the serving of food and beverages to guests. Within the Food and Beverage Service, there are several sections, one of which is the banquet section (Kadir et al., 2022). According to Subroto in Mahmudi (2015), a banquet is one of the hotel facilities that provides services for the execution of various events, such as parties, seminars, meetings, and others. Thus, the banquet section is responsible for providing services to individuals or groups organizing events within the hotel.

In five-star hotels, the Food and Beverage Department has a relatively high level of occupational risk due to its physically demanding work environment and the use of potentially hazardous equipment and materials (Hidayat & Ramdhani, 2019). Examples of workplace accidents include slips or falls caused by loss of balance, fires resulting from human negligence or flammable equipment, cuts from sharp objects such as broken glass or plates, and accidents caused by exposed electrical currents from faulty equipment (Rizal, 2015). Such risks may arise from human factors as well as natural conditions that could lead to both physical and non-physical harm (Suastini, 2018).

At the beginning of 2020, the global COVID-19 pandemic spread worldwide and severely affected the tourism sector, prompting the implementation of lockdown policies (Pratiwi & Dominika Leoni, 2021). The pandemic represents a form of risk that had far-reaching consequences for the global tourism industry (Iqbal Ramadhan, 2025). The impact on the hotel industry became increasingly apparent with restrictions on human mobility, as people limited outdoor activities, including leisure travel, and with social restrictions that curtailed MICE (Meeting, Incentive, Convention, Exhibition) activities (Iqbal Ramadhan, 2025). Under these conditions, the banquet department faced a range of operational risks during the pandemic, including event cancellations and postponements, declining demand, and uncertainties in event execution (Idebiz, n.d., 2024).

In the business world, uncertainty and its associated risks cannot be ignored; therefore, risk management is essential to mitigate potential losses (Suastini, 2018). Among the various risks faced by the Food and Beverage Department, the banquet section is one of the areas most exposed to such risks. This research carries a high degree of urgency, as it seeks to conduct an in-depth analysis of operational risks in the banquet department. This is particularly important because the banquet area plays a crucial role in the success of event execution in hotels. Through this study, it is expected to make a meaningful contribution to the development of risk management practices in the hospitality sector. Specifically, the research emphasizes the management of risks in event operations, which require strong coordination and meticulous attention to detail. The findings of this study may

also serve as practical guidance for hotel practitioners in improving operational effectiveness. Furthermore, the results can be used as an academic reference to broaden understanding of the importance of risk management. Overall, this research holds strategic value in strengthening hotel operational governance, with the ultimate goal of enhancing service standards and ensuring the sustainability of hotel operations.

RESEARCH METEDODOLOGY

Risk Management

Risk management is a crucial element in business sustainability, as the increasing complexity of organizational activities gives rise to various potential risks (Opan, Arifudin et al., 2020). According to Djojosoedarso in Arwani (2019), risk management can be understood as the application of management functions in addressing risks, whether at the organizational, family, or community level. This process includes planning, organizing, structuring, coordinating, as well as supervising and evaluating risk management programs.

Risk Management Process

According to Soeseno Bong et al. (2019), the risk management process consists of several key stages:

1. Establish the context

Determining the operational environment, both physical and non-physical, as well as identifying internal and external stakeholders involved in tourism activities.

2. Risk identification

Developing a list of potential risks that may arise from environmental, human, animal, plant, disease outbreaks, as well as social, economic, and political conditions.

3. Risk exposure analysis

Assessing the extent to which these risks may affect a tourism destination or the tourism industry, and classifying risks into those that can be accepted and those requiring special handling.

4. Impact analysis

Evaluating the level of significance of risk impacts—whether tolerable or requiring specific strategies. Risks with serious consequences must be considered comprehensively, including social, political, economic, and governmental regulatory aspects.

5. Risk treatment

Designing and implementing risk treatment plans by considering various options relevant to operators and tourism destinations.

6. Risk mitigation strategies

Mitigation strategies are generally divided into four categories:

- a. Avoidance: menghindari aktivitas yang berpotensi menimbulkan risiko tinggi.
- b. Transfer: mengalihkan risiko kepada pihak lain melalui kompensasi tertentu.
- c. Mitigation: mengurangi kemungkinan atau dampak risiko dengan langkah preventif.
- d. Retention (Keep): menanggung risiko secara mandiri apabila dinilai lebih efisien dari sisi biaya dan dapat memberikan manfaat lebih besar (cost-benefit).

Operational Risk

Operational risk is a type of risk that arises from various internal factors within an organization. According to Sugiarto (2023), such risks result from weaknesses or failures in internal processes, including software systems, human resources, facilities, and supporting amenities. Meanwhile, Muslich, as cited in the research of Marta, Gunawan, and Manurung (2020), emphasizes that operational risk is complex because it originates from a combination of multiple sources, such as policies, organizational processes, systems, technology, and human resource aspects. Rustam (2018) further adds that operational risk may stem from inefficiencies in internal processes, human error, technological failures, or external factors that disrupt the smooth operation of the business.

Categories of Operational Risk

According to Sugiarto in his book *Essence of Tourism Risk Management* (2023), the triggers of operational risk can be divided into several categories:

1. Internal Process Risk

Internal process risk in the tourism industry is defined as the risk associated with service process failures within the tourism sector or failures in the implementation of procedures.

2. Human Resource Risk

Human resource risk in the tourism industry is defined as the risk associated with the capabilities of employees within companies operating in the tourism sector.

3. System Risk

System risks are those associated with the use of systems and technology. Today, companies engaged in the tourism industry rely heavily on technology and systems to support their daily operations. In fact, many companies in this sector cannot operate without computer systems.

Risks and Anticipation in Event Implementation

Risks in event implementation refer to various possibilities that may hinder the achievement of event objectives, whether originating from within or outside the organization (Soeseno Bong et al., 2019). According to Priyanto (2023), event risks are potential disruptions that may arise due to errors in planning, management, or operational technical factors (internal), as well as unexpected conditions such as natural disasters, extreme weather, or security threats (external). These risks can cause irregularities in the execution of events and threaten the quality of implementation. According to Soeseno Bong et al. (2019), several main risks in events that need to be anticipated include: (1) human error, namely mistakes due to lack of accuracy or negligence of staff, (2) negative responses from the community, such as rejection or dissolution of events because they are considered disturbing to the surrounding environment, (3) natural conditions, such as heavy rain or disasters that are difficult to predict, (4) criminal acts, including theft and fraud, and (5) negative perceptions from guests, which arise due to dissatisfaction with services or event implementation.

Risk is essentially a condition of uncertainty that can cause differences between actual and expected results, and has the potential to cause economic, physical, or legal losses (Soeseno Bong et al., 2019). If not properly managed, these risks can develop into crises that disrupt the operation of events. Therefore, systematic risk management is needed, which includes stages of planning, organizing, implementation, monitoring, and evaluation (Soeseno Bong et al., 2019).

The risk management process consists of establishing the context, identifying and analyzing risks, assessing impacts, and formulating mitigation strategies such as avoidance (avoiding), transfer (shifting), mitigation (reducing), and retention (bearing risks). In the context of organizations, operational risks generally arise from failures of internal processes, mistakes made by human resources, as well as disruptions to the systems or technologies used (Sugiarto, 2023). If not handled properly, these risks can directly affect the continuity of event implementation.

This study uses a descriptive qualitative approach, which aims to understand and describe in depth the phenomena that occur in the field based on participants' perspectives. To comprehensively identify the causes of risks, an analytical tool in the form of a fishbone diagram as developed by Sugiarto (2023) is used. The use of this tool allows researchers to systematically map the various causal factors of emerging risks.

The data collection techniques in this study were carried out through three main methods, namely participatory observation, structured interviews, and documentation. This research was conducted at The Ritz Carlton Jakarta, Mega Kuningan in the Food and Beverage Service Department, specifically in the Banquet Division. This study was conducted from July 2024 to January 2025.

RESULTS AND DISCUSSION

Risk management serves as a key pillar in maintaining the continuity of hotel operations, particularly in the banquet department, which is characterized by high complexity and strict service standards. Activities in this department require cross-division coordination, the use of technical equipment, human resource management, and intensive interactions with guests. These conditions make the banquet department more vulnerable to diverse operational risks. If not properly managed, such risks may result in financial losses, a decline in guest satisfaction, and even damage to the hotel's reputation. Therefore, the implementation of structured, systematic, and sustainable risk management becomes an absolute necessity.

Risk management functions not only as a control mechanism but also as a preventive measure to anticipate various uncertainties that may arise in event organization. The consistency of service quality in the banquet department is highly dependent on the effectiveness of risk management practices. When managed optimally, risk management not only ensures operational stability but also strengthens the hotel's competitiveness within the highly competitive hospitality industry (Ardyansyah, 2022).

Operational Risk Identification

The risk identification stage is a fundamental step prior to designing mitigation strategies. The identification process was carried out with the assistance of a fishbone diagram, which outlines six main risk-causing factors: people, methods, systems, materials, environment, and measurement.

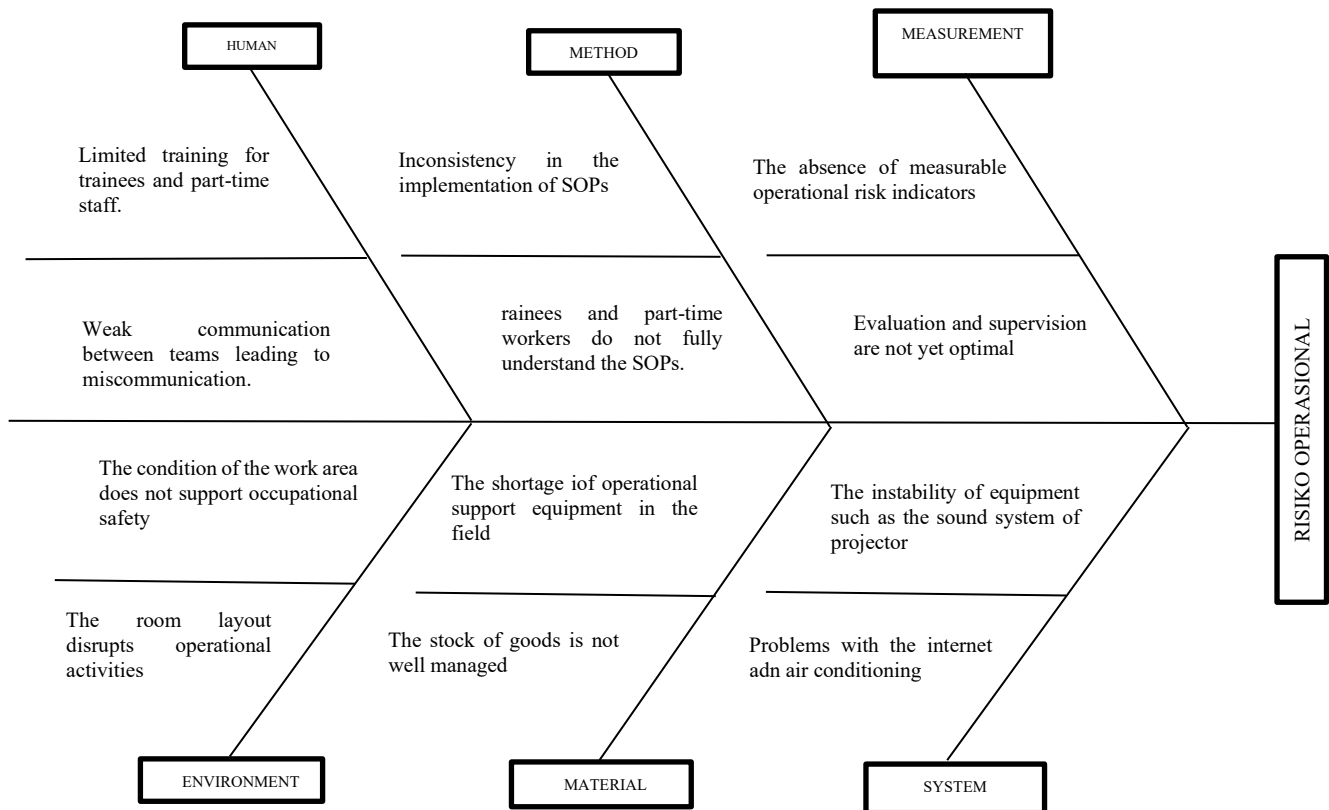


Figure 5 Diagram Fishbone

1. People: limited training for part-time workers and trainees, lack of readiness in dealing with complex situations, and suboptimal team communication.
2. Methods: inconsistency in the implementation of SOPs across work units and low staff understanding of standard procedures.
3. Systems: technical disruptions such as malfunctioning sound systems, projectors, unstable internet networks, and inadequate air conditioning.
4. Materials: limited availability of work equipment such as glasses, plates, or linens, which results in operational obstacles.
5. Environment: uncomfortable working areas, noise from other events, and inefficient spatial arrangements.
6. Measurement: absence of clear risk indicators as well as weak evaluation and monitoring mechanisms.

The results of field observations are in line with the statement of the banquet manager, who emphasized that the most frequent challenges arise from procedural errors due to the lack of training among part-time staff. Although these issues have not yet led to serious incidents, this condition indicates the existence of gaps that must be anticipated immediately through proper management strategies.

Risk Management

Referring to the framework of Soeseno Bong et al. (2019), the risk management process in the banquet department includes:

1. Establishing the context, emphasizing that banquet activities involve coordination across internal divisions (such as kitchen, housekeeping, and sales) as well as external parties (vendors and clients), with high service expectations.
2. Risk identification, through mapping six main factors as illustrated in the fishbone diagram.
3. Risk exposure analysis, by assessing the frequency of occurrence and potential impacts. For example, equipment damage due to staff procedural errors that result in financial losses.

4. Impact analysis, distinguishing between minor risks that can be tolerated and significant risks that must be addressed immediately, such as staff injuries or disruption of the hotel's reputation.
5. Risk treatment, through intensive training, improved communication, equipment maintenance, inventory management, and improvements in the work environment.
6. Risk mitigation, by prioritizing preventive measures and continuous evaluation to ensure the effectiveness of the strategies implemented.

This process emphasizes that risk management does not only solve problems after they occur, but also plays a role in preventing and reducing the likelihood of recurring risks in the future.

Event Risk Categories

In event implementation practices, risks may arise from both internal and external factors. The main categories include:

1. Human error: procedural mistakes due to limited experience, inadequate training, and miscommunication among staff.
2. Technical issues: equipment failures such as audio-visual malfunctions, internet disruptions, and suboptimal air conditioning.
3. Material limitations: insufficient work equipment that hinders smooth service delivery.
4. Work environment: inefficient room layout, unsafe work areas, and noise disturbance from other events.
5. Guest perception: subjective evaluations from guests that may directly impact the hotel's reputation, for example through negative reviews caused by service delays.
6. External factors: weather conditions that may affect outdoor events, though relatively minimal in indoor events.

These categories indicate that event management requires comprehensive vigilance, both in terms of technical execution and service delivery.

Risk Management Strategies

Operational risk management in the banquet department is structured based on risk management theory (Soeseno Bong et al., 2019). The strategies include:

1. Establishing the context: understanding the characteristics of banquet services, which involve food service, the use of technology, and cross-divisional coordination.
2. Risk identification: recording potential internal risks (staff errors, service delays, miscommunication) as well as external risks (equipment failures, unstable internet).
3. Risk treatment: conducting pre-event briefings, direct supervision by the banquet captain or manager, and regular technical inspections.
4. Risk mitigation is carried out through:
 - a. Avoid: rejecting events that exceed the hotel's capacity.
 - b. Transfer: assigning technical risks to equipment vendors.
 - c. Mitigate: enhancing staff competence through training, updating SOPs, and strengthening cross-divisional communication.
 - d. Keep: bearing minor risks with direct handling by supervisors, such as through simple compensation.

The implementation of these strategies produces several benefits, including improving staff readiness, accelerating problem response, minimizing financial losses, and maintaining guest satisfaction levels. In addition, these strategies demonstrate the adaptive capability of the banquet department in facing the dynamic challenges of the hospitality industry. Consistency in implementing operational risk strategies not only ensures the smooth execution of events but also strengthens the professional image and reputation of five-star hotels in the eyes of guests and business partners.

CONCLUSION

This study shows that the operations of the Banquet Department at The Ritz-Carlton Jakarta, Mega Kuningan, involve complex dynamics and are vulnerable to various forms of risk. These risks are primarily caused by the lack of training for interns and part-time staff, suboptimal internal communication, and non-compliance with Standard Operating Procedures (SOP). In addition, technical issues such as disruptions to the audiovisual system, air conditioning, and inefficient equipment management also affect operational smoothness. The work environment, which is not fully supportive, as well as the potential emergence of negative guest perceptions, are also important factors that require attention.

Nevertheless, the risk management strategies that have been implemented have proven to be fairly effective through the provision of training, regular evaluations, facility maintenance, and improved team coordination. To strengthen risk management, the hotel is advised to conduct comprehensive and periodic training for new staff, particularly interns and part-time employees, to ensure proper understanding of SOPs and service standards.

Moreover, team communication needs to be enhanced through daily briefings and the use of efficient communication tools. Regular maintenance of essential equipment such as AV systems, air conditioning, and internet networks should also be prioritized. Inventory management and the distribution of supplies must be improved to prevent shortages during events. A review of workspace and event room layouts is also necessary to ensure staff safety, comfort, and operational smoothness. The hotel should also be more attentive to guest satisfaction and perceptions by providing services that are responsive, prompt, and detail-oriented. Furthermore, clear and measurable risk indicators are needed to support systematic post-event evaluations. The findings of this study are expected to serve as a reference for management in evaluating and continuously improving existing SOPs and risk control systems.

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