

Optimizing Digital Reputation Management Through Guest Reviews on Online Travel Agents (OTA's) at JPB Hotel

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ABSTRACT

This study explores the importance of digital reputation in the hotel industry, focusing on guest reviews on Online Travel Agent (OTA) platforms. JPB Hotel faces challenges maintaining its reputation due to negative reviews on beach cleanliness, amenities, and pricing. Using a qualitative case study approach, data were collected through interviews with the Sales & Marketing Manager and content analysis of 157 guest reviews. Results show that 71.3% of reviews received responses, but response quality and timeliness, especially for negative feedback, varied. The study recommends empathetic response templates aligned with the hotel's luxury image, regular staff training, and setting a maximum response time standard of 24 hours to improve digital reputation management.

INTRODUCTION

Guest reviews have a big influence on hotel performance and reputation in the hospitality sector. When deciding where to stay, potential visitors frequently consult evaluations from online travel agency (OTA) sites. Customers have easy ways to share their experiences thanks to websites like Booking.com, Agoda, and TripAdvisor. Guest evaluations have grown in popularity and accessibility due to the quick development of digital technology, and they are now a major factor in determining what customers buy (Ariansyah et al., 2025a).

By offering platforms that put hotels in direct contact with prospective guests, online travel agencies (OTAs) have completely transformed the hospitality sector. Both hotel marketing and customer decision-making depend on guest evaluations on online travel agencies. They affect reservation behavior and assist hotel management in enhancing the quality of services provided by electronic word-of-mouth (eWOM) (Vo et al., 2022). These platforms make it simple for visitors to evaluate hotels based on prior ratings, which makes online reviews an essential part of reputation management and service assessment. To maintain a competitive edge in the market, management teams must be proactive in tracking and reacting to both good and negative reviews. Positive reviews can improve a hotel's reputation and increase patronage if they are handled well.

Three main elements of internet reviews include purchasing decisions, management reactions, and guest comments (Tonda & Khan, 2024). While unfavorable reviews can turn off potential clients, positive evaluations can raise the perceived level of service quality and motivate visitors to spend more for exceptional experiences. Hotels are more likely to keep repeat business and win over new guests if they react to internet reviews in a timely and correct manner (Astawa et al., 2017). Given this, JPB Hotel Bali, which is well-known for its exceptional amenities and welcoming staff, has a difficult time upholding its online image even though it is regarded as a luxury travel destination.

Guest reviews provided through online travel agencies have shown a number of persistent problems, such as spotty Wi-Fi, damaged rooms, and unsatisfactory beach cleanliness. Such issues run the potential of harming the hotel's online reputation as well as patron pleasure if they are not resolved (Google Review, 2024; TripAdvisor, 2024). Table 1.1, which compiles guest reviews gathered from March 2024 to February 2025 across multiple OTA platforms, provides examples of these difficulties.

Table 1. Guest Reviews from Online Travel Agent (OTA) Platforms, March 2024 – February 2025

Guest Complaints	Number of Complaints	Source
Weak Wi-Fi signal	4	Google Review
Room condition issues and visibly aged infrastructure	4	Google Review
Poor cleanliness, especially in the beach area	11	Google Review & TripAdvisor

Lack of kids' activity programs	1	Google Review
Presence of mosquitoes and insects (e.g., cockroaches) in the rooms	2	Google Review
Limited restaurant options and high food prices	5	TripAdvisor

Source: Google Review & TripAdvisor (2025)

Recurring issues that impact visitor pleasure are reflected in these reviews. In example, beach conditions are often cited as a major determinant of visitor satisfaction. Olga Bilyk wrote in her review that the ocean close to the hotel was filthy and strewn with debris, particularly during the rainy season. Such comments not only make visitors uncomfortable while they are there, but they also damage the hotel's reputation as a high-end travel destination. If the environment does not live up to expectations, tourists may be disappointed, especially if they were hoping for a clean, tranquil setting. A hotel's dedication to guest satisfaction can be demonstrated by its prompt answers to both good and negative reviews (Dominici & Guzzo, 2010).

Even though the hotel has a prime location and excellent service, Figure 1.1 shows that unfavorable evaluations like the one Olga Bilyk left might harm its online reputation. While some visitors praised the overall excellent service, others cautioned against visiting during the rainy season because of the foul smells and unclean beach. These observations highlight how crucial a clean environment is in influencing visitors' opinions in general. Potential visitors may view delayed responses to complaints as a lack of concern for their needs, which can worsen reputational harm.

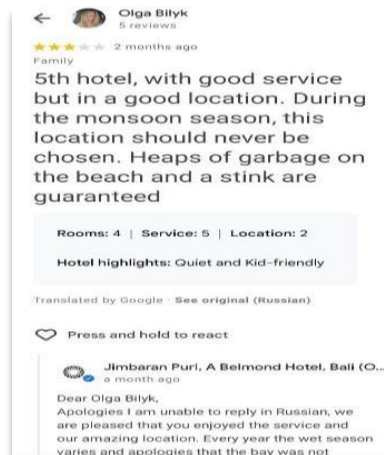


Figure 1. Management Response Time to Guest Reviews on OTA Platforms

Source: Google Review (2025)

Interviews with JPB Hotel's Sales & Marketing Manager revealed that the hotel's management has set a 48-hour response time for guest feedback. But as Figure 1.1 illustrates, this criterion hasn't always been fulfilled. The delayed responses are caused by a number of variables. According to reports, the hotel

does not have enough staff members to respond to incoming reviews in the allotted period. Additionally, there is no systematic training program to prepare staff to handle complaints properly, nor is there a defined Standard Operating Procedure (SOP) for handling visitor comments, whether favorable or negative. The hotel's ability to maintain high standards of responsiveness and guest service is made more difficult by the lack of a dedicated team member in charge of tracking and managing internet reviews. Consequently, some reviews remain unanswered, which could damage the hotel's online reputation and erode potential guests' trust.

According to research, a hotel's internet reputation is significantly impacted by unresolved bad reviews (Ihwandi & Sukmana, 2022). For instance, guests' opinions of the overall quality of the services are impacted by Olga Bilyk's assessment, which highlights problems with beach cleaning and offensive odors. The hotel's reputation could suffer in the long run if prompt responses are not given, as this could be interpreted as a lack of regard for guest issues. One of the best marketing tactics, according to Ihwandi & Sukmana (2022), is to properly and quickly address customer complaints, showcasing the hotel's dedication to customer service and care.

As part of a larger effort to enhance digital reputation management, this study focuses on JPB Hotel's strategic attempts to maximize guest evaluations through OTA platforms. Wi-Fi access, accommodation upkeep, beach cleanliness, and slow administrative answers to visitor comments are among the primary issues identified by the study. Based on a thorough content analysis of review trends and their impact on guest views, the main goal is to determine practical tactics that can be used to improve the hotel's online image.

LITERATURE REVIEW

Based on the search related to several previous research studies whose topics have discussed issues related to Optimizing Digital Reputation Management Through Guest Reviews at Online Travel Agents (OTA) in JPB Hotel which when compared with this research certainly has a different study focus which is used as a comparative reference in order to show the differentiating elements in the scope of the discussion in the following description:

Similar research was conducted by (Ali et al., 2021). This study identified that guest reviews through OTA platforms like TripAdvisor and Booking.com significantly impact potential customers' purchasing decisions and hotel reputation. Positive reviews increase reservation rates and consumer trust, while poorly handled negative reviews can decrease hotel occupancy rates. Management's responsiveness to negative reviews can safeguard a hotel's reputation and improve customer perceptions. Reviews also provide valuable feedback for hotel management to improve service quality and employee performance.

Subsequent research conducted by (ÇALIŞKAN & OKTAY, 2022a) revealed that a hotel's digital reputation, built through managing online reviews and complaints, directly impacts potential customer trust and hotel occupancy rates. Employee performance acts as a moderating factor influencing how a hotel's

digital reputation is managed. Hotels with well-trained and responsive employees who handle online reviews and complaints tend to have higher customer trust and better occupancy rates. Responding quickly to reviews can improve a hotel's image and increase customer satisfaction.

Furthermore, employees play a crucial role in managing a hotel's reputation. In this context, research conducted by Ali et al (Ali et al., 2021), highlights that employee performance and attitude toward service act as mediators between complaint management and customer satisfaction. Employees with positive attitudes and the ability to manage complaints can increase customer satisfaction, which ultimately leads to a positive hotel reputation. This study emphasizes the importance of employee training and development in building customer trust and influencing guest perceptions of a hotel's reputation.

In the context of digital reputation management in the hospitality industry, this study provides a more in-depth and focused approach than previous research. The primary focus of this study is on strategies for optimizing digital reputation management through guest review management at JPB Hotel. Unlike previous research that only discussed the impact of guest reviews in general, this study explores concrete strategies that hotel management can implement to address the various reviews appearing on Online Travel Agent (OTA) platforms. Furthermore, this study uses real-world data from a single hotel and identifies specific issues faced, such as weak Wi-Fi signal and lack of management response. The analytical method used is also different, employing a qualitative approach through direct interviews and analysis of guest reviews, while previous research has primarily utilized secondary data and quantitative approaches. By focusing on practical, immediately implementable solutions, the strategies presented in this study can help hotel management manage guest reviews more effectively and improve their reputation on OTA platforms. The conceptual and theoretical framework used in this study is as follows:

Understanding Reputation Management

The concept of reputation management emphasizes the importance of maintaining a company's public image, especially in the technological era (Pusko Media Indonesia, 2024). One of the most accurate ways to assess the quality of a hotel's services is through guest reviews provided through OTA platforms. A study by (Ihwandi & Sukmana, 2022) showed that hotels that proactively manage reviews are more likely to create a positive image in the eyes of potential customers. Therefore, to build a good digital reputation, hotels need to follow several best practices, such as responding to reviews quickly and professionally, addressing complaints constructively, maintaining consistent service quality, and ensuring a clean and comfortable environment. According to Darmaesti & Indriana Putri (Darmaesti & Indriana Putri, 2023), these are key elements in shaping perceptions of service quality. By consistently implementing these steps, hotels can maintain a positive image that can attract more guests and increase customer satisfaction. According to Sumarsono (Sumarsono, 2022), there are three main factors in managing online reviews:

- 1) Guest feedback: Positive or negative feedback provided by guests.
- 2) Management response: The hotel's actions in responding to reviews.
- 3) Purchase decisions: The influence of reviews on potential customers' decisions.

Guest Review Management

Guest reviews are comments left by customers after using a service or staying at a location. Sugeng Santoso et al. (Santoso et al., 2021) state that guest reviews are an important tool in hospitality marketing because they can influence guests' choice of accommodation. Amoako et al. (Amoako et al., 2019) explain that both positive and negative reviews can enhance a hotel's reputation and attract more guests. Negative reviews, on the other hand, can damage a hotel's image and impact occupancy rates.

Guest review management involves receiving, responding to, and utilizing guest feedback. Gasparin & Quinn (Gasparin & Quinn, 2021) state that effective review management strategies include responding to reviews promptly, using feedback to improve service, and regularly monitoring online reputation. Trisnawaty & Faizah (Trisnawaty & Faizah, 2022) emphasize the importance of using analytics software to monitor and analyze reviews.

The Role of Guest Reviews in the Hospitality Industry

Guest reviews are crucial for determining a hotel's reputation and business performance. According to a study by Sugiyarto & Amaruli (Sugiyarto & Amaruli, 2018), guest reviews play a significant role in potential customers' decision-making. Online Travel Agents (OTAs) such as Booking.com, Agoda, Traveloka, and TripAdvisor typically collect these reviews as customers provide feedback regarding their stay experiences. According to Puertas Medina et al. (Puertas Medina et al., 2022), guest reviews fall under the category of electronic word of mouth (eWOM), which is digital customer communication that significantly influences potential customers' behavior. This concept is related to social proof theory, where previous customer reviews significantly influence their decisions.

This research focuses on the concept of digital reputation management, which is an organization's strategic effort to manage public perception in the digital space, particularly through online review platforms such as Online Travel Agents (OTAs). In the context of the hospitality industry, digital reputation is heavily influenced by publicly available guest reviews, which directly influence potential customers' decisions.

Organizational Reputation Theory

According to Organizational Reputation Theory, reputation is shaped by stakeholders' collective perceptions of the consistency of a company's performance, communication, and values over a period of time. This theory states that public perception can be shaped and changed through consistent, strategic communication and responsiveness to consumer input, including online reviews (Fombrun, 2004). Furthermore, this study utilizes an approach derived from Electronic Word of Mouth (e-WOM), which refers to informal consumer communication through digital media about a specific product or

service. e-WOM plays a crucial role in shaping digital reputation because consumers trust other people's reviews more than traditional advertising (Hennig-Thurau et al., 2004). Negative reviews that are not handled well can damage a digital reputation; conversely, a quick and empathetic response to negative reviews can improve a company's image (Sparks & Browning, 2011).

Service Recovery Theory

In managing guest reviews, Service Recovery Theory is also used to explain the importance of responding to customer complaints appropriately and promptly. An effective response to complaints can not only restore customer satisfaction but also build loyalty and improve brand perception (Tax et al., 1998). Therefore, this study combines these three theoretical frameworks to analyze the digital reputation management strategy at JPB Hotel specifically through the handling of guest reviews on OTA platforms.

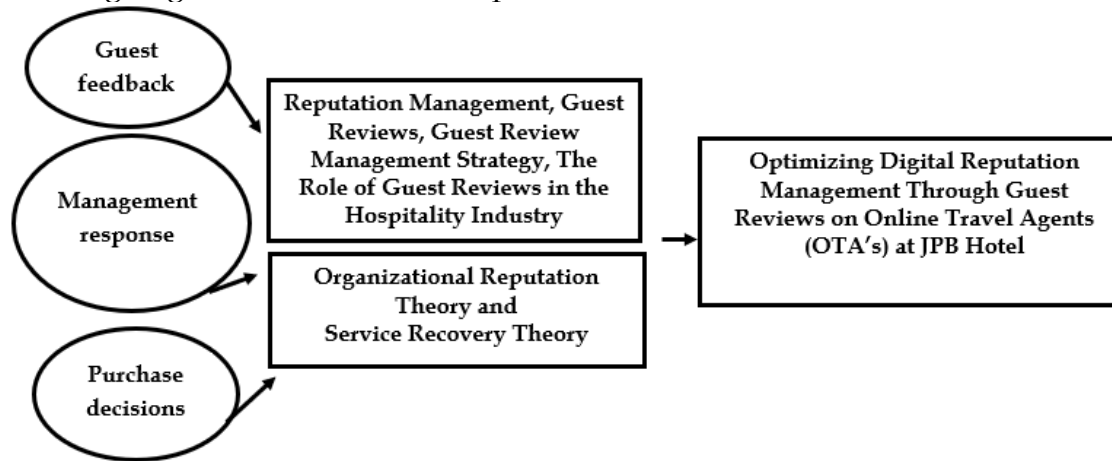


Figure 2. Conceptual Framework Optimizing Digital Reputation Management Through Guest Reviews on Online Travel Agents (OTA's) at JPB Hotel

METHODOLOGY

The complaint management practices used at JPB Hotel, situated in the tranquil coastal area of Jimbaran, Bali, are examined in this study using a qualitative case study methodology. In order to improve consumer satisfaction and the hotel's online reputation, the study, which was carried out between February and June 2025, focused on how the hotel handles complaints from visitors, particularly those made via Online Travel Agent (OTA) platforms. The procedures for obtaining visitor reviews, responding promptly and appropriately, carrying out remedial measures, and applying client feedback to enhance offerings are all included in the study's purpose. Both primary and secondary data sources were used in the study. In-depth interviews with the hotel's Sales & Marketing Manager, who is directly in charge of managing OTA comments, were used to gather primary data. Secondary data was obtained from internal hotel papers pertaining to guest feedback management as well as published guest evaluations on online travel agencies (OTAs) including

TripAdvisor and Google Review. Textual information from interviews and digital guest evaluations that show the hotel's complaint resolution procedures and their efficacy were among the qualitative data types examined in this study.

Two main methods were used to gather data: interviews and documentation. The documentation strategy entailed gathering, documenting, and preserving customer reviews together with the managerial reactions that followed, including both praising the consumer and addressing their concerns. In the meantime, a deeper comprehension of organizational restrictions and administrative procedures in addressing guest issues was made possible by the interview method. A qualitative content analysis approach, as outlined by (Putri & Hendrajaya, 2024), was then used to examine the data in order to interpret both naturally occurring and artificially created events. The first step in this procedure was gathering interview transcripts and review data, which were then grouped according to pertinent topics including management's reaction patterns. To guarantee consistency, data was then coded using a predetermined coding system. In order to clarify the hotel's reputation management tactics via OTA platforms, the analysis entailed establishing connections between categories and creating a coherent narrative. In-depth interpretations of the content analysis's results were provided, demonstrating not only the types of managerial reactions but also recurrent trends, interaction dynamics, and the general efficacy of the hotel's initiatives to maintain its online reputation (Ariansyah et al., 2025; Rahayu & Hendrajaya, 2024).

RESEARCH RESULT

Interview and Guest Review Data

Information about guest happiness and dissatisfaction was gleaned via a content analysis of 157 reviews that were placed on OTA platforms between March 2024 and February 2025. According to (Hu et al., 2024), this assessment was divided into seven categories: location, cleanliness, benefits, food and beverage, facilities, service quality, and cost.

Table 2. Types of Guest Reviews at JPB Hotel

Jenis	Positive	Negative
<i>Service quality</i>	96	11
<i>Facilities</i>	53	24
<i>Food & beverage</i>	45	5
<i>Benefit</i>	10	4
<i>Cleanliness</i>	15	21
<i>Pricing</i>	4	13
<i>Location</i>	41	12

Source: Google Review and TripAdvisor (2025)

According to the data, the most positive assessments were given for service quality, which praised the professionalism, friendliness, and Balinese

hospitality of the staff. However, some unfavorable reviews resulted from delays during the busiest time of year. While the facilities' comfort and design received accolades, their antiquated features and deteriorating infrastructure drew criticism. Although some criticized the expensive rates and small menu selection, the food and drink options were praised for their flavor and presentation, especially at Nelayan Restaurant.

With complaints regarding uneven standards during rainy seasons and periods of heavy occupancy, cleanliness became a major issue. Guests were also dissatisfied with the pricing, questioning the value for their money. However, despite complaints about the lack of public transit, the location was praised for its serene seaside setting and close proximity to local attractions.

In summary, while unfavorable reviews concentrated on irregularities in cleanliness, amenities, and perceived value, positive evaluations highlighted concrete experiences like hospitality and scenery. In order to safeguard the hotel's online reputation, these findings highlight the necessity of improved quality monitoring, efficient guest communication, and recurring pricing strategy reviews.

DISCUSSION

This study aimed to evaluate and optimize digital reputation management at JPB Hotel, through the lens of guest reviews collected from Online Travel Agent (OTA) platforms between March 2024 and February 2025. A structured review of 157 guest comments was conducted, examining four primary variables: sentiment, response rate, response time, and response content. Data was triangulated using interviews with management, review documentation, and online review materials, allowing for a holistic understanding of how guest feedback is managed in a luxury hospitality context. Interviews, documentation, and online review material collected between March 2024 and February 2025 were used to analyze guest comments. Sentiment, response rate, response duration, and response substance were the four main components of the structured evaluation.

Sentiment

Guest sentiment revealed a mixture of positive and negative perceptions. Positive feedback predominantly highlighted exceptional service quality, particularly the staff's promptness and politeness, which reinforced a core strength of the hotel's brand identity (Ariansyah et al., 2025). This supports previous research noting that service encounters play a crucial role in shaping customer satisfaction in luxury hospitality environments.

However, negative sentiments centered around cleanliness issues, especially during the rainy season, as well as delays in check-in or room readiness during peak times, which were often interpreted as operational inefficiencies. Specific mentions by reviewers, such as Olga Bilyk, criticized room hygiene and maintenance issues, indicating that physical infrastructure inconsistencies can tarnish overall guest satisfaction even when service staff performs well. While some guests noted signs of aging in the property, most still viewed the facilities

as adequate. These findings mirror similar studies in Southeast Asia, where tropical weather conditions exacerbate wear-and-tear, yet customer expectations remain high (Sigalat-Signes et al., 2020) .

Positive and negative attitudes were identified in the guest reviews. The staff's promptness and politeness were credited with the exceptional service quality (Ariansyah et al., 2025). However, as reviewer Olga Bilyk pointed out, filthy rooms and delays during busy times had a detrimental effect on opinions. Although some people pointed out aging indicators, most people were pleased with the facilities. Concerns about cleanliness, particularly during the wet season, were extensively voiced.

Response Rate

The analysis showed that only 112 out of 157 reviews (71.3%) received any form of response. This left 28.7% of guest feedback unacknowledged, representing a missed opportunity for reputation management. Notably, management appeared more inclined to respond to positive reviews than negative ones, a practice that inadvertently reinforces negative perceptions and contradicts service recovery principles (Ihwandi & Sukmana, 2022).

This selective responsiveness echoes the findings of Ihwandi and Sukmana (2022), who argue that avoiding engagement with dissatisfied customers in public forums, like OTA platforms, undermines the perceived credibility of a brand. Moreover, the uneven distribution of responses across platforms with TripAdvisor receiving fewer replies than Google Reviews, points to inconsistent prioritization of review channels. Such imbalances weaken the hotel's brand consistency and suggest the need for an integrated, multi-platform reputation strategy. Only 112 (71.3%) of the 157 reviews got a response. The management missed chances to publicly address complaints because they frequently gave preference to favorable reviews over negative ones (Ihwandi & Sukmana, 2022) (Ihwandi & Sukmana, 2022; Sigalat-Signes et al., 2020). TripAdvisor trailed Google Review in reaction coverage, indicating that review services did not receive equal prominence.

Response Time

Although there was no official SOP or KPI to enforce this, management sought to react within 48 hours. Negative reviews were occasionally handled after two to three weeks, indicating a notable discrepancy, but some favorable evaluations received responses within 24 hours (Armeyati et al., 2019).

Though management aimed to respond within 48 hours, the data revealed significant delays, particularly for negative reviews, some of which were only addressed two to three weeks after being posted. Meanwhile, favorable reviews were sometimes responded to in under 24 hours. This inconsistency suggests the absence of a formal Standard Operating Procedure (SOP) or Key Performance Indicators (KPIs) governing review management. Assert that response speed is crucial not just for guest satisfaction but also for perceived brand accountability.(Armeyati et al., 2019). Delayed responses, especially to complaints, can convey indifference and may deter potential guests browsing

reviews. Implementing measurable standards for review response time is therefore essential for maintaining trust and responsiveness.

Response Content

The quality and tone of the responses also varied widely. While some responses acknowledged positive reviews, they were often generic and impersonal, lacking warmth or brand personality. This contrasts with best practices in digital service recovery, which emphasize customized and emotionally intelligent communication (ÇALIŞKAN & OKTAY, 2022). The tone and level of detail of the responses varied (ÇALIŞKAN & OKTAY, 2022). Positive reviews were noted, although responses were frequently impersonal. Insufficient attention was paid to negative assessments, and templated responses did not demonstrate empathy or suggest remedial measures (Hamid et al., 2020).

Moreover, templated responses to negative reviews often failed to address specific issues or offer remedial actions, such as: "Thank you for your feedback". This approach misses the opportunity to restore trust and demonstrate accountability. As Hamid et al. (2020) argue, vague acknowledgments are insufficient in an era when consumers expect authentic, transparent engagement (Hamid et al., 2020).

Generic answers like "Thank you for your feedback" are one example. We regret that you missed the opportunity to establish confidence. Restoring trust is better achieved with thorough, sympathetic answers like "We sincerely apologize for the cleanliness issue... corrective actions are being taken".

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Conversely, an ideal response to a cleanliness complaint might read: "We sincerely apologize for the inconvenience caused by the room condition. Please rest assured that corrective actions have already been implemented to ensure this does not happen again." Such empathetic and proactive language reinforces brand commitment to quality and customer care.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The purpose of this study was to examine how JPB Hotel, optimizes digital reputation management through guest evaluations on online travel agent (OTA) platforms. Hotel management interviews and qualitative content analysis were used to analyze 157 guest reviews that were gathered between March 2024 and February 2025. The results show that although the majority of visitors had positive opinions about the location, food and drink options, amenities, and level of service, there was a significant amount of unfavorable feedback about the beach's cleanliness, inconsistent service, and the belief that the cost did not match the level of service. Although response times were irregular and responses to unfavorable reviews were few and unpersonalized, the management's response

rate of 71.3% showed an attempt to interact digitally. Positive reviews also received speedier responses, however coverage varied throughout OTA platforms. It is advised to employ tactics like establishing a 24-hour response KPI, designating specific personnel to handle reviews, utilizing customized and sympathetic response templates, holding frequent training sessions for digital communication, and conducting recurring audits of response consistency and quality in order to address these problems. In the face of growing competition in the hospitality sector, these steps are anticipated to maintain visitor trust and enhance the hotel's professional image.

Recommendation

Based on the findings, JPB Hotel should:

- Establish SOPs and KPIs: Formalize a 24-hour response rule across all platforms.
- Assign dedicated staff: Rotate front office supervisors to handle OTA reviews consistently.
- Upgrade cleanliness protocols: Implement thrice-daily housekeeping inspections.
- Enhance content quality: Develop customizable yet empathetic response templates.
- Monitor platform disparities: Integrate review tracking across Google, TripAdvisor, and others.

In the face of growing competition, these tactics are essential for long-term digital reputation, guest pleasure, and brand loyalty (El Hedhli et al., 2021).

ADVANCED RESEARCH

While this study provides valuable insights into digital reputation management strategies through guest reviews on OTA platforms at JPB Hotel, there are several limitations that should be noted.

First, the data collected only came from two major OTA platforms (TripAdvisor and Google Reviews), so reviews on other platforms such as Booking.com or Agoda were not comprehensively analyzed. Second, the management responses studied were limited to the period from March 2024 to February 2025, which may not reflect long-term response trends. Third, the qualitative, case study-based approach has limitations in terms of generalizability to other hotels in the Belmond chain or the broader hospitality sector. For future research, it is recommended that researchers:

1. Integrate quantitative approaches, such as regression analysis or machine learning, to detect correlations between response types and rating changes.
2. Analyze multilingual review content to capture the perceptions of international travelers more broadly.
3. Conduct comparisons across destinations or between Belmond properties to examine management response patterns and their effectiveness in maintaining digital reputation.

This effort can enrich the literature on digital reputation management in the tourism sector and provide broader practical contributions to the hospitality industry in the digital era.

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