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The Role of Public Relations in Maintaining Existence Through Stakeholder Management: A Qualitative Descriptive Study at Hotel Vue Palace Bandung, West Java

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Abstract: This study explores the role of Public Relations (PR) and stakeholder management in maintaining the corporate existence of Hotel Vue Palace Bandung, a four-star hotel operating in a highly competitive hospitality industry. Using a qualitative descriptive method, data were collected through in-depth interviews, observations, and documentation with three key informants: the Managing Director, General Manager, and Public Relations Officer. The findings reveal that PR plays a pivotal role in sustaining the hotel's existence by managing internal and external communications, addressing issues that may affect reputation, and ensuring service quality. Stakeholder collaboration—particularly between management, employees, and external partners—supports operational efficiency and strengthens public trust. The study identifies several strategies used by PR and stakeholders, including personalized communication with guests, social media engagement, innovation in marketing activities, and consistent service improvement. In addition, online promotional activities such as webinars enhance public engagement and visibility. The research concludes that effective public relations practices combined with strong stakeholder relationships are critical for sustaining the existence of Hotel Vue Palace in the long term. Challenges such as facility delays can hinder operations, underscoring the importance of proactive coordination and continuous innovation to ensure stability and growth in the hospitality sector.

Keyword: Public Relations, Stakeholder Management, Corporate Existence, Hospitality Industry, Hotel Vue Palace

INTRODUCTION

Hotel Vue Palace is one of the best four-star hotels in Bandung. As a modern-themed hotel, Vue Palace offers excellent facilities and international-standard services. The term *international standard* refers to operational procedures aligned with the global standards adopted by major hotels worldwide. In Indonesia, hotels with international standards typically fall within the three-, four-, or five-star categories. Vue Palace's strategic location in the heart of Bandung makes it an attractive choice for visitors seeking comfort and a scenic urban view.

Each hotel provides its unique value proposition through the quality of its services. Hotel Vue Palace ensures that every guest receives an experience that feels as comfortable as home, offering amenities such as free Wi-Fi in all rooms, spacious parking with high security, and a well-managed restaurant with superior service quality. Additionally, the hotel regularly provides weekend promotions to attract more visitors. These elements differentiate Vue Palace from competitors, encouraging customers to select accommodations that best meet their needs. However, such competition also creates challenges, especially in the hospitality industry, which has been deeply affected by economic downturns and the COVID-19 pandemic. To sustain operations and maintain market presence, establishing strong relationships between the company and its stakeholders has become crucial.

Public relations (PR) plays a vital role in fostering and sustaining these relationships. According to Cutlip, Center, and Broom (as cited in Suhandang, 2012), public relations is a communication activity that interprets and conveys ideas, opinions, and information between an organization and its publics in an honest effort to achieve mutual understanding and harmonious relationships. PR is therefore a managerial function that assesses public attitudes, identifies organizational policies in the public interest, and executes communication programs to gain public support.

At Hotel Vue Palace, public relations is central to achieving corporate goals, particularly in ensuring long-term organizational existence. *Existence* refers to the company's ability to continue operations under any circumstances, enhancing management quality and fulfilling responsibilities to its stakeholders. Dagun (2012) defines existence in social life as the condition or state of being itself—human existence is dynamic rather than static, constantly transforming potential into actuality. Similarly, maintaining corporate existence requires mutually beneficial relationships between the company and its stakeholders, generating the necessary power for public recognition and sustainability.

Vue Palace has achieved a high level of existence, evidenced by guests from various Indonesian cities—Jakarta, Bekasi, Garut, Surakarta, and Wonogiri, among others. Many visitors share reviews on online travel platforms such as Traveloka and Agoda, and some even upload video testimonials on YouTube. These user-generated reviews serve as proof of the hotel's widespread visibility and strong reputation. Therefore, maintaining good stakeholder relations is essential to sustaining this established presence over time.

In sustaining corporate existence, *stakeholder management* is indispensable. Stakeholders are defined as individuals or groups—both internal and external—who can affect or are affected by the company's operations, either directly or indirectly (Hadi, 2011). The success of an organization in maintaining existence depends largely on how effectively it manages relationships with these stakeholders. Stakeholders are not limited to investors but include shareholders, employees, managers, suppliers, and customers. Providing relevant and transparent information about the company's achievements and positions strengthens stakeholder trust and ensures long-term cooperation. As Ghazali and Chariri (as cited in Purwanto, 2011) explain, stakeholder management involves recognizing that a company should not operate solely for its own benefit; rather, it must generate value for all stakeholders involved.

In the context of Hotel Vue Palace, stakeholders such as shareholders and owners play key roles as financial backers who must maintain positive relationships with their employees. This creates a harmonious working environment that supports productivity and longevity. Employees, in turn, act as primary agents in maintaining hotel existence by ensuring high service quality, which enhances customer satisfaction and retention. Visitors also contribute significantly, as their satisfaction generates positive reviews that reinforce the hotel's image. Hence, Vue Palace's ability to sustain its existence is rooted in the strength of its stakeholder relationships and continuous service excellence.

The harmonious relationship between the company and its stakeholders produces a powerful impact in maintaining existence under any condition. Sustained existence also depends on the company's ability to manage business growth strategically. In the case of Vue Palace, the symbiotic relationship between corporate management and stakeholders has proven essential for enduring success. Based on this background, the current research is titled "*The Role of Public Relations in Maintaining Corporate Existence through Stakeholder Management: A Descriptive Qualitative Study at Hotel Vue Palace, Bandung, West Java.*" The study focuses on exploring how public relations contributes to maintaining and strengthening corporate existence through effective stakeholder management.

According to Ruslan (2010), public relations encompasses all efforts to maintain good relationships between an organization and its publics through effective communication, understanding, and collaboration that resolve problems and help companies anticipate change using ethical communication practices. Similarly, Luhukay (2008) states that public relations fulfills the need to bridge organizations with their stakeholders. PR serves as a management function designed to build beneficial relationships between an organization and the publics that influence its strengths and weaknesses (Cutlip, Center, & Broom, 2009). From these definitions, public relations can be understood as a strategic organizational function that enhances corporate reputation and sustains existence in the public eye.

Anne Van Der Maiden (as cited in Rumanti, 2012) emphasizes that the role of public relations is to foster and develop good relationships between internal and external publics and the organization. PR practitioners must provide guidance to society, often acting as enthusiastic problem-solvers and communicators who help organizations maintain public understanding. Dozier (as cited in Kusumastuti, 2005) categorizes PR roles into two main functions: managerial and technical. The managerial role involves being an expert advisor, problem-solving facilitator, and communication facilitator, while the technical role involves implementing communication activities.

Existence itself, as discussed by Sjafirah and Prasanti (2016), refers to the state of being recognized by others—an acknowledgment of one's presence. In the corporate context, existence manifests through public awareness and engagement. Abidin (2007) argues that existence is a process of becoming, implying continual change and adaptation rather than static being. In this view, a company's existence depends on its ability to evolve in response to internal and external dynamics. Dagun (2012) adds that existence involves transformation from possibility to reality, as humans and organizations alike possess the freedom and capacity for growth.

From these perspectives, existence can be understood as a tangible condition recognized by the public. Corporate existence ensures that a company is visible, reputable, and trusted within society. For Hotel Vue Palace, sustaining existence involves continuous adaptation, transparent communication, and proactive engagement with stakeholders.

Stakeholder management, as explained by Ghozali and Chariri (in Purwanto, 2011), redefines corporate purpose beyond self-interest, urging organizations to deliver meaningful value to all stakeholders. Robert (as cited in Nur & Priantinah, 2012) argues that stakeholder management represents a company's success in negotiating relationships with its stakeholders, often reflected through corporate social responsibility (CSR) programs. Likewise, Hadi (2014) describes stakeholders as all parties—both internal and external—such as shareholders, investors, customers, suppliers, and employees, who directly or indirectly influence or are influenced by corporate activities.

In summary, this study highlights that maintaining corporate existence is inseparable from stakeholder management and effective public relations. Stakeholders hold both the power and responsibility to preserve organizational sustainability. The existence of Hotel Vue Palace has been successfully maintained through strong stakeholder relationships, professional communication management, and consistent public relations efforts. As a result, the hotel continues to stand as one of Bandung's leading hospitality establishments, exemplifying how strategic PR and stakeholder collaboration can ensure corporate longevity in a competitive environment.

METHOD

This study employs a qualitative research approach to explore the phenomena under investigation. Qualitative research aims to capture and describe the depth of human experience and social phenomena rather than to quantify them (Ary, 2010). It seeks to generate an understanding grounded in participants' perspectives and the meanings they attach to events, allowing conclusions to emerge from an inductive analysis of the observed phenomena rather than from preconceived hypotheses.

Qualitative research produces descriptive data in the form of words, narratives, and observable behavior (Mantra, as cited in Siyoto & Sodik, 2015). The method emphasizes uniqueness, context, and complexity, treating social life as an integrated whole with rich meaning. Methodologically, qualitative inquiry is typically aligned with post-positivist or interpretivist paradigms that regard social reality as constructed, complex, and context-dependent. Consequently, data collection and analysis are designed to surface participants' subjective understandings and to reveal patterns that explain the phenomenon in its natural setting (Sugiyono, 2014).

Sampling in this study was purposive: informants were selected because they are expected to provide relevant, in-depth information about the organizational practices under investigation. The researcher chose three key informants who are assumed to possess comprehensive knowledge of the research topic: (1) Jerry Eggeten (Director, Hotel Vue Palace), (2) Arrie Rachmat (Manager, Hotel Vue Palace), and (3) Sadiyah (Public Relations, Hotel Vue Palace). These informants were approached for semi-structured, in-depth interviews designed to elicit detailed accounts of public relations practices and stakeholder management strategies.

Data were gathered using multiple complementary techniques: participant observation, semi-structured interviews, and document analysis (Sugiyono, 2009). Observation allowed the researcher to record behavioral and organizational routines in situ; documentation included internal and public records relevant to stakeholder relations; and interviews provided verbal accounts and explanations from insiders. The researcher served as the principal instrument for data collection, conducting interviews, recording observations, and compiling documentary evidence in accordance with qualitative best practices (Sugiyono, 2014).

Analytical procedures followed the Miles and Huberman model (as outlined in Sugiyono, 2014), which consists of three iterative stages: (1) data condensation, (2) data

display, and (3) conclusion drawing and verification. First, data condensation involved reviewing voluminous field notes, interview transcripts, and documents to select, focus, and reduce data into manageable and meaningful units. Relevant segments were coded and categorized according to emergent themes. Second, data display entailed organizing condensed data into coherent formats—narrative summaries, matrices, flowcharts, and category maps—that reveal relationships and support pattern recognition. Third, conclusion drawing and verification involved iterative interpretation, checking initial inferences against additional data, and revising conclusions when new evidence contradicted preliminary claims. Initial conclusions were treated as tentative until corroborated by triangulated sources.

To ensure data integrity, interviews were audio-recorded (with participants' permission) and fully transcribed. The researcher reviewed each recording repeatedly to verify transcription accuracy and to capture nuance and context. Field notes taken during observations were cross-referenced with interview transcripts and documentary records. The study employed source triangulation—comparing information from interviews, observations, and documents—to enhance validity by confirming consistent patterns across independent data sources.

Ethical considerations included obtaining informed consent from informants, ensuring confidentiality of sensitive information, and presenting findings honestly and transparently. By combining purposive sampling, multiple data-collection methods, and a systematic analytic framework, this qualitative study aims to produce a rich, credible account of how public relations and stakeholder management contribute to organizational persistence at Hotel Vue Palace.

RESULT AND DISCUSSION

Informant Characteristics

This study involves three key informants from Hotel Vue Palace Bandung, each occupying a significant managerial role. The first informant, referred to as **J**, is a 45-year-old *Managing Director*. As the Managing Director, J is directly responsible to the Chief Executive Officer (CEO) and supervises all departments within the hotel. J's leadership ability allows him to oversee and control all hotel operations effectively. His principal responsibility is to maintain product quality and ensure service excellence, which are regarded as the core factors sustaining the hotel's long-term existence in the hospitality industry.

The second informant, **A**, aged 47, serves as the *General Manager* of Hotel Vue Palace. The General Manager is responsible for coordinating all departmental functions and ensuring smooth inter-departmental operations. According to A, maintaining consistent product quality and being prepared for unexpected situations are fundamental to preserving the hotel's existence. A also emphasizes that the sustainability and reputation of Hotel Vue Palace rely heavily on continuous improvement and organizational adaptability.

The third informant, **S**, is a 51-year-old *Public Relations (PR) Officer*. As a PR professional, S plays a vital role in maintaining both internal and external communication. S is responsible for addressing unfavorable issues that might arise and for building long-term relationships with both internal employees and external stakeholders. S asserts that maintaining positive public perception is crucial to sustaining the hotel's existence and brand image.

Overall, the research involved three informants—two male (J and A) and one female (S). Their collective insights provide a comprehensive understanding of how leadership, stakeholder coordination, and public relations contribute to maintaining the existence of Hotel Vue Palace Bandung.

Roles of Public Relations and Stakeholder Management

At Hotel Vue Palace, *Public Relations* and *Stakeholder Management* are closely intertwined. The organization treats stakeholder management as an internal mechanism responsible for ensuring that all company operations comply with established procedures. This includes preparing financial reports, sales summaries, corporate proposals, budgeting for PR programs, and handling official correspondence. Meanwhile, Public Relations acts as the external interface that monitors public perception, consumer behavior, and evaluates communication strategies (Nickons, 2005).

PR practitioners are tasked with maintaining positive relationships with shareholders, media representatives, the surrounding community, and the general public. They also observe public behavior as a measure of the success of communication programs and design initiatives that enhance corporate image and existence. In this way, PR serves as a bridge between the company and the public (Ruslan, 2005).

Nickons (2005) emphasized that sustaining organizational existence is one of PR's core responsibilities, as a strong and positive reputation supports long-term business continuity. Similarly, Ruslan (2005) highlighted three essential PR functions in maintaining corporate existence: relationship-building, managerial support, and corporate image development. Hotel Vue Palace, which has operated for several years, continues to innovate to maintain a strong corporate image and competitive advantage.

Public Relations builds relationships with both internal and external stakeholders—including guests, government authorities, investors, and employees—by ensuring transparent communication and trust. These interactions help maintain the hotel's relevance and competitiveness within the dynamic hospitality market of Bandung.

This study was conducted through a qualitative approach involving observations, in-depth interviews, and documentation. The findings reveal several important aspects regarding the collaboration between PR and stakeholders in maintaining the existence of Hotel Vue Palace.

First, both PR and stakeholders prioritize *customer comfort* and *service quality* as primary factors for sustaining hotel existence. J stated that the Managing Director's role includes ensuring the cleanliness and hygiene of all facilities—from the lobby and guest rooms to restaurants and public areas. "We prioritize guest comfort and maintain service quality through direct interaction with guests, asking about their experience and ensuring satisfaction," J explained (personal communication, November 17, 2021).

Second, regular meetings are conducted to coordinate departmental responsibilities. J noted that daily briefings with department leaders are essential to ensure that every task is executed properly and that the hotel's cleanliness and order are maintained. Such practices demonstrate how internal communication reinforces operational excellence.

Third, PR and stakeholders utilize *social media platforms* to maintain the hotel's public presence. A emphasized that digital promotion is critical for survival, especially during crises like the COVID-19 pandemic. "We promote our hotel online and remain active on social media, which helps us reach broader audiences," A shared (personal communication, November 18, 2021). During the pandemic, the hotel also organized webinars, including *live cooking* demonstrations, to engage the public and maintain visibility.

Fourth, the PR department plays a strategic role in addressing potential reputational threats. S explained, "My role as PR includes solving issues that may negatively impact the hotel's image, maintaining good relationships with employees and guests, and ensuring the creation of a positive image" (personal communication, November 19, 2021). By managing complaints and clarifying misunderstandings, PR ensures that guest satisfaction and brand reputation remain intact.

Fifth, innovation is key to sustaining existence. S highlighted that PR often initiates new strategies, such as creating fresh social media content and developing creative marketing campaigns. Innovation in design, service, and promotion keeps the hotel relevant and attractive to potential customers.

Strategies for Maintaining Hotel Existence

The interviews revealed several strategies applied by PR and stakeholders to maintain the existence of Hotel Vue Palace:

1. Personalized Communication with Guests

J emphasized that guest interaction is central to the hotel's strategy. "My approach is simple: make guests feel comfortable and encourage them to return. We engage them in friendly conversations so they feel at home," J explained. This aligns with the hospitality principle that emotional connection fosters customer loyalty.

2. Service Maximization and Promotional Programs

A stated that providing complimentary items such as drinks and implementing strict health protocols during the pandemic strengthened guest satisfaction. Promotional programs and excellent service are not merely marketing tactics but expressions of care that enhance long-term relationships.

3. Internal Relationship Building

S argued that maintaining good internal relations is fundamental. "If internal cooperation is strong, external service quality will follow," S remarked. This internal cohesion ensures that the team delivers consistent and excellent guest experiences, ultimately supporting the hotel's external reputation.

4. Innovation and Creativity

Continuous innovation through digital engagement, creative campaigns, and content creation on social media ensures that the hotel remains visible to the public. According to Ruslan (2005), innovation is an indicator of an organization's ability to adapt and sustain relevance.

CONCLUSION

Based on the findings and discussion of this study, several conclusions can be drawn regarding the role of Public Relations and stakeholders in maintaining the existence of Hotel Vue Palace Bandung. First, the role of Public Relations (PR) and stakeholders in sustaining the hotel's existence is centered on proactive issue management and continuous service improvement. The PR department plays a critical role in promptly addressing and resolving any internal or external issues that may arise, thereby preventing potential damage to the hotel's reputation. In collaboration with stakeholders, PR ensures that the comfort and satisfaction of guests remain a top priority. Both parties also maintain the quality of products and services, ensuring that guests receive an excellent hospitality experience throughout their stay at Hotel Vue Palace. This collaborative effort strengthens the hotel's public image and reinforces its long-term existence within the competitive hospitality industry.

Second, PR and stakeholders engage in several activities aimed at preserving and enhancing the hotel's visibility and reputation. Among these activities are the organization of online seminars or webinars that educate the public on topics such as cooking techniques and recipe sharing. These initiatives not only serve as a form of soft promotion but also position the hotel as an active and socially engaged brand. Furthermore, daily coordination meetings are held among departmental leaders to ensure that every task and operational function is carried out efficiently. This regular communication fosters organizational discipline and reinforces teamwork, both of which are essential for maintaining high-quality service standards.

Third, the study found that social media serves as the primary medium used by PR and stakeholders to maintain and enhance the hotel's existence. Social media platforms provide an accessible and effective channel for sharing information about Hotel Vue Palace, promoting new services, and engaging with potential guests. Through digital content, the hotel can reach a broader audience and remain visible in an increasingly digital marketplace. As a result, the use of social media not only enhances public awareness but also helps the hotel sustain its relevance and competitiveness.

Fourth, the strategies employed by PR and stakeholders to preserve the hotel's existence focus on maintaining excellent service quality and establishing personal connections with guests. High-quality service ensures guest satisfaction, while personal engagement—such as friendly communication and personalized attention—encourages repeat visits. This relational approach aligns with the principles of hospitality management, where emotional connection and customer trust contribute significantly to brand loyalty. By combining service excellence with interpersonal warmth, Hotel Vue Palace fosters a welcoming atmosphere that strengthens its reputation and customer retention.

Fifth, one of the supporting factors in maintaining the hotel's existence is the establishment of strong relationships with both internal and external stakeholders. Positive collaboration among employees, management, business partners, and the wider community facilitates smooth operations and mutual support, thereby reinforcing the hotel's stability. Good stakeholder relations also promote trust and shared commitment to sustaining the hotel's reputation and performance.

Lastly, the study identifies a key inhibiting factor—delays in providing necessary hotel facilities. Such delays can disrupt operations and negatively affect guest satisfaction, which in turn may threaten the hotel's existence. Therefore, timely coordination, efficient resource management, and preventive maintenance are crucial to avoid service disruptions. Overall, the findings highlight that maintaining the existence of Hotel Vue Palace requires a strategic combination of proactive issue management, service quality improvement, digital engagement, and strong stakeholder collaboration.

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