



Current Issues in Tourism, Gastronomy, and Tourist Destination Research

PROCEEDINGS OF THE INTERNATIONAL CONFERENCE ON TOURISM,
GASTRONOMY, AND TOURIST DESTINATION (TGDIC 2021), JAKARTA,
INDONESIA, 2 DECEMBER 2021

Current Issues in Tourism, Gastronomy, and Tourist Destination Research

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Typeset in Times New Roman by MPS Limited, Chennai, India

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Library of Congress Cataloging-in-Publication Data
A catalog record has been requested for this book

First published 2022

Published by: CRC Press/Balkema
Schipholweg 107C, 2316 XC Leiden, The Netherlands
e-mail: enquiries@taylorandfrancis.com
www.routledge.com – www.taylorandfrancis.com

ISBN: 978-1-032-16310-9 (hbk)

ISBN: 978-1-032-16313-0 (pbk)

ISBN: 978-1-003-24800-2 (ebk)

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Daftar Isi: <https://bookshelf.vitalsource.com/reader/books/9781000619096/pageid/5>

*Current Issues in Tourism, Gastronomy, and Tourist
Destination Research – Oktadiana et al. (Eds)*
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<https://bookshelf.vitalsource.com/reader/books/9781000619096/pageid/215>

Page: 195-201

CHSE certification, PPKM policy, and hotel performance in Indonesia

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ABSTRACT: COVID-19 created the new normal which is the concern of *Cleanliness, Health, Safety, and Environment Sustainable (CHSE) certification*. In Indonesia, the government applied the restrictions on community activities (PPKM). This study aimed to describe hotels' adoption of cleanliness, health, safety, and environment sustainable certification during COVID-19, and the impact of PPKM Policy on hotels' occupancy and sales, Gross Operating Profit (GOP), and cash flow in various categories of hotels. The method was quantitative descriptive, and it was collected by convenience sampling. The sample contained General Managers who are members of Indonesian Hotel General Manager Association (IHGMA). The study found that most of the hotels have CHSE certification. They agree that CHSE certification is very important, because it correlates to hotel competitive advantages. PPKM policy contributes negative effects on occupancy and sales, GOP, and the cash flow. Negotiation with financial support institutions is essential.

Keywords: CHSE Certification, PPKM Policy, Hotel Performance.

1 INTRODUCTION

In early 2020, the world was shaken by the outbreak of the coronavirus disease from China. This virus has caused global panic and has even killed millions of people in almost all countries in the world including Indonesia. This global disaster has impacted various activities, such as economic activity. Globally, there are at least 50 million workers in the tourism sector affected. Human tourism workers in Indonesia are among the most vulnerable during this global pandemic, from 13 million people before the pandemic, now there are 6.5 million people left. In 2019, the Ministry of Tourism and Creative Economy has compiled a protocol called the CHSE Protocol to improve tourists' confidence and national tourism. Prior to the COVID-19 pandemic, Indonesia's competitiveness according to the 2019 WEC in the aspects of cleanliness, security, and health and the environment in the tourism sector was lower than other countries; the safety pillar was ranked 80th, the health and hygiene pillar was ranked 102nd, and the environmental sustainability pillar was ranked 135th in the world. Thus, the COVID-19 pandemic will open a change in tourism trends in the world. Where the issue of health and hygiene as well as safety and security and sustainability will be the main considerations for tourists.

Since COVID-19 caused complex problems in all aspects of life, both nationally and internationally in various circles (Bartik et al. 2020a; Chetty et al. 2020; Fu 2020; Pappas 2021), it also affects the tourism industry include accommodation industries (Marco-Lajara et al. 2021). Especially, the characteristics of lodging sector are perishable Khan et al. (2021). Recently, most people are starting to stay in the hotels that have implemented hygiene and health protocols (Mensah & Boakye 2021). Hotels must adhere to health and safety protocols to meet the customer's needs (Kumar 2021; Ngoc Su et al. 2021). In China and Korea, travel demands improved after the countries applied travel restrictions (Next Guests 2020). Vietnam improved business by a social distancing

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program (Ismail 2020). Pavlatos et al. (2021) found that hoteliers respond differently based on the characteristics of their hotels. This study aims to describe: (1) the adoption of CHSE by hotels during COVID-19 pandemic; and (2) the impact of PPKM policy on hotel performance in term of hotels' occupancy and sales, and cash flow in various categories of hotels.

2 LITERATURE REVIEW

2.1 *Cleanliness, Health, Safety, & Environmental Sustainability (CHSE)*

Sanitation is widely agreed as a predictor of people's productivity and quality of life but to maintain it needs cost (Jha 2003). Park and Lehto (2021) proposed three safety measure regarding hygiene and sanitation in hotels. They are cleanliness and hygiene, physical distancing, and staff and guest requirement. Park and Lehto (2021) found that guests prioritize hygiene and sanitation instead of the price. The consumers prefer hotels who disinfect their hotels regularly, uses electrostatic sprayers, and ultraviolet disinfection. The guests also expect less physical contacts when they make registration in the hotel. However, many guests have not trusted the hygiene and sanitation practices in hotels during the COVID-19 pandemic (Naumov et al. 2021). This is a challenge for hoteliers.

Owners or managers of businesses and tourism destinations that pass the audit and assessment will get a CHSE certificate from the Certification Institute, and then will be given the Indonesian CARE (I Do Care). For this initial stage, CHSE certification will be prioritized for hotel, restaurant and restaurant businesses, tourist lodges or homestays, and other tourism businesses. National Government facilitates hotels to have the certification. The level of hotel cleanliness is something that must be considered. During this pandemic, cleanliness is a major concern for all sectors. Guests will choose the hotel starting from the cleanliness of the area and its facilities. Cleanliness will have a good impact on guest ratings of the hotel. CHSE certification describes that the hotel industry handles hygiene and sanitation well.

The CHSE protocol is a government policy as a guide for entrepreneurs and/or managers, local tour guides, and employees of tourist attractions for adapting to new habits in the form of guidelines for any businesses. It is an operational guide of the Decree of the Minister of Health Number HK.01.07/Menkes/382/2020. It concerns health protocols for communities in places and facilities in general for the prevention and control of COVID-19. This guides entrepreneurs and/or managers, employees, and local tour guides to meet the needs of visitors for clean and healthy procedures. It is also a reference for Provincial Governments, Regency/City Governments, Village/Kelurahan Governments, including Traditional Villages, business and professional associations related to tourist attractions, and Tourism Drive Groups/Tourism Awareness Groups to conduct socialization, tutorials/education, simulations, trials, assistance, guidance, monitoring and evaluation of the application of cleanliness, health, safety, and environmental sustainability. CHSE certification increases the confidence of the parties as well as the reputation of businesses and tourism destinations. Introducing health and safety protocols aims to minimize the impact of the COVID-19 pandemic (Mensah & Boakye 2021). The implementation of CHSE aims: (1) to increase awareness of the Indonesian people and the world towards cleanliness, health, safety, and environmental sustainability; (2) to fit the consumers' needs of cleanliness, health, and safety; (3) to drive tourism businesses to prepare themselves regarding cleanliness, health, and safety.

2.2 *Community activities restriction (PPKM)*

The government issued PPKM for the first time on January 11 to January 25, 2021 covering the DKI Jakarta area and 23 regencies/cities in six provinces that have a high risk of COVID-19, previously, there are other terms introduced by the government at the beginning of the pandemic, namely PSBB and Micro PPKM, these rules came into effect on April 17, 2020, then the government imposed a new term to suppress the spread of COVID-19 in high-risk areas with the name PPKM.

Public policy is interpreted in various ways by experts. Thomas R. Dye suggests that public policy is whatever the government does and does not do (Dye 2005). The understanding of public

policy is expressed by Carl Friedrich (Winarno 2008) who argues that public policy is a direction of action initiated or proposed by a person, group, or government in a certain environment that can provide obstacles and opportunities in the proposed policy to provide a solution to realize a certain goal. Public policy based on the understanding of the experts above is a decision in response to a public problem in the form of measurable activities so that it can achieve the goals that have been set at the beginning. Public policy is a series of processes that are connected and bound to one another.

In general, the public policy process consists of the process of public policy formulation, the process of implementing public policies, and the process of public policy assessment or evaluation. These three processes will determine whether the policy can be implemented properly as intended or vice versa. The implementation of public policies in the context of dealing with COVID-19 can be in the form of various policy instruments aimed at tackling both directly and indirectly the spread of COVID-19. The implementation of direct COVID-19 controls policies, such as the implementation of the health protocol policy, namely wearing masks, maintaining distance, and avoiding crowds.

2.3 COVID-19 and how to deal with

The COVID-19 pandemic impacts people in terms of health and economic aspects with severe consequences on human health and the global economy (OECD 2020c), including tourism and hospitality (Song et al. 2021). COVID-19 has been influencing human life for several years (Kumar 2021). It reflects the decreased customer demand. In line with the global response to COVID-19, hotel businesses must apply the procedures as follow (OECD 2020a): (1) hotels as essential businesses are allowed for offline work with health and safety protocols; (2) meals are served in the room; (3) the wedding reception only serves a maximum of 30 people; and (4) employees and guests must wear a mask. In Indonesia, the Ministry of Tourism and Creative Economy (2020) proposed CHSE as a hotel standard to deal with COVID-19.

3 METHOD

The research method is descriptive quantitative. The unit of analysis is hotels in Indonesia that are members of the Indonesian Hotel General Manager Association (IHGMA). Primary data was collected by distributing online questionnaires. The questions and answer choices on the questionnaire are based on the author's best practice. The statements submitted include: CHSE certification, the impact of PPKM on hotel business performance, especially related to hotel occupancy and GOP. Furthermore, the collected data is processed using descriptive tests. The study collected secondary data obtained from various sources such as books, journals, laws, and regulations. The research data was obtained in August 2021.

4 RESULTS AND DISCUSSION

The total participants in the research are 165 hotels in Indonesia at various levels. The profile of the hotel participants is described in Table 1. The study involved hotels in Lampung, DKI Jakarta, Banten, West Java, Central Java, DI Yogyakarta, East Java, Bali, West Nusa Tenggara, East Nusa Tenggara, North Sumatera, South Kalimantan, East Kalimantan, North Kalimantan, North Sulawesi, South Sulawesi, West Sumatera, South East Sulawesi, North Maluku, Papua, Riau, Riau Islands, and South Sumatera.

Table 2 describes the hotel performance after implementing PPKM policy. The data describes (1) the hotel business condition in the 4th level of PPKM; (2) PPKM policy in the hotel area since January up to June 2021; (3) hotel occupancy in Q1-2021, compared with Q1-2019; (4) hotel occupancy in Q2-2021, compared with Q2-2019; (5) hotel gross operating profit (GOP) in

Table 1. Hotel participants.

Descriptions	Details	Percent (of hotel)
General		
Hotel management	Local chain.	38.8
	International chain.	19.4
	Independent hotel.	41.8
Hotel classification	5-Star Hotel.	9.7
	4-Star Hotel.	46.1
	3-Star Hotel.	32.7
	2-Star Hotel.	7.9
	Non-Star Hotel.	3.6
CHSE		
CHSE certified	The hotels have CHSE certification.	93.9
	The hotels haven't had CHSE certification yet.	6.1
The importance of CHSE certified	Less important.	3.0
	Important.	30.3
	Very important.	66.7
CHSE certified and hotel competitive advantages	Yes, CHSE certified relates to hotel competitive advantage.	87.3
	No, CHSE certified doesn't relate to hotel competitive advantage.	12.7
PPKM		
PPKM hotel condition in Q1-2021	The 1st level	7.9
	The 2nd level	10.3
	The 3rd level	27.9
	The 4th level	53.9
PPKM hotel condition in Q2-2021	The 1st level	3.6
	The 2nd level	4.2
	The 3rd level	17.0
	The 4th level	75.2
I think pandemic impact on hotel business is completed in:	Q4-2021	11.5
	Q1-2022	28.5
	Q2-2022	24.8
	Q3-2022	30.3
	Never completed	4.8

Note: Q1 = the 1st quarterly (Jan-March); Q2 = the 2nd quarterly (April-June); Q3 = the 3rd quarterly (July-Sep); Q4 = the 4th quarterly (Oct-Dec).

Q2-2021, compared with Q1-2019; (6) hotel gross operating profit (GOP) in Q2-2021, compared with Q2-2019. The research also found that hotel management had some problems managing cash flow at the end of the 1st semester 2021 and with restructuring credit at the bank.

The Hotel General Managers believe that CHSE certification is very important to achieve competitive hotel advantages. This is related to Mensah and Boakye's (2021) argument that tourists travel and visit several tourist destinations that have implemented hygiene and health protocols. The policy of CHSE certification can increase tourist confidence and national tourism. To reduce COVID-19's negative impact, the hotel adopts a safety practice in the business plans (Jha 2003; Naumov et al. 2021; Park & Lehto 2021). This situation led to the hotels' manager prediction that the COVID-19 pandemic at least might be ended in July–August 2022 (Q3-2022). Some of them

Table 2. Hotel performance after implementing PPKM policy.

Descriptions	Details	Percent(of hotel)
The percentage of hotels that their occupancy and sales in the 4th level of PPKM:	Decrease	95.8
	Normal	3.6
	Increase	.6
PPKM policy in the hotel area since January up to June 2021:	Level 4 in Q1-2021	9.1
	Level 4 in Q2-2021	33.3
	Level 4 in Q1 and Q2-2021	35.8
	Below level 4 in Q1-2021	11.5
	Below level 4 in Q2-2021	10.3
Hotel occupancy in Q1-2021, comparing to Q1-2019 decrease:	10 %	59.4
	11%-20%	7.3
	21%-30%	10.9
	31%-40%	22.4
Hotel occupancy in Q2-2021, comparing to Q2-2019 decrease:	10%	7.3
	11%-20%	6.1
	21%-30%	9.7
	31%-40%	17.6
	more than 40%	59.4
Hotel GOP (Gross Operating Profit) hotel in Q2-2021, comparing to Q1-2019 decrease:	10%	7.9
	11%-20%	13.9
	21%-30%	16.4
	31%-40%	17.6
	more than 40%	44.2
Hotel GOP (Gross Operating Profit) in Q-2/2021, comparing Q-2/2019 decrease:	10%	6.7
	11%-20%	10.9
	21%-30%	13.9
	31%-40%	20.0
	more than 40%	48.5
The most difficult cash flow management at the end of the 1st semester 2021:	Negotiate to vendor for AP hotel payment	5.5
	Negotiate to bank for postponing credit payment	3.6
	Negotiate to client/booker to pay in advance	4.2
	Negotiate to local government for hotel tax discount	10.3
	All solutions above	76.4
Bank facilities for credit restructuring	Decrease bank credit interest.	4.9
	Reduce credit principal	33.3
	Reduce credit interest	3.0
	All solutions above	58.8

Note: Q1 = the 1st quarterly (Jan-March); Q2 = the 2nd quarterly (April-June).

think that the pandemic effect will influence hotel business longer and may even never be completed at all (Kumar 2021), and cause complex problems in all aspects of life, both nationally and internationally in various circles (Fu, 2020) and business (Chetty et al. 2020). COVID-19 influences hotels business significantly decrease (Marco-Lajara et al. 2021) (Mensah & Boakye 2021). This research found that the PPKM policy that is taken to respond to the COVID-19 pandemic

influenced hotels' performance in terms of hotels' occupancy and sales, at the 4th level of PPKM implementation.

After implementing PPKM policy during COVID-19 pandemic, most of the hotel managers confirmed that there were cash flow problem in the 1st semester (January–June) 2021, however Khan et al. (2021) argued that the accommodation sector will show high resilience if we compare it to other sectors. In order to keep maintaining their cash flow, they negotiated with the bank for credit restructuring such as asking for lower bank credit interest.

As such, the study also provides insights into how hotel businesses can maintain sustainable performance and contribute to economic growth during PPKM policy adoption within the COVID-19 pandemic. However, despite the several new insights and contributions provided by this paper to hospitality research, it has some limitations that can help inform future hospitality research. First, the data collection process in this research was the quantitative descriptive approach in term of CHSE, PPKM policy, and its impact to occupancy and sales, and there was limited information on how hotel managers deal with the cash flow stability. The dynamic capabilities influence hotel performance, which is mediated by innovation capability. The future research may consider identifying the innovative strategy choices of each hotel category (star hotels, chain hotels, and local hotels). Second, although data collected in this research came from General Managers of various hotels, it was not possible to interview customers to analyze their satisfaction on the non-financial performance of the hotels. Finally, qualitative research is most suggested to enrich the data of how hotel management increasing hotel business performance.

5 CONCLUSION AND IMPLICATION

Since COVID-19 pandemic affects people health (Kumar 2021), the hospitality industry such as hotels have had to adapt to unpredictable crisis consequences (Jaaron et al. 2021). The financial aspect is reviewed as one of the requirements for adopting resilience of the COVID-19 situation (Huang & Farboudi Jahromi 2021), in this term a hotel's performance, such as maintaining the rate of occupancy and sales, is essential because it is related to the revenue for the hotel.

We propose several inputs as managerial implications including: development in human resources with a comprehensive multi-task implementation for all levels of positions in the hotel; moreover there is a General Manager cluster for the Top Management level, so it is not just multi-task but regional authority in terms of managing hotel operations. For a competitive advantage, it is better to provide more and continuous understanding for all staff in charge of the health aspect (CHSE) which in turn will provide a level of trust for guests in the property. The digital marketing aspect should continue to communicate the experience of guests, as "an Experimental Moment" during their stay during the pandemic, and continue to be campaign with digital promotions that are easily accessible to the public. The government policy of PPKM adoption contributes negative effects on hotels such as hotel occupancy and sales, GOP, and the cash flow. One of the strategies to maintain the cash flow, is negotiating with the bank for credit restructuring.

Considering our findings, the hotels are facing severe challenges, however, there is a need to apply health and safety procedures in hotel operation to achieve sustainability. For the survival of sustainable hotel business activities, the general managers in hotels should identify indicators that influence hotels' occupancy and sales.

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