

# The Effectiveness of Health Protocol Implementation for Hospitality Industry Due to COVID-19 Pandemic in Kupang City

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**Abstract**— The objectives of this research are twofold: 1) to analyze the effectiveness of Cleanliness, Health, Safety and Environmental sustainability (CHSE)-based health protocols implementation for the hospitality industry in Kupang City, and 2) to identify the impact of Cleanliness, Health, Safety and Environmental sustainability (CHSE)-based health protocols implementation for the hospitality industry in Kupang. The study was conducted at 3-star and 4-star hotels in Kupang City and the key informants were selected, namely hotel representatives who directly took care of the health protocol and 50 guests who stayed at both hotels. Based on thematic analysis of interviews with hotel representatives and questioner for 50 guests, this study identifies four health protocols: cleanliness, health, safety, and environmental sustainability. The results of the study show that 1) the effectiveness of the implementation of the health protocol has been well implemented by the two hotels but there is still a need for improvement in the Environmental Sustainability indicators. 2) The impact of the implementation of a CHSE-based health protocol on the hotel industry in Kupang City is a positive impact for hotels including increasing the confidence of these hotels, increasing brand image for guests who will choose a hotel to stay, and increase hotel occupancy where the average increase is 50% after being certified by the CHSE health protocol.

**Keywords**—health protocol, cleanliness, safety, environmental sustainability, hotel

## I. INTRODUCTION

Global travel and tourism sector suffered a loss of almost US\$4.5 trillion in 2020 due to the impact of COVID-19 [1]. The COVID-19 damages hospitality in such a way, that losses mounted up to -90% on international accommodations in the first month of restrictions [2]. The pandemic has significant negative impacts on the employment level in the overall US

leisure and hospitality industry both in the long and short run [3]. The economic impact of COVID-19 for Asia Pacific countries is that in 2020 there are already 87.4 million people or around 48% who have lost their jobs and if no improvements are made it will increase to 106.7 million people or around 59% who will lose their jobs. in the following year [4].

Hospitality is one of the most affected industries, suffering crash in demand, occupancy rates, revenues. These industries are expected to create a substantial change to their operations in the COVID-19 business environment in order to ensure employees' and customer health and safety and, enhance customers' willingness to patronize their business [2]. The Indonesian Hotel and Restaurant Association (PHRI) noted that until April 2020, the total loss of the Indonesian tourism industry reached Rp. 85.7 trillion, thousands of hotels and restaurants were forced to close and the average hotel occupancy in Indonesia is only 20%, which means 80% of the rooms are empty. According to Bonfati et al [5], Hospitality services, especially hotels, are operating under severe restrictions and a "new normal" needs to be defined. Hotel managers are planning how to safely run activities, and, given the continuing of the pandemic, there is uncertainty regarding how the situation may evolve.

It is predicted that travel trends and the selection of tourist destinations will shift slightly during the COVID-19 pandemic. Tourist will consider hygiene factors more in choosing location, accommodation, and modes of transportation used during the trip instead of looking for low prices [6]. The Ministry of Tourism and Creative Economy Republic of Indonesia (Kemenparekraf) has begun to take concrete steps to restore the state of national tourism, one of which is by implementing a Health Protocol based on Cleanliness, Health, Safety and Environmental sustainability

(CHSE). This protocol is an effort to welcome the new normal and become one of the solutions to re-increase the confidence of tourists to return to travel and encourage tourists to stay at hotels [7].

Kupang City is the capital city of East Nusa Tenggara Province which benefits from tourist visits because it is directly adjacent to Timor Leste which is one of the largest contributors of foreign tourists in Indonesia [8]. The city also as a part of the Province that has Super Premium Destinations is certainly an opportunity for the City of Kupang to start improving in preparing safe lodging or hotel accommodations following the new normal era. There has been a change in the consumptive behaviour of tourist in Kupang city in choosing and using the services, product and facilities provided caused by the process of adaptation to the new normal period [9]. However the analysis of the effectiveness implementation of cleanliness, healthy, safety and environmental sustainability-based health protocols and the impact for hospitality industry in Kupang city due to covid-19 pandemic has not hitherto been proposed.

This study aims, therefore, to fill this research gap by exploring how the effectiveness of health protocol implementation and the impact of the implementation for the hospitality industry. Specifically, the objectives of this research are twofold: 1) to analyze the effectiveness of CHSE-based health protocols implementation for hospitality industry in Kupang City, and 2) to identify the impact of CHSE-based health protocols implementation for hospitality industry in Kupang City.

## II. LITERATURE REVIEW

### 2.1 Hospitality Industry

The hospitality industry is one of the industries that play an important role in the development of the economy and the world of tourism in Indonesia. As we know in general, a hotel is a whole or part of a building that is used for room service, food and beverage, and recreation which is managed for commercial purposes [10]. Hotels and accommodation establishments are places where there is a high degree of interaction among guests and workers.

### 2.2 Cleanliness, Health, Safety and Environmental sustainability (CHSE) based health protocols for Hospitality Industry

Cleanliness plays an important role to make sure customer enjoy their trip during vacation [11]. To reduce the potential for SARS-CoV-2 (Severe Acute Respiratory Syndrome Coronavirus 2) contamination in public settings, high touch surfaces should be cleaned and disinfected frequently. Cleaning and disinfection measures in common areas (such as rest

rooms, halls, reception, corridors and lifts) should be used as a general preventive measure [12].

Health and the tourism industry go hand in hand. If the condition of the community around a tourist destination is not healthy, it will harm the sustainability of the tourism industry in that place [13]. The study from Medeiros found that the determinant of tourist satisfaction in making a trip is assessing health factors in the destination area based on his personal opinion [14].

Safety is the next most important thing in terms of CHSE-based health protocols. Safety, In the context of COVID-19, except for managing food safety, it is critical and essential for organizations to closely monitor employee safety, because protecting employees from infection not only demonstrates the organization's responsibility to help contain the spread of the virus, but also determines the survival of the organization during this crisis [15].

The world's leading consultancy, McKinsey, conducted a survey in Europe last April when the Covid-19 pandemic was at its peak on the continent. The pandemic has inspired consumers to be more committed to protecting the environment. The survey said 57% of consumers changed their lifestyle significantly to become more environmentally friendly. Then, 67% of consumers say they are trying to recycle the products they buy. And, 61% say they choose products with eco-friendly packaging [16].

The CHSE protocol is a policy of the Ministry of Tourism and Creative Economy as a guide for entrepreneurs and/or managers, local tour guides, and employees of tourist attractions in adopting new habits in the form of guidelines for tourism businesses, tourism destinations, and other tourism products to apply guarantees to tourists, towards the implementation of Cleanliness, Health, Safety, and Environmental Sustainability [7].

The implementation of CHSE-based health protocols that must be obeyed by the hotel are:

#### Hotel entrance area:

- There are clear instructions and rules regarding vehicle parking spaces;
- There is technical engineering such as installing partitions and/or regulating the entry flow of at least 1 (one) meter according to health protocols
- Employees advise guests to make cashless payments
- Employees regulate traffic flow and ensure there are no crowds in the parking area according to existing procedures
- Employees take body temperature measurements at the guest entrance

- Employees clean guest items in a safe way, using disinfectants/other cleaning fluids that are safe and appropriate.
  - Employees remind guests if they don't comply with health protocols
- Front Desk dan Concierge
- At the reception desk is equipped with hand sanitizer and tissue
  - There are technical engineering such as installing a transparent shield/partition between the receptionist and the guest
    - Employees inform guests about standard operating procedures for cleanliness, health, safety, and environmental sustainability at the hotel in writing.
    - Employees advise guests to fill out the covid-19 risk self-assessment form
    - Toilets are hygienic, clean, dry, odorless and functioning well.
    - Employees wear uniforms, equipped with personal protective equipment such as face shields, masks and hand gloves.
- Guest Room
- The condition of the sheets, pillowcases and blankets are clean
  - Hand sanitizer is available in the guest room
  - There are no insects or vectors in the guest room
  - Air conditioner works well
  - Room conditions are clean and comfortable
  - Toilets are hygienic, clean, dry, odorless and functioning well
- Restaurant or Coffee shop
- Employees advise guests to make cashless payments
  - Employees bring food/drinks from the kitchen or food and beverage preparation area to the restaurant area using a safety and hygienic cover
  - Employees serve and serve food while maintaining a physical distancing with the guests
  - when cleaning the dining table for guests, employees use disinfectants. Other cleaning fluids that are safe and appropriate
  - Employees remind guests if they don't comply with health protocols
- Pubic area and other hotel facility
- protocols

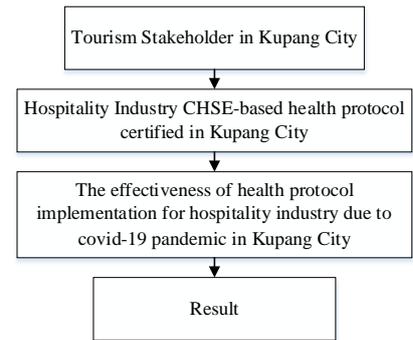


Fig. 1 research framework

### III. METHODS

The effectiveness of health protocol implementation for the hospitality industry due to the COVID-19 pandemic in Kupang City is carried out through research that applies descriptive-qualitative methods. Researchers use purposive sampling and snowball techniques to determine social situations where qualitative research does not use the term population but by Spradley which means "Social information" or social situations consisting of three elements, namely: place, actor, and activities that interact synergistically [17]. The determination of the social situation described above is also reinforced by Cresswell that The idea behind qualitative research is to purposefully select participants or sites (or documents or visual material) that will best help the researcher understand the problem and the research question [18].

Based on the above considerations, in this study the researchers took 2 hotels as representatives of 22 hotels that were registered and had received CHSE certificates to be used as research locations and representatives of the hotel to be key informants in this study and filled out an questioner by 50 guests who stay in 3 and 4 star hotels as secondary data. Another reason the researchers only took 2 hotels as primary data in this study was also because they were able to answer the problem they wanted to study as expressed by Charmaz that you stop collecting data when the categories (or themes) are saturated: when gathering fresh data no longer sparks new insights or reveals new properties [18]. This research applied semi-structured interview with two key informants. Semi-structured interviews were selected as the data collection method because provides participants with the freedom and flexibility to communicate their ideas and beliefs in their own words and use their preferred narrative structures.

TABLE 1 Personal and corporate Profile of the respondents

Code	Personal and corporate Profile of the respondents		
	Respondents name	Position	Rating star
H1	Herman Ndaomanu	HRM & PIC CHSE	4
H1	Kristin	HRM & PIC CHSE	3

The questions compiled by researcher were checked before for validity so that there were no errors in understanding and articulation in each question by key informants and the results obtained were that the questions asked were clear and there were no major improvements, additions or deletions of items that had been made.

IV. DISCUSSION

*4.1 The effectiveness of Cleanliness, Health, Safety and Environmental sustainability (CHSE)-based health protocols implementation for hospitality industry in Kupang City*

The first discussion that wants to be analyzed is related to the 5 indicators that exist in the CHSE-based health protocol as discussed below:

Cleanliness.

Cleanliness is the first part of the CHSE-based health protocol issued by the government in this case the Ministry of Tourism and Creative Economy of the Republic of Indonesia in the hospitality industry. During the growth of the COVID-19 outbreak which has not shown a positive trend, tourists are more careful in choosing the hotel to be occupied. These choices are related to hotels cleanliness [19]. Cleanliness also play an important role to make sure customer enjoy their trip during vacation [11]. To reduce the potential for SARS-CoV-2 (Severe Acute Respiratory Syndrome Coronavirus 2) contamination in public settings, high touch surfaces should be cleaned and disinfected frequently. Cleaning and disinfection measures in common areas (such as rest rooms, halls, reception, corridors and lifts) should be used as a general preventive measure [12].

The results of the interview that the researcher obtained from (H1) related to the question "How do you apply a health protocol based on Cleanliness or cleanliness in hotel?" and the answer obtained is "that related to maintaining cleanliness we schedule every Tuesday and Friday general cleaning is carried out from the beach to the hotel area

(parking and basement, lockers, canteen) and this activity is under the Sotis Care program, namely maintaining and fighting against plastic. So currently Sotis Hotel has avoided using plastic"

The next statement was obtained from the second respondent (H2) who is a Kristal hotel who said that "In terms of cleanliness, the hotel must ensure the cleanliness of its area, such as the availability of hand soap or hand sanitizer for visitors. Ensuring that the place of business is always clean, both from germs, bacteria, and viruses by spraying disinfectants is also a requirement in terms of cleanliness."

The statements from the two respondents above are related to the implementation of the first health protocol, namely cleanliness in the hotel area in line with the questionnaire distributed to guests staying at Sotis and Kristal hotels have strongly agreed so that the first part of the CHSE Health Protocol, namely Cleanliness, has been well implemented in both hotels.

Health.

Health is an absolute requirement that must be owned by every individual during the Covid-29 pandemic as it is currently happening. This is evidenced by the current government of Indonesia disbursing a fairly high fund for the health sector in the context of handling COVID-19, which is 169 trillion rupiahs [20]. The Indonesian Hotel and Restaurant Association (PHRI) said that the most important thing to reinvigorate the tourism sector was a vaccination program for all hotel and restaurant workers [21].

To find out how the implementation of the CHSE-based Protocol in terms of Health or health in the hospitality industry in Kupang City, the researcher interviewed with the informant (H1), and the statement expressed by the informant was "the hotel requires vaccines for all employees and cooperates with the nearest health facility. to be able to facilitate hotel employees to get vaccines and until July 2021 all employees have received stage 2 vaccines. In addition to mandatory vaccines, the company also provides vitamins such as C, D, and E so that employees' health conditions are maintained and routine medical check-ups are carried out every year. Every 6 months especially for employees of the food and beverage department"

The following statement was obtained by the researcher from the informant (H2) with the same question, which is related to health. The

results of the interviews that the researcher got were: *"In maintaining health in the hotel area, Kristal hotel always prioritizes the health of its employees and visitors. The way to apply health factors is starting from checking body temperature, wearing masks, to implementing social restrictions by setting distance and minimizing crowds."*

To strengthen statements from informants regarding the application of health in the hospitality industry, questionnaires were given to 50 guests who stayed at both hotels and received answers "strongly agree" meaning that the implementation related to cleanliness has been carried out well and this is also strengthened by the observations of researchers while researching these hotels that it has been implemented properly.

#### *Safety.*

Safety is the next most important thing in terms of CHSE-based health protocols. Safety, In the context of COVID-19, except for managing food safety, it is critical and essential for organizations to closely monitor employee safety, because protecting employees from infection not only demonstrates the organization's responsibility to help contain the spread of the virus, but also determines the survival of the organization during this crisis [15].

Researchers conducted interviews with key informants (H1) to ask questions regarding the implementation of CHSE-based health protocols in hotels in terms of safety or security. *"The safety applied to our hotel is holding the principle of taking care of each other, this starts when guests enter the hotel area and are checked according to health protocols, then when the guests check-in they do not come into contact with the guests by installing barriers between guests and front office staff. Lobby area seating has a barrier with a minimum of 1-meter information as well as in the elevator area, this is to make guests feel safe and comfortable."*

The researcher also asked the question above to the second respondent who said *"safety is an important factor because it can also provide a sense of security for guests staying. The method used by this hotel is to carry out health protocols starting from guests entering the lobby area to going to their rooms, besides that our hotel also prepares rescue procedures if at any time an unexpected disaster or emergency occurs. This aims to ensure the safety of people in the hotel area"*.

From the statements of the two respondents above, researchers have observed directly that the health protocol is being implemented properly, there is signage or an appeal to follow the health protocol, then also the security officer who always checks body temperature and suggests washing hands or spraying hand sanitizer when arriving at the door. When entering, the lobby area there is also a partition to avoid crowds made with clear signs. This is also by the opinions of other guests who also stayed at the hotel who said that they strongly agreed concerning safety in both hotels.

#### *Environmental Sustainability.*

Environmental sustainability is a part that complements the CHSE-based health protocol. Environmental sustainability is considered as one of the determinants where if the environment around the hotel is sustainable and well maintained then this will also create a clean atmosphere for hotel guests who come to stay. The world's leading consultancy, McKinsey, conducted a survey in Europe last April when the Covid-19 pandemic was at its peak on the continent. The pandemic has inspired consumers to be more committed to protecting the environment. The survey said 57% of consumers changed their lifestyle significantly to become more environmentally friendly. Then, 67% of consumers say they are trying to recycle the products they buy. And, 61% say they choose products with eco-friendly packaging [16].

The statement that the researchers obtained from H1 are that *the waste management from the kitchen is separated based on the criteria for wet and dry waste, as well as those made from plastic and non-plastic, while the final wastewater we process again to be used to water plants. Then decorate the area around the hotel with flowers and other plants to make it look green and cool.*

At the next hotel, the information obtained from H2 said that *the company ensures that the environmental area has implemented environmentally friendly procedures, by decorating the area around the hotel with plants to make it look green.*

The statements from the informants above are by the observations made by the researchers during the research by seeing that waste management is well regulated but still needs to be improved again at the H2 hotel because the public area between the pond and the beach sometimes smells bad because of the

waste some are directly dumped onto the beach and it is feared that this will have a bad effect on the ecosystem around the beach and also disturb the comfort of guests staying at the hotel.

4.2 The impact of CHSE-based health protocols implementation for hospitality industry in Kupang City

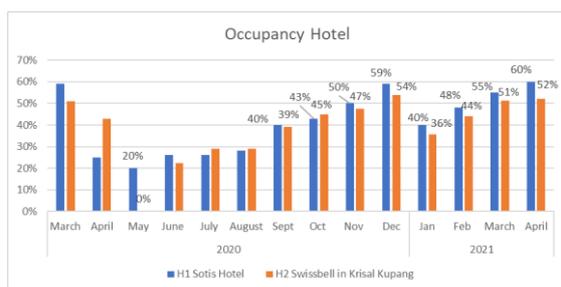
The second discussion is related to impact. Analysis related to the impact of implementing a CHSE-based health protocol on the hotel industry in Kupang City, the researchers conducted with informants from both hotels that have been certified by the CHSE-based health protocol and aims to see the extent of the impact on hotels that have implemented it.

To see the extent of the positive impact generated, the question the researcher asked the H1 informant was "what advantages do you get as long as your hotel has implemented a CHSE-based health protocol". a statement from H1 stated that the existence of CHSE certification had a positive impact on our marketing and became a brand so that either on the website or other promotional media there is always the CHSE logo and this ultimately makes both local and foreign guests believe and decide to stay or do activities at our hotel.

The next informant also said the same thing that "health recovery is balance d with economic recovery, especially the tourism sector which was previously hit hard by the Covid-19 pandemic with the implementation of the CHSE program in the tourism sector which has an impact on guest comfort, CHSE certification is also an effort for our hotel to restore public trust through improving brand image. since the Covid-19 pandemic, many people are afraid to travel let alone stay in hotels so this is an added value for us to convince guests that our hotel is safe".

With the CHSE certification carried out by the hotel, it becomes an advantage and has a selling point because on digital platforms such as traveloka.com, tiket.com, and others, every hotel that has been certified is listed so that this is considered able to restore guest confidence to stay at both hotels.

Figure. 2 Hotel Occupancy



Based on the graphic shown in Figure 2, it can be seen that there was a fluctuating room occupancy rate or occupancy at the two hotels that implemented the CHSE-based health protocol in the period March 2020 - April 2021. In March the Provincial Government of East Nusa Tenggara issued a Circular Letter of the Governor of East Nusa Tenggara Number 443.1/06/BO2.1 concerning Regulation and Adjustment of the Work System of State Civil Apparatus and State/Regional/Private-Owned Enterprises in the Context of Preventing COVID-19, which has been issued since March 21, 2020, to work from home until May 14, 2020, so it can be seen that the occupancy rate began to fall from March to May 2020 due to government activities being temporarily suspended and then rising again in June but the average occupancy rate is still at an average of 20%.

The two hotels started to certify based on the certificate number listed on the CHSE website of the Ministry of Tourism and Creative Economy, where the Sotis (H1) hotel started in November 2020 and the Swissbell Kristal (H2) Hotel in the previous month, namely October 2020. If seen from the graph above, it is in accordance with the statement from the two informants that after the CHSE certification the room occupancy rates of the two hotels continued to increase until 2021 in April with occupancy rates above 50%.

Based on the statements from the two respondents and the occupancy data from the two hotels mentioned above, the impact of the implementation of this CHSE-based health protocol has a positive impact on CHSE-certified hotels. In addition, it is also proven from the opinions obtained from guests staying at hotels related to "I prefer CHSE certified hotels when staying" the average guest answered "strongly agree" meaning that indeed during a pandemic like today everyone is more concerned regarding their safety and health when traveling as well as the decision to choose safe hotels such as hotels that are certified health protocols based on Cleaning, Health, Safety and Environmental Sustainability (CHSE).

V. CONCLUSION

The emphasis on the spread of COVID-19 in Indonesia, which until now has not shown a positive trend, has made everyone more alert and concerned about health and safety both individually and at an organizational or industrial scale such as the hospitality industry. In this study, there are 2 main focuses that the researcher wants to study, which are related to 1) the effectiveness of implementing a CHSE-based health protocol in the hotel industry in Kupang City and 2) the impact of the application of a CHSE-based health protocol. The conclusions that can be drawn from the two main focuses referred to above are; 1) the application of this CHSE-based health protocol can be said to have been effectively applied

by the hotel industry studied. Only on environmental sustainability of the hotel needs to be considered again because the waste produced causes an unpleasant aroma so that it can affect the living environment around the hotel area as well as the comfort of guests. 2) the impact resulting from the implementation of this health protocol also has a positive impact because the implementation of this CHSE-based health protocol increases the hotel's confidence and is helped because of the CHSE certificate and the Indonesia Care Logo found on digital marketing platforms such as Traveloka.com, Tiket.com.

Finally: 1) From the data available in the CHSE of the Ministry of Tourism and Creative Economy of the Republic of Indonesia, there are only 22 CHSE certified hotels where currently there are approximately 80 hotels spread throughout Kupang City, the government needs to encourage the hotel industry that has not been certified so that having CHSE certified it will provide benefits and increase guest confidence to stay at the hotel. 2) this research is descriptive qualitative so that the data obtained is only based on interviews conducted with representatives of the related hotel person in charge, namely H1 and H2 so that there is no quantitative data and cannot be generalized so that subsequent research can see from the quantitative side related to the implementation of CHSE-based health protocols and also with more hotels. 3) For further research can also analyze the effect of the CHSE logo on the online digital marketing platform on the purchasing decisions of guests to stay at hotels with the CHSE logo.

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