

Hotel Human Resources Policy In Maintaining Employee Performance During The 19 Covid Pandemic

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Abstract

During the COVID-19 pandemic, the tourism and hospitality sector was the sector that suffered the most losses. Some hotels began to bankrupt, so they had to prepare various strategies to survive. One of the plans is to lay off some employees, leave them unpaid, and terminate their employment with an honorary employee. One of the rules created was Large-Scale Social Restriction. The management hotel also implements PSBB policies and creates new regulations for its workers to make the hotel exists. The goals of this study are (1) to know HRD policies in maintaining employee performance before and after the COVID-19 pandemic; (2) to find out the effect of the new policies created by HRD on their employees during the COVID-19 pandemic; (3) to find out the hotel targets after the COVID-19 pandemic ends. Researchers used qualitative research methods with a descriptive approach. Data collection techniques used were interviews with HRD managers of four to five-star hotels and journal reviews. The results show that HRD makes rules by implementing health protocols. HRD also minimizes expenses by laying off employees with low levels of performance, using an outsourced workforce, and reducing electricity and water consumption on some floors that are not functioning or temporarily closed. During this pandemic, employees need to work multitasking so that the hotel provides training both online and offline. The hotel management hopes that after this pandemic ends, the hotel can bounce back with the occupancy rate and restaurant visitors increasing, guests can hold large-scale events at the hotel.

Keywords: COVID-19, Employee Performance, HRD Policy

A. Introduction

Numerous studies have attempted to explain the impact of the Covid-19 pandemic on the global hotel and tourism industry. Both International and local travel restrictions immediately affected national economies including tourism systems, i.e. international travel, domestic tourism, day visits, and segments as diverse as air transport, cruises, public transport, accommodation, cafes and restaurants, conventions, festivals, meetings, or sports events (Gössling et al, 2020) The business sector that is affected badly is food and beverage business. (Rosita, 2020) People are also reluctant to travel and worry about the impact of Covid-19. (Sugihamretha , 2020)

Tourism in Indonesia is falling and some regions and countries began to lock down so that entrepreneurs such as travel to hotels began to experience bankruptcy. (Diayudha,2020) Many employees try to maintain their hotels by laying off some of their employees, some are housed, unpaid leave, and termination of employment with honorer employees. One of the regulations created is Large-Scale Social Restrictions (LSSR) or Pembatasan Sosial Berskala Besar (PSBB) (Syauqi, 2020). Several companies including hotels also benefited from the implementation of PSBB during the pandemic. To maintain the existence of the hotel, the management also applies policies for its workers.

Human Resources Department (HRD) has a role to improve individual performance, to increase the effectiveness of performance and productivity of organizations. Tabibi et al.,2011. HRD becomes a mainstay in determining policies that will be implemented during the pandemic period while being responsible for the performance of human resources and are tasked with creating programs for the advancement of the company. Breitfelder & Dowling (2008) stated that HRD is responsible for creating a comfortable working environment in the company to foster manpower creativity, developing leadership spirit, and increasing revenue by increasing employee engagement. But with the coronavirus, the hotel is experiencing a lot of difficulties and HRD is the most important part of this situation. The hotel hopes that HRD can be able to create a conducive situation for employees. HRD is required to be able to prioritize employee safety and create strategies that can be used so that employees can work effectively.

Training programs are created to improve the knowledge, skills, and abilities of employees. However, due to the existence of coronavirus, HRD must change various activities, regulations, or policies that have been carried out for many years. HRD continues to pursue strategies to maintain and improve employee performance in these difficult times. Performance is an overview of the level of achievement of the implementation of an activity program or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2012). To measure employee performance can use indicators like (Moehariono, 2012): (1) Quality, where a worker is said to be qualified if it has ideal performance and meets the

objectives of the company; (2) Quantity, judging by the number of achievements completed by workers; (3) Punctuality, which is required by workers in carrying out their work and how workers maximize their existing working time; (4) Effectiveness, from the company will observe workers who provide advantages and disadvantages for the company; (5) Work Commitment of workers must have a commitment in work and responsibility to the company.

During COVID-19, high-performing employees are considered valuable assets to the company. Therefore, hotel companies should strive to retain employees during the pandemic. For hotels located at the center of the pandemic, it is essential to ensure the physical health, psychological well-being, position, and income of frontline staff. Hotels on the outskirts of the pandemic should flexibly reduce unnecessary labor costs, sharing the employee with related service industries, use smart devices to replace manual labor, and lay off employees with low-performance efficiency and poor working attitude. Hao et al (2020) recommend that hotels also use outsourced employees for some services, such as using food delivery services or laundry to improve cost efficiency.

In addition to the hotel can also take advantage of the low business season to train employees online to support staff development, encourage employees to take annual leave, and reduce working days and working hours (Mc Kercher, 2020). In addition to the above strategies, some companies are advised to use strategic flexibility (Yawson & Greiman, 2017). Flexibility Strategy is the ability to respond to a dynamic environment through continuous change and systemized action (Yawson & Greiman, 2016). Therefore, companies, especially HRD, can apply strategic flexibility to determine the future of the company post-pandemic COVID-19. The strategy that can be carried out by the hotel is to pay attention to the physical and psychic health of the staff who are on the front line.

The role of hotel employee performance is crucial, however little empirical data was found on this research area. Researchers identified problems such as the lack of effectiveness of employee performance during the COVID-19 pandemic. This issue is crucial since covid-19 began and after the government applied PSBB. Therefore, this study aims to find out HRD policies in maintaining employee performance during the pandemic, the effect of the new policies created by HRD, and the next targets after the COVID-19 pandemic ends. This study hopes to answer the following research questions: (1) What is the HRD policy in maintaining employee performance before and during the COVID-19 pandemic?; (2) How much impact did the new policies created by HRD on their employees during the COVID-19 pandemic?. (3) What is the hotel's target after the COVID-19 pandemic ends?. Researchers hope that this paper can be a source of research references that are needed, especially those related to the problems discussed.

B. Literature Review

In a corporation, everything related to human resources generally, it is a Human Resources Department (HRD) authority to manage employees needs including health and safety of working (Desseler, 2015). HRD focuses on preparing responsibility for work in the future and increasing employees' ability to do their work (Werner & Desimone, 2012). HRD has an important role to improve individual performance, effectiveness performance, and organization productivity (Tabibi, 2011). Every hotel department has a different task and responsibility. HRD is the hotel responsible to manage the Human Resources of the company.

The task and responsibilities of HRD in the company are (Moehariono, 2012): (1) Making preparation and selection of new employees. HRD must find out internal and external factors that the company needs such as the number of employees needed, make a job description, and select an applicant Curriculum Vitae; (2) Developing and evaluating employees to make employees work maximally and give the best effort for company; (3) Providing compensation and protection to employees regularly labor market condition so employees feel motivated and companies will not be the deficit.

Moreover, HRD is also responsible to create a comfortable working environment in a company to boost employee creativity, develop leadership spirit, and increase company income by increasing the involvement of employees. The performance is an illustration of the achievement level of implementing an activity or policy program in carrying out the purpose, vision, and mission of the organization included the strategic planning of an organization (Moehariono, 2012). Employee performance is employees working output from quality and quantity in carrying out their duties the responsibility given by the company (Mangkunegara, 2012). Employee performance relates to working satisfaction, individual skill, compensation, and individual habit. Despite that virus corona, the hotel has a lot of difficulties and HRD is an important department in this situation. The hotel wishes HRD to be able to create a conducive situation for employees. HRD is required to be able to prioritize employees' safeness and find out the strategy for employees to be more effective in working.

C. Research Methodology

This research used qualitative research methods with a descriptive approach, researchers must describe an object to be presented in the narrative text (Anggito et al, 2018). The data collection method used primary and secondary data. The primary data research source is from the result of a small case in-depth interview with the informant. The informant is selected as a research sample using non-probability sampling technique so the knowledge, trust, and informant experience are seriously considered to determine members of the population as an informant to be elected as a sample. Researchers used purposive sampling

technique to determine the samples with certain consideration (Sugiyono, 2015). Researchers took samples from Gran Melia Jakarta as a representative of the city hotel, Ciputra Semarang Hotel as a representative of the downtown hotel, and Pullman Ciawi Vimala Hills Resort Spa & Convention as a representative of the resort hotel to take the next actions to solve the problems found in this pandemic.

Qualitative research in most cases used small samples or flexible (Ghony & Fauzan, 2016) and researchers decided to get information from three informants. They are the Manager of Human Resources Development (HRD). Researchers interviewed Denny Harianta as a Manager HRD Hotel Ciputra Semarang, Prabu M.A Sartono as a Manager HRD Hotel Gran Melia Jakarta, and Nismah Tanjung as a Manager HRD Pullman Ciawi Vimala Hills Resort Spa & Convention. Secondary data used by the researchers are national and international journals and websites.

Due to the pandemic, interviews with informants were conducted online via google meet for 15-25 minutes. The researcher recorded the important points conveyed by the informants and used the cellphone as a recorder to record the ongoing interviews. The result of the interviews was analyzed with data triangulation by combining and collecting various existing data and sources.

D. Result And Discussion

HRD policy in maintaining employees before and after covid-19 Pandemic

The spreading of Covid-19 becomes wider, and the government coordinating with The Ministry of Health enforces a policy of Large-Scale Social Restrictions (LSSR)/PSBB. The execution of PSBB give positive and negative effects on the hotel industry. The Informant said that the hotel needs to change some policy for employees during the pandemic of coronavirus and also adjust the policy synchronizing with the appointed government rules because the policy from the hotel before and after a pandemic is different. Hotel Ciputra Semarang's policy to retain the employees before the pandemic is giving training and giving target for employees to follow training 14 hours a month. So what kind of policies were created by Human Resources Department to maintain the performance of an employee and hotel existance especially in this difficult situation.

Some policies are changed by Ciputra Semarang Hotel: (1) Reorganize employee working hours such as on weekends and low seasons, some employees are allowed to work while some are laid off, restrictions on the capacity of employees in the workplace during PSBB are stipulated in the Regulation of the Minister of Health of the Republic of Indonesia (Permenkes) No. 9 of 2020; (2) Employees are required to implement health protocols and encourage hotel guests to always comply with existing regulations by checking body temperature, always wear a mask and provide a hand sanitizer, Hotel Ciputra Semarang requires all hotel employees to fill out a COVID self-assessment conducted twice a month. This is stipulated in the Decree of the Minister of Health of the Republic of

Indonesia No. HK.01.07/MENKES/328/2020 concerning prevention guidelines and coronavirus control in office and industrial workplaces in support of business continuity in pandemic situations; (3) Minimize water and electricity use. If the room used is only for two floors to seven floors, then the rooms on the other floor are disabled or temporarily closed. The hotel manager Mr. Denny also ordered the back-office employees, after six o'clock in the afternoon all lights and air conditioners were turned off; (4) Using outsourcing laundry especially linen, hotel catering for employees, and security; (5) Hotel Manager Mr. Denny implements that training for employees is still carried out online using the platform provided by the hotel. "In one year, every employee must complete 40 hours of online training.

Meanwhile, the policy applied by Hotel Gran Melia Jakarta before pandemic to maintain the employee's performance is training to all employees and give salary increase as a reward. Widodo (2015) argues that training is necessary to do by a company to increase productivity, quality, and employee morale. Hotel Gran Melia has a daily report that serves to see the performance of its employees where employees with good performance will be maintained and underperforming workers will be improved.

Mr. Prabu explained that during the pandemic, Hotel Gran Melia created a new policy as below: (1) Reduce employee hours, lay off some employees, house employees, and cut employee salaries by about 10-14% because the hotel's revenue decreased, the hotel began to cut employee salaries, there was no service charge and even tips were difficult to get; (2) Implement health protocols and conduct antigen swab tests regularly and always pay attention to sick employees; (3) Using outsourcing services for security and gardeners. According to Jehani (2008) outsourcing is needed by a company to reduce the burden of the company; (4) Provide training both online and offline so that employees' abilities are improved so that they can work multitasking. During a pandemic, an employee must be able to handle two or three jobs; (5) Temporarily close hotel rooms on several floors to reduce the cost of hotel expenses.

Ms. Nismah said the policy at the Pullman Ciawi Hotel before the pandemic was to maintain employee performance that is to provide daily training from HRD even from Managers and centers because Accor has *accor academie*. Employee performance is seen from the activeness of workers in achieving their work targets which are assessed once a year and it is also very important for contract employees if the contract is extended or decided by Pullman Ciawi Hotel. The challenge facing this hotel is that they have to adjust the operating hours for training and operations to run balanced. During the pandemic, Pullman Ciawi Hotel implemented its policy by adjusting government regulations as follows: (1) Carrying out health protocols by wearing masks, face shields, especially those working in the field of Food and Beverage using hats, and everyone in the back office should use hand gloves to protect employees and guests. This is stipulated

in Presidential Instruction (Inpres) Number. 6 in the year 2020 which contains Improving Discipline and Law Enforcement of Health Protocols in the Prevention and Control of COVID-19; (2) Keeping training online and offline by following health protocols. The hotel also equips its employees with socialization on how to deal with the coronavirus outbreak and other regulations. The hotel will gain the trust both from guests and employees because our hotel is always checked by the government tourism office or government health office also Accor has its program for handling COVID-19; (3) Deciding not to hire contract employees or daily workers and apply for unpaid leave from April to July. The hotel continues to cooperate with the outsourcing security workforce as well as gardeners.

Employees Performance

Quality

Mr. Prabu explained that the employees maintained by Hotel Gran Melia are qualified employees. Qualified employees according to him are workers who work tenaciously, are enterprising, hard workers. Corona pandemic causes increased unemployment so that hotels must be selective in maintaining qualified employees. Some hotels also use contract labor or daily workers. Ms. Nismah explained that Pullman Ciawi Hotel will appoint contract employees as permanent employees if they prove to be qualified.

Quantity

The manpower that generates and exceeds its work target during The COVID-19 period will certainly be maintained by the Hotel. "Employees must be able to work flexibly or multitasking by handling two or three other jobs," said Mr. Prabu. Quantity of employees will be observed from here i.e. from the number of jobs. Just like Pullman Ciawi, Mr. Prabu said employees will get promotions or raises salary if workers can do so.

Timeliness

Every worker at Ciputra Hotel Semarang has a target in carrying out his duties and responsibilities, so does the Pullman Ciawi Hotel and Gran Melia Hotel. The hotel will assess how long it will take each staff to reach the specified target. Employees who work efficiently will be awarded by Hotel Ciputra Semarang. "Do not reduce benefits that employees have so it can be something that motivates them

The Effectiveness

The hotel will assess how its workers are utilizing their abilities when working with targets to be achieved. Pullman Ciawi hotel assesses the performance of its employees by observing the evaluation of its workers, how to run the job

desk, and how effective the steps taken by employees to reach their target. “To avoid guest complaints, employees must be evaluated so that they can work professionally,” said Ms.Nismah

Workplace commitment

With the implementation of new regulations during the pandemic, some workers are worry and dissipate the expectations of their jobs. The hotel clearly understands the employee’s condition. The hotel clearly understands the conditions that make its employees behave but the hotel also needs to survive in this bad situation. Then hotel will appreciate its employees with high working spirit. As said by Mr. Prabu, high-performing employees will continue to be held down, and those who are less performing will be increased. Mr. Deny explained that to improve employee motivation, as mentioned above Ciputra Hotel Semarang will not reduce the benefit that should be acquired by the employees.

For employees to remain committed and passionate in working in this pandemic, the hotel always provides training. In addition to improving skills, knowledge, and motivation, training also provides a sense of kinship between staff even though it comes from different departments.

The influence of new policy made by HRD during The COVID-19 pandemic

HRD observes how big is the influence of new policy for hotels and employees. Mr. Denny said the new policy is effectively implemented. The influence of renewal policy does not have much outlay for hotel industry like Ciputra Hotel Semarang as in reduced energy cost, employee expense such as transportation and food cost is reduced. In addition, Ciputra Hotel Semarang has prepared some emergency plans to face all kinds of possibilities that could be happened during this pandemic. Mr. Prabu explained that the Gran Melia Hotel Jakarta revenue decline then the new policy can be effective for the hotel.

Like Ciputra Hotel Semarang, the hotel also felt the same impact that is reduced expenses. By this policy, Gran Melia Hotel Jakarta can help to reduce the spread of COVID-19 because employees are not needed too much when the hotel is in decline. It is mentioned in the President Instruction Number 4 the year 2019 about Improving Capabilities in Preventing, Detecting, and Responding to Disease Outbreaks, Global Pandemics, and Nuclear, Biological, and Chemical Emergencies. However, employees are fears, because some of them are laid off, payroll deduction so getting a service charge and tips is very difficult in the current situation. Therefore, Gran Melia Hotel provides its employees with various kinds of training even for the COVID suspects are guided. Every head department must routinely give online or offline training material to all employees so that their ability and knowledge can be updated.

Mr. Prabu suggested to his employees to participate in online training organized outside of the hotel to upgrade knowledge. While in Pullman Hotel Ciawi, Ms. Nismah said that the implemented new policy was effective at the beginning. The condition of the hotel has been going to be better and stable in the middle of 2020 especially at the end of the year. With the existence of this policy and the LSRR regulations, the hotel needs to limit everything included meeting room capacity, restaurant, and occupancy also got an impact to be unstable as in normal times. The advantage that the hotel got from this implementing policy is getting guests' trust.

Pullman Hotel Ciawi is always checked by the public health office and the hotel is passed. Not only that, Accor itself has a program for medical check-up inspection. This hotel is under the auspices of Accor so that they have a program called "Saving Energy". The application of the program has taken place before the pandemic by covering some wings (appellation for the floor of hotel room floor in Pullman Ciawi) unused but will be opened again when occupancy is high. The challenge with the implementation of this policy according to Ms. Nismah is to provide socialization and training continuously because each individual's awareness of COVID 19 is different. The purpose of training is to avoid the guests' complaints and created "returning guest" because a guest who revisits the same hotel testify that Pullman Hotel Ciawi gives training to the employees well and success.

Hotel Target After COVID-19 Ends

The chairman of the Association of Indonesian Hotels and Restaurants (PHRI) argues hospitality sector will be recovery soon in one year after the pandemic virus corona is over. The hotel continues to innovate to keep survive and be capable to get up again. Mr. Denny hopes that after the virus corona is gone, Ciputra Semarang Hotel is capable to rise again in a normal condition, the occupancy rate increase and everybody continues to run health protocol created by the government. The hotel's target is to reach the annual target determined by head office. Gran Melia Hotel Jakarta has the target to prioritize revenue and ensuring employees and guests are healthy and safe to promote in Media Social.

"Our hope is the room revenue and restaurant can reach even exceeding the target, said Mr.Prabu. He is optimistic that the hotel can revive even though corona still stays in the middle of us but we can control it. Ms. Nismah also has the same opinion, hotels and tourism can be able to revive even in this recent condition hotel keep survive and exist. Pullman Ciawi Hotel targeting the room occupancy reaches 100%, restaurant and banquet back in operation in a big scale and hotel can be back in to normal. "The tourism and hospitality industry likes to innovate even during a pandemic we continue to innovate," said Ms.Nismah.

E. Conclusion

Based on the result, some of the conclusions that researchers can convey include that HRD creates policies PSBB regulations, or government regulations. The policy to maintain employee performance and the existence of the hotel is to minimize expenses, reorganize employee working hours, dismiss employees who have low-performance levels or contract employees, use outsourced labor, temporarily close the floor of the unused room, always follow health protocols, limit the capacity of rooms and restaurants, and provide training online and offline to all employees. By implementing this policy, the hotel can run so that the policy created is quite effective for management but not very effective for some employees. The new policy is effective, the hotel can be able to survive in very difficult circumstances but some employees had dismissal, salary cut off and their contracts are layoffs. It is not so effective for them.

HRD still ensures the step or way for employees can survive and continue to be emergent although COVID-19 hit. Hotel targets after the COVID-19 pandemic are they can work normally with a healthy employee, room occupancy, and hotel revenue increase. Although pandemic COVID-19 takes a long enough time, informants hope that the hospitality and tourism sector could rise again.

Advice from researchers is that all hotels should keep maintaining a policy effectively both for the hotel and employees over the pandemic COVID-19. The hotel should prepare a backup plan during the pandemic to prevent the failure, and continue to innovate and adapt to the current condition so the hotel target could be fulfilling during or after the pandemic ends.

Hotels should also reduce flexibility in important labor costs such as labor sharing/outsourcing, Hotels should also reduce flexibility in important labor costs such as labor sharing/outsourcing. To improve employee performance this pandemic, hotels can provide training to staff during the low season. As well as using annual leave, and reducing employee days and hours.

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