The Effect of CHSE Training On Employee Work Readiness In The New Normal Era: The Case of The Hotel Vila Lumbung, Seminyak Bali

by Irene Hanna H Sihombing

The Effect of CHSE Training On Employee Work Readiness In The New Normal Era: The Case of The Hotel Vila Lumbung, Seminyak Bali

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Abstract

The Covid-19 pandemic had a significant impact on the hotel industry in Bali. The government is trying to minimize the impact of the pandemic by issuing guidebooks and certification programs for the implementation of CHSE in the tourism sector to increase the work readiness of hotel industry workers in the new normal era. This study was conducted to determine the effect of CHSE training on employee work readiness at the Vila Lumbung Hotel Seminyak Bali in the new normal era. Data collection techniques used in this study were questionnaires, documentation and interviews. A total of 34 respondents from all employees at this hotel were involved. The sampling technique used is the saturated sampling method, where all members of the population are sampled. Data analysis used simple linear regression, t test, and determination coefficient test assisted by the SPSS version 25 for Windows. The results of this study indicate that training has a positive and significant effect on employee work readiness. This can be proven by a significance value of 0.007 <0.05. With a value of tcount > ttable = 2.885 > 1.694. Based on the analysis of the determination coefficient, training has a weak influence of 20.6% on work readiness, while other factors outside of this study affect the remaining 79.4%. This research is expected to be used as consideration for Hotel Vila Lumbung Seminyak Bali to determine policies that aim to improve employee work readiness in the new normal era through the CHSE training program.

Keywords: CHSE training, work readiness, new normal era

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Introduction

The emergence of a new pandemic called the Covid-19 virus at the end of 2019 had an impact on the whole world, including Indonesia. This disease was first identified in 2019 in Wuhan City, China (Yuliana, 2020). The impact of the Covid-19 pandemic is felt by all sectors, one of which is the tourism sector in Bali. Most Balinese people rely on tourism as their livelihood (Kristina, 2020). The hotel industry in Bali has experienced a significant decline since the outbreak of the Covid-19 pandemic. This pandemic has caused many hotels to experience difficulties in providing services because the number of guests staying has fallen drastically and even almost no guests stay. The government has begun to try to minimize the impact of the pandemic, by issuing a guidebook and a certification program for the implementation of Cleanliness, Healthy, Safety and Environment Sustainability (CHSE) in the tourism sector, specifically hotels as places for guests to stay. Hospitality businesses are expected to make substantial changes to their operations in the Covid-19 environment to ensure the health and safety of employees and customers, and increase the desire of customers to protect their business (Gossling et al., 2020).

Entering the new normal era, the hotel industry is slowly starting to operate again. Guaranteed hotel services that comply with standard protocols are an absolute requirement that must be owned by every hotel operating in the new normal period, so it requires mature employee readiness to be able to serve guests so as to create a sense of security and comfort when staying at a hotel (Fajri, 2020). It takes the readiness of mature employees to be able to serve guests so as to create a sense of security and comfort when staying at the hotel. Service providers and hotel industry workers must have extensive knowledge and be well prepared so that guests are not unfairly rejected out of fear that they are carrying the Covid-19 virus (Jamal and Budke, 2020).

According to research conducted by Suastini (2019) by having work readiness in accordance with standards, employees are expected to provide quality services to guests. The readiness of hotel industry workers in accordance with standards can improve the services provided by hotels. One of the problems of work readiness can be affected by training. According to the existing literature, training has a significant positive impact on work readiness (Mardyasari and Indarto, 2017). Employee work readiness during the new normal is important to generate and increase guest confidence to stay.

Hotel Vila Lumbung Seminyak Bali is a hotel that has problems with employee work readiness. Problems with employee work readiness cause this hotel to not be able to provide maximum service in the new normal. This makes the hotel management must ensure that all departments have mature work readiness in order to be able to provide the best service in the new normal era.

Work readiness is formed from three supporting aspects, namely mastery of knowledge, mastery of work attitudes and mastery of work skills (Stevani, 2015). The problem of employee work readiness at Vila Lumbung Hotel Seminyak Bali can be assessed through the aspect of employee knowledge mastery in the new normal era. Based on the results of interviews with the Human Resources Manager of Hotel Vila Lumbung Seminyak Bali, there are employees who do not understand the knowledge about Cleanliness, Healthy,

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Safety and Environment Sustainability (CHSE) in their respective departments, the knowledge is in the form of knowledge about health protocols based on Cleanliness, Healthy, Safety and Environment Sustainability (CHSE) in accordance with the hotel's Policy and Procedure (PNP).

In addition to the aspect of mastery of knowledge, another aspect which states that there are problems with the work readiness of the employees of Hotel Vila Lumbung Seminyak Bali is the aspect of mastery of work skills. Based on the results of interviews with the Human Resources Manager of Vila Lumbung Hotel Seminyak Bali, there are employees who do not understand how to apply the new Standard Operational Procedure (SOP) and Policy and Procedure (PNP) regarding Cleanliness, Healthy, Safety and Environmental Sustainability (CHSE). This causes a hotel environment that is not safe and comfortable when hotel operations take place. Given these circumstances, it is necessary to have the readiness of the employees themselves to create a safe and comfortable hotel environment.

One way to improve employee work readiness is through training (Suastini, 2019). Education and training are one of the important factors in the development of human resources (Sinambela, 2016). Education and training not only increase knowledge, but also improve work skills so as to increase work productivity. The training is carried out to develop employee work readiness in the new normal era.

Training on the application of health protocols for employees in the hotel environment is intended so that hotel employees are able to have competencies that can create a sense of security and comfort for hotel guests (Fajri, 2020). During this pandemic, Hotel Vila Lumbung Seminyak Bali has conducted CHSE-based health protocol training in every department. This CHSE training is carried out for 3 months, starting from June to August 2020 with the standard training hours being 6 hours per month. The average realization of training hours carried out in all departments shows a number that does not meet the standards, where the standard set by the management regarding CHSE training is 6 hours in one month in each department. Based on a brief interview with the Human Resources Manager, the number of training hours is less than the standard number set by the hotel, which is 6 hours per month because the Head of Department does not provide CHSE training to every employee in their respective department. The training schedule including training hours can affect the effectiveness of the training, where the aim is to motivate participants to be actively involved in the training program (Hajjar and Alkhanaizi, 2018).

Based on the description above, it can be seen that the employees of Hotel Vila Lumbung Seminyak Bali have training hours that do not match the standards set regarding CHSE for each employee in each department and there are still employees who have not been able to implement the Standard Operational Procedure (SOP) and Policy and Procedure (PNP) regarding Cleanliness, Healthy, Safety and Environmental Sustainability (CHSE) properly due to the absence of work readiness from employees Based on the aforementiond reasons, further research is needed to see if there is an influence between CHSE training on employee work readiness at the Vila Lumbung Hotel Seminyak Bali.

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Methodology

This study used a mixed method. The qualitative data in this study are the interview results, organizational structure data, and pictures of the Hotel Vila Lumbung Seminyak Bali. Meanwhile, the quantitative data included in this study are data on the number of employees, the amount of training, the type of training, the number of hours of training and the results of processed questionnaire data about training and work readiness, which were distributed to all employees at the Hotel Vila Lumbung Seminyak Bali. The population in this study were all employees at this hotel. The sample used was 34 employees. The method used to obtain samples in this study is the saturated sampling method proposed by Sugiyono (2017).

Two types of data were used in this study; primary and secondary. The primary data used are CHSE training data and employee job readiness at the Vila Lumbung Hotel Seminyak Bali, derived from the results of questionnaires and interviews conducted by researchers. The secondary data used in this study are data on the number of employees of the Vila Lumbung Hotel Seminyak Bali in 2020 and the CHSE training data given to all employees of the Vila Lumbung Hotel Seminyak Bali in 2020.

Descriptive statistical analysis was used to describe the research variables. It was done by finding the mean score of respondents' answers to the statement items of each variable. The average score of respondents' answers in each statement is described through the assessment criteria: very bad, bad, quite good, good, and very good. The assessment criteria are arranged based on the class interval proposed by Sugiyono (2014), interval 1.00-1.80 = very bad, interval 1.81-2.60 = bad, interval 2.61-3.40 = quite good, interval 3,41-4,20 = good, interval 4.21–5.00 = very good.

Tabulation of Respondents' Answers Regarding Training Statements (X)

The training variable questionnaire uses indicators of access to training, benefits from training, and support for training (Dhar, 2015). There were 18 statements given regarding training (X). The overall average of the training variables value is 3.43 which means that the training is in the interval 3.41 - 4.20 with good categories. The highest average for the training variable statement of 3.82 is found in the indicator of the benefits of training with the statement "Participating in the training program will help me stay up to date on new processes and products or procedures related to my work", while the average The lowest was found in the indicator of access to training with the statement "Hotel has stated a policy on the type of training that employees are expected to receive" of 2.41. Regarding employee perceptions of the 18 statements given, it shows that the number and hours of Cleanliness, Healthy, Safety and Environmental Sustainability (CHSE) training provided to employees have not been maximized.

Tabulation of Respondents' Answers Regarding Work Readiness Statements (Y)

The work readiness variable questionnaire uses indicators of self-presentation, interpersonal communication, work-life separation and self-reliance (Ranganathan, 2017). The employees were given 15 statements regarding work readiness (X). The overall average of the work readiness variables value is 4.08 which means that work readiness is in the interval 3.41 - 4.20 with a

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good category. The highest average for the statement of work readiness variable which is 4.56 is found in the self-reliance indicator with the statement "I drink plenty of water at work" and the lowest average is found in the self-presentation indicator with the statement "I present myself confidently at work" of 3.15. Regarding employee perceptions of the 15 statements given, it shows that there are still employees who do not feel confident in doing their jobs. Lack of self-confidence in doing work according to the new standards due to the provision of insufficient number and hours of training.

Then, the data were analyzed using simple linear regression analysis, coefficient of determination analysis, and t-test. Simple linear regression is based on one independent variable's functional or causal relationship with one dependent variable (Sugiyono, 2013). The percentage of the independent variable on the value of the independent variable is indicated by the magnitude of the determination coefficient (R^2). The greater value indicates that the resulting regression equation has a good effect on estimating the dependent variable. Furthermore, the t- test was used to test the hypothesis and to identify the effect of the independent variables on the dependent variable.

Findings

Simple Linear Regression Analysis

Simple Linear Regression Analysis is used to determine changes in the dependent variable Y (work readiness) which is influenced by the independent variable X (training) (Ghozali, 2012). The results can be seen in Table 1.

Table 1. The Result of Simple Linear Regression Analysis Coefficients[a]

Model		Unstandardized Coefficients		Standardized Co-efficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37,767	8,201		4,605	,000
	Training	,378	,131	,454	2,885	,007

a. Dependent Variable: Work readiness

Source: Research result, 2021

In Table 1. it can be seen that the constant value is 37,767 and the training regression coefficient is 0,378. Based on the value of the constant and the value of the regression coefficient of each independent variable, a simple linear regression equation obtained is Y=37,767+0,378. Based on calculations using the formula Y= a+b (Sugiyono, 2013), the results are a). Constant =37,767. The constant value of 37,767 means that if the training variable is omitted, the work readiness is worth 18.618. If the independent variable (training) value increases, then the dependent variable (work readiness) will increase because the value of the independent variable is positive. b). training (X) = 0,378. The regression coefficient value of the training variable on work readiness is 0,378, meaning that if training has increased by one unit, while other variables are constant, work readiness will increase by 0,378. The coefficient of training is positive, meaning a positive relationship between training and work readiness. An increase in training will increase work readiness.

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T-test

This test was conducted to determine whether or not the influence of the independent variable is significant (Sugiyono, 2017). The basis for taking this t-test consists of two consider- ations: the comparison of the value of t_{count} with t_{table} and based on the significance value. The results of the t-test can be seen in Table 2.

Tabel 2. T-test Result

Variable	t-count	Sig	Description
Training (X)	2,885	0,007	Significant
Alpha (α) 0,05			

Source: Research result, 2021.

Table 2. shows that the value of $t_{count} > t_{table} = 2,885 > 1,694$ and the significance value $< = 0,007 < 0,05$. Ho is rejected while Ha is accepted. This shows that training significantly affects employee work readiness at Hotel Vila Lumbung Seminyak Bali with an error rate of 5%, 95% confidence, and 32 degrees of freedom.

Determination Coefficient

The analysis of determination coefficient aims to determine the percentage of the independent variable (Training (X)) to the dependent variable (Work Readiness (Y)). The calculation results of determination coefficient oanalysis are presented in Table. 3.

Table 3. The result of Determination Coefficient Analysis
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454[a]	.206	.182	7.373

a. Predictors: (Constant, Training)
b. Dependent Variable: Work Readiness
    Source: Research result, 2021

The value of R square obtained from the analysis is 0,206 meaning that the dependent variable can be explained by the independent variable as 20,6% (0,206 X 100%), the remaining 79,4% (100% - 20,6%) is explained by other variables that were not used in this study. According to Sugiyono (2013) if the interval of the coefficient of determination is between 20% - 39,9%, the coefficient of determination is weak. Conclusively, the independent variable has a weak effect on the dependent variable.

Discussions

The value of each instrument in the training variable is mostly in the good category. The highest average for the statement of the training variable of 3.82 is found in the benefits from training indicator with the statement "Participating in the training programmes will help me stay up to date on new processes and products or procedures related to my job". This shows that all employees at Hotel Vila Lumbung Seminyak Bali have participated in CHSE training activities with the main goal of the training being able to adapt to new

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standards and have competencies that can create a sense of security and comfort for guests staying at the hotel. According to Fajri (2020) the application of health protocols must be well controlled by all hotel employees in order to welcome the new normal order. Meanwhile, the lowest average is found in indicator of access to training with the statement "Hotels has stated policies on the type of training the employees can expect to receive". This shows that the type, amount and hours of CHSE training provided to employees have not been maximized. The training schedule including training hours can affect the effectiveness of the training, where the main goal is to motivate participants to be actively involved in the training program (Hajjar and Alkhanaizi, 2018).

The value of each instrument in the work readiness variable is mostly in the good category. The highest average for the statement of work readiness variable which is 4.56 is found in the self-reliance indicator with the statement "I drink plenty of water at work". This shows that employees drink a lot of water to maintain their health while working. Hotel Vila Lumbung Seminyak Bali employees are aware of the importance of maintaining health during the new normal. Meanwhile, the lowest average is found in the self-presentation indicator with the statement "I present myself confidently at work". Based on the lowest average, this shows that there are still employees who do not feel confident in doing their jobs. Lack of self-confidence in doing work according to the new standards due to the provision of insufficient number and hours of training.

Lack of self-confidence in doing work according to the new standards due to the provision of insufficient number and hours of training. Based on the results of interviews with the Human Resources Manager of Vila Lumbung Hotel Seminyak Bali, there are employees who have not been able to implement the Standard Operational Procedure (SOP) and Policy and Procedure (PNP) regarding Cleanliness, Healthy, Safety and Environment Sustainability (CHSE) properly. Based on the results of the description, employee work readiness during the new normal is important to generate and increase guest confidence to stay.

Human resources are required to be able to make the output produced at least equal or exceed the quality standards set by the company (Lewiuci and Mustamu, 2016). Employees must have good work readiness in order to apply the new standards that have been set by the management, where the results of work readiness will have a direct impact on the services provided by the hotel. Good employee work readiness will minimize errors that can cause guests to feel uncomfortable and safe when staying at the hotel. Since training has a significant influence on employee work readiness, the company needs to improve the quality and quantity of training.

In this study, CHSE training was proven to have a significant effect on employee work readiness at Hotel Vila Lumbung Seminyak Bali. This is evidenced by the t-test where the tcount value of training (X) is 2,885 with a significance $< = 0.007 < 0.05$. The value of training is 0,378, which means that if the training increases by one unit, while the other variables remain constant, the work readiness will increase by 0,378. The research question has been answered in accordance with the proposed hypothesis. Training has a weak influence on employee work readiness, this is seen from the results of the coefficient of determination, the training variable has a weak contribution of 20,6% to employee work readiness and the remaining 79,4% is influenced by other variables. Apart from training, work readiness can also be influenced by

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several other factors. According to Ihsan (2018), work readiness is influenced by various factors, namely, level of intelligence, practical experience, goals to enter the world of work, skills, family environment, values, physical condition, interests and motivation. The results of this study are in line with the results of research conducted by Suastini (2019), Mardyasari and Indarto (2019) which states that training has a significant effect on employee work readiness. This means that when training increases, employee work readiness will also increase.

Conclusions

Based on the results of data analysis, it can be concluded that in this study, training (X) has a positive and significant effect on employee work readiness (Y) at Hotel Vila Lumbung Seminyak Bali which can be proven by a significance value of 0.007 <0.05 with a value of tcount > ttable. = 2.885 > 1.694. Based on the results of the coefficient of determination analysis, training has a weak effect of 20.6% on employee work readiness, while the remaining 79.4% is influenced by other factors outside of this study.

Based on the results of descriptive analysis, it was found that the low contribution of the influence of CHSE training on employee work readiness was due to work readiness that could be influenced by other factors (Muhammad Ihsan, 2018). Therefore, it is necessary to conduct future research on other factors that affect work readiness that are not used in this study such as intelligence level, practical experience, goals to enter the world of work, skills, family environment, values, physical condition, interests and motivation.

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