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RECEIVED 13 April 2026

ACCEPTED 15 April 2026

PUBLISHED 30 June 2026

CITATION

Pratama AD, Sari SN (2026) The Role of the Human Resource Development (Talent and Culture) Department in Implementing CHSE for Employees in the New Normal Era at Novotel Cikini Jakarta. *Journal of Sustainable Tourism and Hotel Management*. 1 (1), 1-5.

TYPE Original Research

PUBLISHED 30 June 2026

VOL 1 Issue 1 June 2026

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# The Role of the Human Resource Development (Talent and Culture) Department in Implementing CHSE for Employees in the New Normal Era at Novotel Cikini Jakarta

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## Abstract

The Covid-19 pandemic that occurred in the last two years resulted in losses in several sectors that generate income in terms of economy for the country. One of the efforts to succeed program New Normal the implementation of CHSE (Clean, Health, Safety and Environmental Sustainability) in the tourism industry, one of which is in the field of hospitality. In Novotel Cikini Jakarta where researchers conduct research, the role of the department HRD in the implementation of CHSE is very crucial. To keep these activities running quickly and safely, the role of a department that can manage employees is needed, so the role of the HRD department is needed to overcome all of this. In the preparation of this thesis, the author uses research with a qualitative approach and the type of research methods that the author uses in this research is descriptive qualitative research. The role of HRD department at novotel jakarta Cikini termask very dominant, both in terms of create policies up to supervision when the implementation of the CHSE protocol is done. The perceived obstacles when implementing the CHSE protocol are not too difficult and can be resolved in a familial way. Peran departemen hrd in the application of chse can be said to be quite good because it starts with a good internal coordination department until external coordination department that strongly supports the program being run. hopefully after this program or protocol is run, both the internal and external HR departments of novotel cikini jakarta can maintain their solidaritv.

## KEYWORDS

dept HRD; Role; implementation of CHSE

## Introduction

The Covid-19 pandemic that occurred over the past two years has resulted in losses in several sectors that generate economic income for the country. The tourism sector is one of the sectors affected. One of the most noticeable effects of the pandemic is the restriction of tourism activities, which resulted in losses due to a significant decrease in the number of tourists, both international and domestic. To address this, the government launched the New Normal Order plan, which aims to change habits during the pandemic, where people remain productive by implementing health protocols and preventing the spread of Covid-19 (A.C.C.O.R., 2021). One effort to ensure the success of the New Normal program is the implementation of CHSE (Clean, Health, Safety, and Environmental Sustainability) in the tourism industry, including the hotel sector (Avicena et al., 2021).

The table above shows that the Covid-19 infection rate among employees at Novotel Cikini Jakarta decreased significantly from July 2022 to January 2023. However, in September 2022, there was a significant increase in the Covid-19 infection rate among employees at Novotel Cikini Jakarta. This increase occurred because regulations regarding the prevention of the spread of the Covid-19 virus began to be relaxed, resulting in employees starting to ignore certain regulations, such as creating crowds in various employee-only areas without adhering to social distancing regulations. To address this, a department is needed that can create a policy to provide direction and regulate employee behavior in this new normal era. The department that can do this is the Human Resource Development (HRD) department, also known as the Talent and Culture (T&C) department (A.C.C.O.R., 2021b, 2021a).

At Novotel Cikini Jakarta, where the researchers conducted their research, the HRD department's role in implementing CHSE is crucial. This includes regulating the use of protocols during the new normal, employee entry and exit protocols, providing security training such as fire drills, providing first aid kits, coordinating with other departments for smooth supervision, and maintaining cleanliness in the clinic, canteen, and locker areas. However, implementation did not go smoothly as planned; there were obstacles and challenges that had to be faced in implementing the CHSE protocol (Valentina et al., 2021). (See [table 1](#)).

These obstacles and challenges included many employees' lack of awareness of regulations and policies issued during the pandemic, such as not wearing masks properly and always congregating in certain employee-only areas such as the canteen and smoking area. Many employees also neglected cleanliness, such as the large amount of tissue clogged in the toilets in the employee locker area. In terms of security, some daily workers often had problems losing and carelessly leaving the keys to their loaned lockers, thus rendering the lockers ineffective. Furthermore, a large amount of single-use plastic waste was also found, necessitating a policy to reduce plastic waste disposal. During the evacuation of employees infected with the Covid-19 virus, many departments were involved, from HR to housekeeping. To ensure these activities ran smoothly and safely, a department capable of managing employees was essential. Therefore, the HR department's role was crucial in addressing all of these issues (Sugeng, 2016).

#### Tourist

Prayogo (2018) explains that simply, tourism can be defined as a journey by individuals or groups from one location to another with planning within a certain time period, with the aim of recreation and entertainment so that their desires and needs are fulfilled (Rahmawati, n.d.).

#### Hospitality

Webster, in Nurjanah (2019), explains that hospitality is the interaction that occurs when a host and guest share food and drink and accommodations. Hospitality also describes the attitude of friendliness, involving the relationship between the guest and the host or service provider, and encompasses hospitality activities such as welcoming guests and providing services that provide freedom and comfort to guests.

#### Hotel

According to Lawson in Wigati (2022: 110), a hotel is an accommodation facility available for tourists and is equipped with various services such as room service, a restaurant serving food and beverages, and other accommodation services. Use of these hotel facilities requires a fee or payment.

#### Human resources development (HRD) department

Procurement (2020) explains that Human Resources Development (HRD) is part of the department responsible for internal control, and its responsibilities include all activities related to personnel and other general activities that support the smooth operation of the company. (Would, 2019).

In Damiyana (2021) it is explained that the HRD department has several functions such as: Planning, Organizing, Directing, Controlling, Recruitment, Development, Compensation, Integration, Maintenance, Discipline, and Dismissal.

#### Role

A role can be defined as an action or function carried out or performed by someone who holds a certain social position or status within an organization. In other words, a role is an activity performed or performed by an individual according to their position or status. Furthermore, a role can also be defined as the role played by a person, or the actions taken by an individual in an event or occurrence. Hanafie in Hia (2019) defines a role as a person's actions in exercising the rights and responsibilities according to their position. Roles are considered important because they can regulate a person's behavior in a particular context.

#### Implementation

Wahab, as explained in Sa'diyah (2019), emphasizes that implementation is an activity consisting of three essential and absolute elements. These elements include:

- a. There is a program running
- b. There is a target group, namely employees who are targeted and expected to benefit from the program.
- c. There are implementers, either individuals or groups, who are responsible for running the program.

#### CHSE

CHSE is a program from the Ministry of Tourism and Creative Economy (Kemenparekraf) which includes the implementation of health protocols that focus on aspects of Cleanliness, Health, Safety, and Environmental Sustainability. (Supeno et al., 2021).

#### Cleanliness

According to Arifin, as quoted in Hardiana (2018), cleanliness is the condition of an environment that appears clean, healthy, and beautiful. A clean environment is a basic human right to achieve health. Anything that occurs in the environment will impact the survival and well-being of humans and other living things.

#### Health

According to the WHO, health is a state of complete physical, mental, and social well-being, not merely the absence of disease or disability. Meanwhile, according to Notoadmodjo, as quoted in Aritonang (2020), health is a state of physical, mental, spiritual, and social well-being that enables every individual to live productively socially and economically.

Table 1. Number of Employees Infected with Covid-19 in 2022-2023.

Rapid Test (Every Month)	Number of Employees Infected with Covid-19 in 2022-2023
July	7 people
August	6 people
September	10 people
October	8 people
November	4 people
December	4 people

Source: personal documentation

**Safety**

The concept of security involves measures to secure and protect personal data, which allows individuals to share and exchange data with the public after meeting certain requirements (Dewi, 2018).

**Environmental Sustainability**

According to Rangkuti, as explained in Wigati (2022), the right to a good and healthy environment can be viewed from two perspectives: its form and its content. The government has a responsibility to interpret policies and take actions that encourage environmental conservation efforts.

Lien (2021) explains that the CHSE program has a scope based on each point within its acronym. The scope of CHSE includes:

- a) Availability of handwashing facilities with soap, cleaning rooms and public items using safe and appropriate disinfectants or cleaning fluids, keeping areas free from vectors and disease-carrying animals, maintaining the cleanliness and completeness of toilets, ensuring that trash bins are kept clean and tidy.
- b) Avoid physical contact and maintain a safe distance to prevent crowding. Avoid touching your face, especially your eyes, nose, and mouth. Conduct body temperature checks. Use appropriate Personal Protective Equipment (PPE). Practice coughing and sneezing etiquette. Ensure food and beverages are prepared cleanly and hygienically. Provide simple health equipment and supplies. Ensure public spaces and workspaces have good air circulation. Properly handle visitors experiencing health problems while on-site.
- c) Ensure the availability of a first aid kit containing emergency medical equipment. Provide fire extinguishers to combat any fires that may occur. Designate assembly points and evacuation routes as safe places to gather and exit the disaster area. Ensure electronic devices are turned off when leaving the room to avoid the risk of fire or power outages. Have effective communication channels and mechanisms in place to inform the public of emergency conditions and the necessary steps to be taken.

Use environmentally friendly equipment and materials. Use water and energy sources efficiently and

healthily to maintain ecosystem balance. Process waste and liquid waste properly, healthily, and environmentally friendly. Ensure a beautiful and comfortable environment, both naturally and through engineering. Monitor and evaluate the implementation of guidelines and Standard Operating Procedures (SOPs) for cleanliness, health, safety, and environmental preservation.

The implementation of this program can be realized by submitting CHSE certification to business actors in the tourism and creative economy industries.(Lumanauw et al., 2023; Posumah et al., 2020). Some examples of CHSE certification include:(Haryanto & Sari, 2020):

1. The tourism sector includes various types of businesses such as tourist transportation services, hotels/homestays, restaurants, and Meetings, Incentives, Conferencing, Exhibitions (MICE).
2. Other related businesses/facilities include tourist information centers, places selling souvenirs and gifts, public toilets, and other businesses or facilities related to the tourism industry.
3. The community environment that covers all administrative areas such as the Citizens' Association, Village, or Hamlet which is part of the tourist area or is located near the tourist location.
4. Tourist destinations include all tourist destinations within a province, city/district, or village/sub-district.

Besides being used as a program by the Ministry of Tourism and Creative Economy (Kemenparekraf), CHSE is also regulated by Indonesian law. Article 1, number 1 of Law No. 13 of 2003 concerning Manpower explains that "Manpower is all matters related to workers before, during, and after the employment period."(Ministry of Tourism and Creative Economy, 2022).

**Methods**

The author used a descriptive qualitative research method in this study. According to Noor (2014:34), descriptive research is a type of research that aims to describe a symptom, event, or incident that is currently occurring. In this study, the researcher attempts to describe the events and incidents that are the problem being studied. In this study, the author will conduct research on the Role of the HRD Department in Implementing CHSE for Employees

in the New Normal Era at Novotel Cikini Jakarta (S.T.E.I., 2019).

Qualitative research methods were used in this study to gain a deep understanding of the phenomena occurring in social phenomena. This method emphasizes efforts to provide a comprehensive picture of the phenomenon.

## Result and Discussion

The results of the findings obtained in the field when the author conducted research in the HRD or T&C department of Novotel Cikini Jakarta, namely the author obtained data related to the role of the HRD department in implementing the CHSE protocol for employees in the new normal era.

The role of the HRD department of Novotel Cikini Jakarta in implementing CHSE at employee in the new normal era, HRD is a crucial factor that can support the success of the program being implemented (Sugeng, 2016). As a department with a fairly high level of standing, the HRD department of Novotel Cikini Jakarta can create several policies or regulations that support the implementation of the CHSE protocol for employees in the new normal era. The HRD department of Novotel Cikini Jakarta can also monitor each employee when the CHSE protocol is implemented. In addition to acting as a policy maker and supervisor, the HRD department of Novotel Cikini Jakarta must also coordinate with all departments in the hotel to ensure the smooth implementation of CHSE. If obstacles arise during the implementation of the policy, the HRD department can provide mutually beneficial solutions for both employees and the company.

The Role of the HRD Department at Novotel Cikini Jakarta During the Pandemic.

During the Covid 19 pandemic, the HRD department of Novotel Cikini Jakarta made several policies aimed at all employees and adjusted to the CHSE protocol such as implementing social distancing, changing the layout of areas frequently visited by employees, conducting Rapid Antigen examinations every two weeks to suppress the spread of Covid 19, conducting PCR tests and quarantine for every employee infected with the Covid 19 virus, and implementing body temperature tests for every employee (Rahmawati, n.d.).

Furthermore, the HRD department of Novotel Cikini Jakarta also explained that other policies with CHSE standards have been made to reduce the rate of spread of the Covid-19 virus among employees. Some of the new policies using CHSE standards created during the Covid-19 pandemic include managing medical waste such as masks and rapid antigen test kits, providing various safety equipment such as PPE for evacuation when employees are infected with the Covid-19 virus, providing handwashing stations and disinfectant fluids, and collaborating with clinics outside the hotel to organize periodic rapid antigen tests and provide vaccines up to

booster 1.

In this new normal era, Novotel Cikini Jakarta's HR department also plays a role in overseeing the implementation of all CHSE protocol programs. The HR department coordinates with all departments within the hotel, both internal and external, to ensure that the protocols and programs being implemented deliver satisfactory results and maintain the hotel's continuity during the pandemic (Hidayat, 2020).

From what has been conveyed above, it can be concluded that, the role of the HRD department of Novotel Cikini Jakarta, apart from being a department that participates in making policies to reduce the rate of spread of the virus, is also a department that is tasked with overseeing the implementation of ongoing programs.

Implementation of the CHSE Protocol at Novotel Cikini Jakarta

During the implementation of the CHSE protocol for employees at Novotel Cikini Jakarta, the HR department of Novotel Cikini Jakarta was assisted by all departments within the hotel. The HR department coordinated with all departments within the hotel to facilitate the implementation of the CHSE policy. (Wigati & Noviasuti, 2022).

Coordination regarding the implementation of the CHSE protocol carried out by the HRD department of Novotel Cikini Jakarta with other departments at the hotel, including: Coordinate with the Engineering Department regarding the management of B3 waste (chemical waste, medical waste, etc.).

1. Coordinate with the Security Department to ensure employee safety, from temperature checks, locker lending, to handling lost items.
2. Coordinate with the Kitchen Department and FB Service in managing and serving food during the pandemic.
3. Coordinate with the Housekeeping Department to maintain the cleanliness of employee areas such as employee lockers, hotel hallways, employee canteens, and smoking areas.
4. Coordinate with clinic staff in implementing rapid antigen activities every 2 weeks.
5. Coordinate with the canteen daily workers to serve food to employees during the pandemic.
6. Rotating appointment of champion and pic for ALLSAFE program.

With its high-ranking position, the HR department at Novotel Cikini Jakarta can play a dominant role in implementing the CHSE protocol. While the policy is quite strict, both the company and its employees benefit from its implementation.

Based on the discussion above, the researcher can conclude that the implementation of the CHSE protocol under the supervision of the HRD department at Novotel Cikini Jakarta has been quite successful. Despite the challenges discussed in the next section, the HRD department at Novotel Cikini Jakarta has been able to fulfill its role as a high-ranking department, creating various supporting policies to reduce the spread of the virus,

conducting oversight during the program, and coordinating well with other departments.

### Obstacles and Solutions for the HR Department in Implementing CHSE

Regarding the obstacles encountered during the implementation of the CHSE policy at Novotel Cikini Jakarta, the HR department explained that there were no significant obstacles, either internally or externally. Furthermore, to address the challenges encountered, the HR department at Novotel Cikini Jakarta stated that they would adopt a family-friendly approach. This decision was made because the HR department is directly responsible for both employees and management.

From the discussion above, the author can analyze that the obstacles in implementing CHSE at Novotel Cikini Jakarta are actually not too big, the unity between the entire internal HRD department at Novotel Cikini Jakarta and all employees in implementing CHSE has a positive impact on the company and the employees themselves. The problem-solving method faced by the HRD department at Novotel Jakarta Cikini when implementing the CHSE protocol in the new normal era is the most effective method, this is because the HRD department must be at the feet of employees and management at the feet of management at the same time to continue to create harmony.

## Conclusion

Based on the research results and discussions that have

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been described previously, the following conclusions can be drawn:

1. Novotel Cikini Jakarta's HRD plays a role in implementing CHSE for Novotel Cikini Jakarta employees in the new normal era.
2. The implementation of the CHSE program at Novotel Cikini Jakarta has been very successful and smooth. While the CHSE protocols are quite strict, they facilitate tracking of the virus's spread, making them highly beneficial for employees working during the new normal.
3. The obstacles encountered during the implementation of CHSE protocols at Novotel Cikini Jakarta were actually relatively minor. However, the HR department was able to overcome these obstacles using solutions that could create a win-win situation for both employees and management.

Based on the research results, there are several things that can be used as input or suggestions and are expected to be useful to interested parties: the author hopes that the performance and cooperation that has been established between the internal staff of the HRD department can be more compact and remain steadfast in the stance that the HRD department must be at the feet of employees and management. For the external HRD department, it is hoped that they will continue to maintain good relations with the HRD department and between other departments so that all employees have a healthy and reliable work environment.