



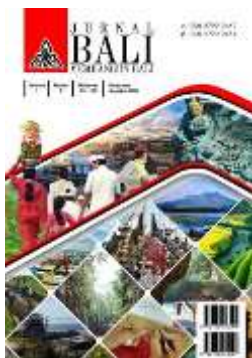
HRM Role in Managing Corporate Sustainability during Covid-19 Pandemic Situation: A Case Study of The Westin Resort Nusa Dua

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Sejarah Artikel

Diterima pada
12 Januari 2023

Direvisi pada
08 Februari 2023

Disetujui pada
17 Maret 2023

Abstract

Purpose: This study aims to determine HRM practices prior to the outbreak of the Covid-19 pandemic and identify the role of HR in managing company sustainability in the Covid-19 pandemic situation.

Research methods: The research uses a qualitative approach through the case study method. Data collection techniques through participatory observation and interviews with 1 key informant and 8 supporting informants who are employees of the hotel. Qualitative data analysis starts from data reduction, data presentation and then drawing conclusions.

Result and discussion: The results of the study revealed that HRM practices prior to the outbreak of the Covid-19 pandemic were carried out in accordance with applicable standard operating procedures related to recruitment and selection, training and human resource development, and performance appraisal. In the Covid-19 condition, HR plays a role in empowering human resources, carrying out economic activities, generating profits and maintaining service quality to get customer satisfaction.

Implications: Several theoretical reviews reveal corporate sustainability indicators such as human resource empowerment, economy, profit and customer satisfaction. While the results of this study provide color to the theory of corporate sustainability by presenting the owner and technology as the main role in the company's sustainability.

Keywords: HRM, corporate sustainability, Covid-19

Abstrak

Tujuan: Penelitian ini bertujuan untuk mengetahui praktik MSDM sebelum merebaknya pandemi Covid-19 serta mengidentifikasi peran MSDM dalam mengelola keberlanjutan perusahaan dalam situasi pandemi Covid-19.

Metode penelitian: Penelitian menggunakan pendekatan kualitatif melalui metode studi kasus. Teknik Pengumpulan data melalui observasi partisipatif dan wawancara terhadap 1 orang informan kunci dan 8 orang informan pendukung yang merupakan karyawan hotel. Analisis data kualitatif dimulai dari reduksi data, penyajian data lalu penarikan kesimpulan.

Hasil dan pembahasan: Hasil penelitian mengungkapkan bahwa praktik MSDM sebelum merebaknya pandemi Covid-19 dilaksanakan sesuai dengan prosedur operasional standar yang berlaku yang terkait dengan rekrutmen dan seleksi, pelatihan dan pengembangan SDM, serta penilaian kinerja. Dalam kondisi Covid-19, MSDM berperan dalam memberdayakan SDM, melakukan kegiatan ekonomi, menghasilkan keuntungan dan menjaga kualitas pelayanan untuk mendapat kepuasan pelanggan.

Implikasi: Beberapa tinjauan teoretis mengungkap indikator-indikator keberlanjutan perusahaan seperti pemberdayaan SDM, ekonomi, profit dan kepuasan pelanggan. Sementara hasil penelitian ini memberikan warna terhadap teori keberlanjutan perusahaan dengan menampilkan owner dan teknologi sebagai peran utama dalam keberlanjutan perusahaan.

Kata Kunci: MSDM, keberlanjutan perusahaan, Covid-19.

INTRODUCTION

Incorporating sustainability into corporate strategies and processes has become one of the most promising strategies to deal with business changes and increasing pressure on social sustainability performance. Because sustainability-related decisions are made at a strategic level, there is also a growing scholarly interest in the integration of sustainability into strategy, vision, change management and corporate culture in the field of management (Engert et al., 2016). Corporate sustainability considers the level of consumption of organizational resources relative to the extent to which resources are renewable. Organizations often do this in achieving sustainability goals by increasing efficiency according to the resources used (Supriyadi, 2013). Through corporate sustainability activities, systemic sustainability performance can be enhanced to support global sustainability. To achieve and promote sustainability, a large number and variety of corporate sustainability activities have been developed (Lozano, 2012). In a socially sustainable society, society is not subject to structural barriers to soundness, influence, competence, impartiality and relevance. To remove these barriers, a company's continuous development strategy should be developed for employees at the company level, such as evaluation of salaries and flexible working hours, and for society in a systematic way, such as the development of safe and sustainable products and working conditions of partner companies in the supply chain. When developing a company's sustainability strategy, system effects and effects on systems must be considered (Missimer et al., 2016).

The Covid-19 pandemic has had a major impact on the country's stock market and sectors such as manufacturing, services, travel, hospitality and tourism. Businesses around the world are at different stages in managing the impact of the Covid-19 pandemic. A company that is not making a profit ends up having survival problems and may also lose its long-term existence, survival and growth. Staff are hired to expand the business and make a profit (Friedman, 2007). Ehnert (2009) sees strategic potential in sustainability with regard to human capital. There are several reasons why the sustainable development of companies is closely related to human resource management. Human resources can guide an organization's managers to integrate their sustainability strategy and help achieve a company's sustainability goals. A sustainable workforce is seen as an opportunity for human resources to demonstrate its legitimacy and strategic position. Şendoğdu et al., (2013) believes that human resources are seen as the most important asset of an organization and human resource management has taken a leading role in organizations having a competitive advantage.

HR management is a very important role in a company before, during and after

a crisis, because HR management must not only pay attention to the interests of the company, but also the interests of employees. To make companies better prepared for crises, effective employee management is an important part of crisis management (Mirzapour et al., 2019). Shil et al., (2020) stated that human resource management practices can help create a source of sustainable competitive advantage. The company has a good strategy but is not supported by adequate human resource (HR) capabilities, so the strategy will not be successful, because the implementation of the strategy must be supported by appropriate human resource role behavior for its success and the achievement of company goals (Harjanti, 2004). Employees are the main source of customer contact in the service industry (Maroudas et al., 2008). In the tourism and hospitality industry in particular, employees are the most important providers of competitive advantage because they are the intermediaries who deliver products and services (Young-Thelin & Boluk, 2012). Human resource management is a bridge between employers and employees (Vardarlier, 2016), focuses on the relationship between employees and companies, contributing to the success of companies by improving financial performance (Boselie, 2014). The role of HRM is to develop policies, practices and systems in the company in relation to its strategic goals that influence the behavior, attitudes and performance of employees.

The hospitality industry has a high level of customer interaction and customer experience is based on service quality. Mistreatment of customers during Covid-19 is likely to generate significant negative customer backlash and media attention and could cause long-term reputational damage to the hotel. Covid-19 also means employees have to learn new ways to accommodate. Excellent service depends on the skills of the employees, which in turn depends on HR practices and how the hotel treats employees (Agarwal, 2020). Creating a competitive advantage through human capital requires careful attention to using best practices. Human resource practices are a set of internally consistent policies and practices developed and implemented to ensure that an organization's human resources contribute to the achievement of its business objectives (Delery & Doty, 1996). In addition, human resource management practices can help ensure business continuity as they can have a positive impact on financial performance. Financial results depend on employee performance in terms of productivity, innovation or revenue. Employee performance is the result of employee behavior such as employee engagement, quality, and flexibility, which is heavily influenced by HR practices such as employee recruitment, training, evaluation, and compensation. HR practices can have consequences, so it is not always possible to measure their direct impact and added value (Andresen & Nowak, 2015).

Human resource management can play an important role in leveraging human

intelligence and other skills to create sustainable workforce value. Going forward, it will become increasingly clear that the goal of business organizations is not only to generate profits for shareholders. Another important goal is to provide jobs and income to stakeholders, including employees, suppliers and service providers, as well as a fair share of tax revenues that contribute to economic and social stability (Harry, 2014).

Bali is one of the destinations most affected by the Covid-19 pandemic because tourism is the number one source of income for the Island of the Gods, especially tourists from China who are the biggest contributor (Dwina, 2020). The government encourages hotels to implement strict health protocols during the Covid-19 pandemic. Hotel management who is able to implement it can apply for Cleanliness, Hygiene, Sanitation, and Environment or CHSE certification to the government to then obtain a CHSE certificate. Since the reopening of Nusa Dua tourism area for visits by domestic tourists coinciding with the opening of Bali on 31 July 2020, the number of rooms available (room available) in this integrated tourism destination managed by ITDC has continued to increase. Based on a press release issued by ITDC, there are 3,685 available hotel rooms operated by 12 hotels. This number increased from 2,410 rooms operated by 7 hotels before 31 July 2020, these hotels include Nusa Dua Beach Hotel and Spa, The St Regis Bali Resort, Grand Whiz Hotel Nusa Dua, Ayodya Resort Bali, The Westin Resort Nusa Dua, The Laguna Resort & Spa Nusa Dua, and Bali Nusa Dua Hotel (ITDC, 2020). The Westin Resort Nusa Dua Bali is one of the hotels in the ITDC Nusa Dua area which is currently still operating even though it is not in normal occupancy conditions while still implementing the health protocols set by the government. The Westin Resort Nusa Dua Bali values diversity and maintains a culture of inclusiveness by not discriminating on the basis of disability, veteran status, or any other basis protected by federal, state, or local law. The foundation of this commitment is built on the well-being and happiness of our employees, by embracing distinction for success as the largest hospitality company with a growing global portfolio. Diversity and inclusion are the foundation of the company's core values and strategic business objectives. Caring for people (employees) and putting their well-being above all is in the blood of the company and is the most valuable cultural heritage. Marriott International has identified three pillars of employee well-being, namely: All employees need to feel good about themselves, the workplace, and about the company's role in society. This is the foundation of the TakeCare movement which will continue to drive the company's commitment to always putting people first and ensuring our cultural heritage lives on for generations to come. Marriott International has a mission to meet the needs of each individual so that they exceed consumer expectations by taking into account the interests of all parties, both from the owner, guests or consumers, and

employees. The Westin Resort Nusa Dua Bali has long believed in the power of their colleagues to shape the future of the company, whereby when the company takes care of its employees, employees will take care of their guests, and thus the guests will be able to keep the hotel in business. Corporate sustainability is not an easy thing for every company to achieve, but The Westin Resort Nusa Dua Bali, which is one of the hotels in the Marriott International network, believes that this is not an impossible thing to do.

The results of this research are expected not only to be a scientific study for the benefit of science but also to make a significant contribution that can be practiced by the tourism industry in general and the hotel industry in particular regarding the HRM role in managing corporate sustainability if a similar situation occurs in the future. This research can be used as a reference but it is still recommended for future research to carry out further research because the handling and strategies in each condition are different.

RESEARCH METHODS

This research was conducted at The Westin Resort Nusa Dua which is located in the area of the International Tourism Development Corporation (ITDC) Nusa Dua. the objects in this research are company sustainability and human resource management where the point of attention of this research is a reference to company sustainability through a human resource management approach which in the future can be applied by other tourism industries, especially the hospitality industry. The qualitative research method was chosen because it is very useful when studying topics that have not been studied much before. One method for conducting qualitative research is through case studies. Case study research involves case studies in real life and contemporary settings (Creswell, 2013).

Data collection is the part used to estimate the results of a research. Data collection was carried out with the aim of obtaining the information needed to achieve the research objectives. In this study, researchers have been directly involved in human resource management practice activities, especially when researchers were still working actively as employees of The Westin Resort Nusa Dua from December 2017 to June 2020. In conducting interviews, the researcher prepared questions referring to the interview guidelines that had been prepared. The interview process was conducted in a semi-formal manner, namely the questions posed by the researcher referred to the guide but did not rule out the possibility of other questions appearing to deepen the answers provided by the informant. Semi-structured interviews are conducted via telephone or other communication aids to the interviewees.

Data analysis in qualitative research is carried out when data collection takes place, and after completing data collection within a certain period. Activities in qualitative data analysis are carried out continuously until complete, so that the data is saturated. Activities in qualitative data analysis, namely data reduction where the data is collected from the interview results, data is presented with narrative text, also displayed in tables, and then conclusion drawing/verification done by Focus Group Discussion.

RESULTS AND DISCUSSION

To understand further about HRM role in managing corporate sustainability, researchers conducted interviews with hotel personnel who met one or all of the criteria for making decisions, designing activities, and being directly involved in the process of activities related to empowering human resources.

HRM Practice before the Outbreak of the Covid-19 Pandemic

From the results of interviews regarding HRM practices prior to the outbreak of the Covid-19 pandemic, it can be explained that the recruitment process begins with the department's need for vacant positions. Vacant positions can be due to an employee moving to another workplace, a new job or activity, an employee retiring early, and someone passing away. The department head will submit a recruitment request to the HRD department. After the recruitment request has been approved by management which of course has been adjusted to the needs and capabilities of the company, HRD will publish job vacancies on the official Marriott Careers website, namely <https://jobs.marriott.com>. The Westin Resort Nusa Dua is an equal opportunity employer according to the company culture, namely put people first. The company believes in employing a diverse workforce and is committed to non-discrimination on the grounds of any protection. With this commitment, there are no qualification requirements listed in the job application publication. After prospective applicants find the desired position according to their abilities and skills, they will be asked to fill in their personal data and will then be asked to answer a number of questions to help determine whether the prospective applicant is suitable for the job being applied for. The HR Department will receive notifications of all applications that come through the website and are then selected together with the heads of relevant departments to get prospective employees who will pass to the face-to-face interview stage with HR Department, department heads and the General Manager. The final stage is to carry out a medical test at the designated clinic and after all the recruitment processes are complete, then the HR Department will submit the work contract documents to the

prospective employee. After the employee has officially become an employee at this hotel, the employee will attend an orientation period for 3-5 days. This orientation period is intended so that these employees have basic knowledge and understand the products and facilities available at this hotel.

To ensure that companies can survive and compete in an increasingly competitive environment, training and development activities are carried out to help employees learn jobs more quickly and effectively. Furthermore, this activity will reduce turnover between new and old staff, increase job performance and thereby free up manager time, as fewer mistakes are made, and less time has to be spent correcting them (Mansour, 2013). Training and development activities are carried out in several methods, namely online training, class room training, blended training and cross training. Individual training is more often done online. There is a platform called the Marriott Global System (MGS) where various materials and information are available on this platform. Each employee has personal access to enter this system in the form of a secret ID and password. Classroom training is usually mandatory training where all employees are required to attend this training without exception. This training is usually carried out in one of the meeting rooms and the schedule is divided into several waves with the consideration that this training activity can run without disrupting hotel operations.



Figure 1. Class room training and online training activities at The Westin Resort Nusa Dua
[Source: Puspita, 2021]

Blended training, in which employees learn theory from online training materials and then practice offline. An example is fire training. Cross training is a need for employees to learn something new in other departments. This knowledge is usually needed when an employee is promoted or there are things that the employee needs to know in a particular department. This cross training is carried out outside employee working hours and with the approval of the head of department and HRD. Each employee has a target of 50 hours of training that must be met within 1 year. Managers

in each department will record the hours of training that have been carried out for each employee and every month the report will be submitted to the HRD department to be included in their records where this relates to evaluating employee performance.

Performance appraisal is the process of reviewing the performance of an employee against predetermined criteria on a regular basis, often annually (Nickson, 2007). Effective performance appraisal encourages employee competency development because it helps identify employee strengths and weaknesses, as well as determine training and development needs (van Esch et al., 2016). Failure to set goals and provide continuous feedback can cause employees to become demotivated because it is difficult for them to understand what is expected of them. Performance appraisal at The Westin Resort Nusa Dua begins with filling out a performance process form where employees and managers work together to set business goals that support the hotel's business needs, focus on skills or competencies that will help the success of the employees and the hotel itself, as well as monitor and assess performance against the business and demonstrate the contribution of performance to determine rewards (rewards).

There are three phases to review each predetermined target, namely: Phase 1: Setting goals, carried out at the beginning of the year. Employees and their managers will determine the goals to be achieved during the 1-year work period. Phase 2: Assess progress, conducted mid-year. Employees and their managers review the developments that have occurred over the last 6 months and make notes on the progress achieved so far and review the goals set at the beginning of the year if there are things that need to be changed according to business conditions. Phase 3: Assessing results, carried out at the end of the year. In this last phase, employees and their managers review the results of the year's performance. The manager will assign a value to each predetermined achievement point and describe the achievements and results that have been achieved in this one year.

Each phase of performance appraisal is divided into four sections, namely: Section 1: Individual business targets. Employees and managers discuss what individual employees will do to support the company's business. Section 2: Performance contributions. Employees and managers discuss how employees will demonstrate their performance contribution to the company. Section 3: Overall performance contribution. Managers rank the business as a whole by assessing each rating's individual objectives and considering the importance and difficulty of each objective and how it was achieved. Section 4: Career development plans. Employees and managers discuss what skills they want to develop and then set goals for

developing those skills. After that make a plan of action or activities to be carried out in the career development process and determine the target date.

The Role of HRM in Managing Company Sustainability in the Covid-19 Pandemic Situation

Based on the data that has been collected through observation, interviews and document analysis, the following describes in more detail the company's sustainability variables which include empowering human resources, economic activity or productivity, generating profits, and customer satisfaction.

Empowerment of Human Resources

At the start of the pandemic, the management of The Westin Resort Nusa Dua together with the owner met to discuss contingency plans to deal with the pandemic situation that occurred. For most hoteliers, contingency planning is made to describe situations during natural disasters such as hurricanes, tornadoes, earthquakes or floods and man-made crises such as riots, fires or terrorism. To cope with highly disruptive events like the Covid-19 pandemic, businesses must establish and implement specific contingency plans with organization-wide protocols. Such measures have proved useful for hotels in past public health crises (Chien & Law, 2003). This contingency planning is in line with Inkinen et al., (2021) in his research on the effect of contingency planning on the survival of hotels in California and found that contingency planning has a positive and significant relationship with corporate sustainability. At the beginning of 2020, The Westin Resort Nusa Dua already had several confirmed group events to be held at this hotel, so that the projected hotel occupancy for the next year has met the target set at the beginning of the year. However, when Covid-19 began to spread to all corners of the world and entered Indonesia, almost all of the group events canceled or postponed their meeting activities at that time. In addition to this group event, FIT guests have also started canceling their room orders for the 2020 stay period, so the projected hotel occupancy for one year has dropped dramatically. From the results of a meeting between the management of The Westin Resort Nusa Dua and the owner, the initial decision was taken to downsizing employees by terminating employment for all non-permanent employees, thus only permanent employees are still working at this time. In addition to dismissing non-permanent employees, the management also offers an early retirement program to employees. Based on the information obtained during interviews with HRD, there were 72 non-permanent employees who had been terminated simultaneously with the end of service on June 30 2020 and from the early retirement program, there were 93 permanent employees

who had supported the program from The Westin Resort management Nusa Dua. Before the downsizing, the total number of employees working at that time was 648 people and after downsizing the current number of permanent employees who are still working actively at The Westin Resort Nusa Dua is 483 employees.

During the Covid-19 pandemic, more training activities were carried out online. This online training is still mandatory for every employee because based on management regulations, there is a target training hour that must be achieved by each employee per year, which is 50 hours per year. Target training hours are also taken into consideration in the performance appraisal process which is carried out at the end of the year. The topic of online training currently places more emphasis on discussing health protocols and also how the CHSE (Cleanliness, Hygiene, Sanitation, and Environment) program is implemented in hotels. Training and development activities are carried out by all hotel employees to assist with potential unexpected positive cases. The HRD department will also design a safety and hygiene training plan for employees to help the team adapt to new scenarios such as establishing controls to ensure that employees follow the new protocols. This training and development activity is in line with research conducted by Garrido-Moreno et al., (2021) regarding strategic steps to restore hotel activities during the Covid-19 period. Dewi et al., (2021) also argue that online and offline training activities during the Covid-19 pandemic can meet the needs of employees to develop their productivity. Furthermore, the performance appraisal process is still carried out as in normal conditions, but of course by continuing to apply the health protocols set by management.

Economy

Employees play a critical role, not only in handling crises well, but also in business recovery. HR department implemented new rules regarding employee work schedules according to current business conditions. The implementation of the 15:15 work schedule is a suggested scheme from Marriott International but still adjusts to the needs and business conditions in each hotel. The management of The Westin Resort Nusa Dua follows this rule and has started implementing this work schedule since January 2021 due to a sharp decline in business conditions. In this 15:15 work scheme, the number of employees from each section is divided into two teams called cycle 1 and cycle 2 teams. According to the results of the interviews, the 15:15 division has a scheme of 15 working days and 15 days off. The following is an illustration of the 15:15 scheme shown in Figure 5.8.

Figure 2. Work schedule schematic illustration
[Sumber: Data processed, 2021]

The next thing that plays an important role for hotel cost efficiency is operational activities. Hotels should strategically close or reduce the number of properties and facilities; offer special discounts to encourage use of additional hotel services; postponing maintenance of non-essential systems and buildings; minimize fixed costs; and cutting out non-essential services (Garrido-Moreno et al., 2021). The Westin Resort Nusa Dua has a total of 433 guest rooms which are divided into Wing A, Wing B and Wing C. In this pandemic situation, Wing B is not fully operational and only Wing A and Wing C are open considering they are located closest to the hotel lobby. Thus, facilitating the mobility of the team to serve the needs of guests in the room. Some amenities in the room are prepared only if guests make requests, one of which is the contents of the mini-bar. So, the contents in the mini refrigerator are emptied, and a menu from the mini-bar is prepared, so that guests can order the mini bar service when needed. Apart from guest rooms, other efficiency measures are also carried out in meeting rooms. Electrical energy in all rooms was turned off because during this pandemic there were not many meeting activities being held by the government or the private sector. However, if there is a request to use the meeting room, the air conditioner is turned on several hours before the room is used to ensure that the air conditioner works properly. Heavenly Spa facilities have been closed since the pandemic broke out, but guests can still get spa services through in-room spa services that are performed in the guest rooms. For laundry facilities, prior to the pandemic, laundry activities were carried out by the hotel directly, but currently the procurement of laundry is carried out by third parties who have collaborated with the hotel while maintaining the quality of the laundry. Electrical energy at night is also used to a minimum in public areas and is only turned on for emergency areas such as lights on stairs, in swimming pools and on footpaths in parks. This efficiency in operational costs

is in line with research (Lai & Wong, 2020) which found that reducing maintenance costs must be carried out and considering closing facilities that are rarely used.

One of the hotel's substantial response strategies to the Covid-19 crisis is intensifying digitalization and various other technological solutions (Garrido-Moreno et al., 2021). The Westin Resort Nusa Dua, which is a hotel under the management of Marriott International, has implemented the use of a mobile application called the Marriott Bonvoy mobile apps. According to interview results, the use of mobile apps is very helpful in reducing physical contact with guests. With this mobile app, guests can do mobile check-in which is up to 2 days before arrival and can also be used to get priority room allocation according to what guests want, get room upgrades and other important information about the hotel they will be visiting. Using this feature can really help speed up the check-in process so as to avoid queues of guests, especially in the current pandemic situation. In addition, guests can use the Mobile chat feature where it works the same as sending texts and guests can communicate with the hotel as if they were sending text messages every day. Guests can ask anything about hotel information, ask for recommendations on places to visit while staying in Bali, and so on. This mobile chat will be active 2 days before the stay during the stay and even 2 days after check-out from the hotel. This finding is in line with research by Hao et al., (2020) which reported that hotels in China minimize human contact and avoid the spread of Covid-19 by increasing the implementation of digital contactless services, self-check-in and check-out via machines, scanning face, robot and voice control for room service.

Profit

In the first three months of 2019 before the pandemic, the average hotel occupancy reached 70%, but after the pandemic broke out, the average hotel occupancy for the first 3 months of 2020 only reached 50%, then in April 2020 until now, the average hotel occupancy is not more than 5%. However, this is still something to be grateful for considering that many hotels in Bali have closed all of their operations because they were unable to survive the situation. To survive this pandemic, the sales & marketing department is promoting with the concept of "pay now stay later" where room sales are carried out by selling e-vouchers to guests using a pay now and stay later system. This promotion is called Travel with Ease which targets the domestic market share and also foreigners who have KITAS (Limited Stay Permit Card). Based on the results of the interviews, the sale of e-vouchers is very much in demand by consumers because with this fairly affordable price, they can stay at five-star hotels with attractive package inclusions, especially for guests who will be staying with their families. This promotional activity is in line with research findings by (Nuruddin et al.,

2020) regarding the defensive strategy carried out by the Four Seasons Sayan Bali Hotel, Alila Seminyak Bali and the Puri Saron Hotel Seminyak Bali. There are six survival strategies implemented by the three hotels and one of them is selling rooms using the pay now stay later model.

Customer Satisfaction

The hotel's investment in digital customer relationship management has provided customer service with configuration and traceability; it is based on which hotels can predict individual preferences, provide customized services, increase membership conversions, and increase customer loyalty through various engagement schemes. Through data and revenue management, hotels can analyze the composition, demand, mileage of target consumers, and carry out precise marketing (Hao et al., 2020). As mentioned in the promotion section, messages in promotions are designed to increase customer confidence regarding safety rules, flexibility in reservations, health protocols, and others. Puspita et al., (2021) mentions a new era of life in the field of tourism, which has now been certified by the Bali Provincial Tourism Office. In this Covid-19 pandemic situation, the management of The Westin Resort Nusa Dua focuses on implementing strict health protocol standards for employees and guests who stay overnight, so that guests who will stay at the hotel feel safer and according to their needs and expectations. Based on the results of interviews with management, service quality remains the main thing for guests staying overnight with strict health protocol standards. The Westin Resort Nusa Dua has a system connected to all Marriott International hotels in the world that stores data from Marriott Bonvoy Members along with their stay history. Even though currently some of the facilities in the rooms have been removed, the history of staying in this system makes it easier for the operational team to prepare amenities according to their needs. This can be seen from the reviews on social networks regarding guests who stayed at this hotel during the Covid-19 period.

The following is a summary of the results of in-depth interviews with informants regarding the role of human resource management in managing corporate sustainability in the Covid-19 pandemic situation.

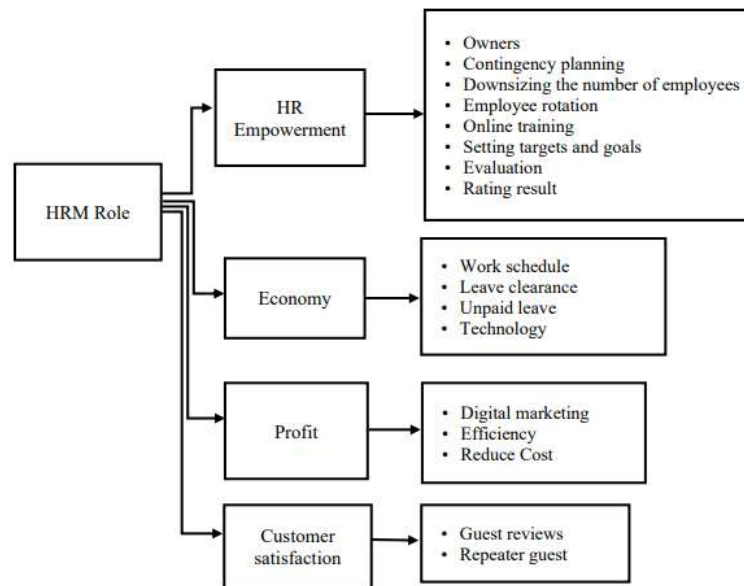


Figure 3. Role of HRM in managing corporate sustainability in the Covid-19 pandemic situation
[Sumber: Processed data, 2021]

CONCLUSION

Although the Covid-19 pandemic situation had a significant impact on the decrease in the number of guests staying at the hotel, The Westin Resort Nusa Dua has been able to continue to carry out its operational activities without ever closing all of its activities for a single day. The role of human resources is very important because they are the ones who drive operational activities at the hotel with maximum service quality standards to keep guests who stay feel safe and comfortable when in the hotel environment.

Prior to the outbreak of the Covid-19 pandemic, it was discovered that the practice of HRD at The Westin Resort Nusa Dua was related to the recruitment and selection process starting from seeing the needs of the department, then submitting to the HRD department, conducting online publications, administrative requirements, HRD selection, conducting interviews and finally conducting medical check up. Training and development activities have several methods such as discovery plans, online training, class room training, blended training, cross training, training hours. The performance appraisal process is carried out by setting targets and goals, evaluating developments, assessment results, individual business targets, individual performance contributions, overall performance contributions, career development plans.

The role of human resource management in managing the company's sustainability in the Covid-19 pandemic situation begins with the recruitment and selection process that has the support of the owner, then makes contingency planning, streamlining the number of employees and employee rotation. HR training and development activities are carried out using the online training method. Furthermore,

the performance appraisal process starts from setting targets and goals, evaluating, evaluating results. Adjustments to operational activities are carried out by adjusting work schedules, applying leave clearance, unpaid leave, efficiency, reducing costs, and providing technological support. Marketing activities in a pandemic situation are carried out using digital marketing methods and the level of guest satisfaction can be determined by looking at guest reviews and guest repeaters on the official platform.

The results of the study found several indicators that play a major role in company sustainability, namely: 1) owners who provide financial support, 2) economy, namely activities of producing goods and services to be delivered to guests, 3) technology includes the use of mobile apps and digital marketing, 4) profit namely by carrying out efficiency, reducing costs, promotion, 5) customer satisfaction, namely customer reviews and repeater guest.

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