

INTISARI

Akibat dari pandemi COVID-19 yang sedang berlangsung memberikan dampak negatif di seluruh dunia, khususnya pada dunia pariwisata. Adanya pandemi ini membuat *Ministry of Tourism and Creative Economy* mengeluarkan program sertifikasi pedoman *Cleanliness, Health, Safety, and Environmental (CHSE)* sebagai acuan bagi sektor pariwisata di Indonesia agar tetap bisa beroperasi dan bertahan selama pandemi dengan menetapkan beberapa protokol kesehatan. Penelitian ini akan membahas mengenai strategi adaptasi dan implementasi pedoman *Cleanliness, Health, Safety, and Environmental* oleh University Club Hotel UGM dalam menghadapi pandemi COVID-19. Tujuan dari penelitian ini adalah untuk mengetahui strategi adaptasi dalam menghadapi pandemi dan langkah-langkah implementasi yang dilakukan oleh University Club Hotel UGM dalam memenuhi program sertifikasi pedoman *CHSE*. Penelitian ini dilakukan dengan menggunakan metode penelitian kualitatif. Teknik pengumpulan data yang digunakan yaitu observasi, wawancara semistruktur, dan dokumentasi. Jenis data yang digunakan yaitu data primer dan data sekunder. Data primer dikumpulkan melalui observasi partisipan dan wawancara semistruktur, sedangkan data sekunder diperoleh dari dokumentasi berupa buku, karya ilmiah dan dokumen milik University Club Hotel UGM. Berdasarkan hasil penelitian yang dilakukan menunjukkan bahwa terdapat beberapa strategi adaptasi yang dilakukan oleh pihak perusahaan/hotel yaitu dengan cara mengubah sistem kerja karyawan, mencari sumber profit lain, dan melakukan sertifikasi program pedoman *CHSE*. Kemudian pihak hotel sudah melakukan beberapa langkah-langkah implementasi untuk menerapkan protokol yang ada pada pedoman *CHSE* yang terbagi menjadi dua pembahasan, yaitu panduan umum dan panduan khusus. Penerapan pada panduan umum menyangkut hal-hal yang berkaitan tentang manajemen tata kelola pada area hotel secara garis besar, sedangkan panduan khusus ini diterapkan sesuai dengan alur pelayanan hotel bagi karyawan, tamu, *supplier*, dan pihak lain yang terlibat dengan aktivitas hotel.

Kata Kunci: COVID-19, Strategi Adaptasi, Implementasi, Pedoman *CHSE*, University Club Hotel UGM

ABSTRACT

The aftermath of the ongoing COVID-19 pandemic has had a negative impact around the world, especially on tourism. The existence of this pandemic makes the Ministry of Tourism and Creative Economy issued a certification for program guidelines of Cleanliness, Health, Safety, and Environmental (CHSE) as a reference for the tourism sector in Indonesia to remain operational and survive during the pandemic by establishing several health protocols. This study will discuss the adaptation strategy and implementation of Cleanliness, Health, Safety, and Environmental guidelines by University Club Hotel UGM in dealing with the COVID-19 pandemic. The purpose of this research is to know the adaptation strategy in the face of pandemics and implementation measures carried out by University Club Hotel UGM in meeting the CHSE guidelines certification program. This research was conducted using qualitative research method. Data collection techniques used are observation, semistructure interview, and documentation. The types of data used are primary and secondary data. Primary data is collected through participants' observations and semistructure interviews, while secondary data is obtained from documentation in the form of books, scientific works and documents belonging to University Club Hotel UGM. Based on the results of the research conducted shows that there are several adaptation strategies carried out by the company/hotel, namely by changing the employee's work system, finding other sources of profit, and certifying CHSE guidelines program. Then the hotel has taken several implementation steps to implement the protocol in the CHSE guidelines which are divided into two discussions, namely general guidelines and special guidelines. The implementation of the general guidelines concerns matters relating to governance management in the hotel area in general, while these specific guidelines are applied in accordance with the flow of hotel services for employees, guests, suppliers, and other parties involved with hotel activities.

Keywords: *COVID-19, Adaptation Strategy, Implementation, CHSE Guidelines, University Club Hotel UGM*