

CHAPTER FIVE

CONCLUSION

Introduction

The aim of this chapter is to provide the conclusion of the research findings in terms of management and theoretical significance. The overall findings of the hypothesis testing will be presented, followed by theoretical and practical implications of the findings. The research's limitations are then discussed. This chapter includes some suggestions of directions that future studies in this area might take. A conclusion will end this chapter.

5.1 Conclusion

Based on the research that has been done, the following conclusions can be drawn:

1. Hotel safety leadership have positive impact on employee safety behaviour during the COVID 19 pandemic.
2. Belief restoration mediate hotel safety leadership and employee safety behaviour.
3. Perceived susceptibility positively moderate safety leadership and safety behaviour
4. perceived susceptibility positively insignificantly moderates the mediation effect of safety leadership – belief restoration – safety behaviour

5.2 Implications

5.2.1 Scholarly Implications

At the theoretical level, considering that this research was conducted in Indonesia, presented to contribute to the validation of the model of the influence of safety leadership on safety behaviour. Given that human nature is very diverse in each region, this is also done based on the nature and/or phenomenon of society in Indonesia in dealing with COVID-19.

This type of investigation is still relatively new. Thus, this study adds to the literature by providing insight into how the influence of the application of safety leadership can have an impact on belief restoration and affect safety leadership through moderating effects of perceived susceptibility and severity.

As this research focuses on force majeure events, especially the impact of occupational health and safety, this research is expected to provide theoretical contributions in the form of considerations, reference contributions, and complementary measures to researchers who will conduct similar research, namely the effect of safety leadership on employee safety behaviour at hospitality industry during a major global crisis.

With this intention in mind, it is hoped that the academic community can further explore the events that have taken place, since occupational health and safety has a broad scope and also has a very important role for the continuation of an organizational dynasty. This is done with the hope that crisis mitigation can be carried out quickly and precisely in the next force majeure situation.

The following section discusses the managerial implications of this research.

5.5.2 Practical Implications

On a practical level, this research provides insight into solutions to occupational health and safety problems that rose during the outbreak. This insight is considered useful in connection with the efforts of leaders to save the company's performance.

This research is expected to provide practical contributions in the form of evaluations related to hospitality industry managers to increase customer's belief restoration in the hospitality industry. Be that as it may, the future general managers and/or operation managers are expected to be prepared in implementing this proposed solution for the future comparable cases.

As the results of this study state that there is a significant impact between safety leadership and safety behaviour, hotel executives are advised to implement several things related to instilling a sense of security in the workplace.

Managers can apply at least 4 safety leadership roles, the first of which is the importance of safety coaching. Through role modelling, safety coaching encourages followers to take safe actions. This may be accomplished through leading by example in preventing the spread of COVID-19, conducting skills training on the COVID-19 pandemic, assisting employees in realizing the necessity of avoiding COVID-19 as well as instructing and easing task conflicts between departments during COVID-19. This suggestion is based on questions 1–4 of the questionnaire.

Furthermore, the function of safety control may be utilized to ensure corporate safety performance by utilizing authority to correct deviant conduct, create safety rules and behavioural norms, and track employee safety behaviour. This may be achieved by assisting in the creation of COVID-19 preventive safety management regulations, requiring employees to follow COVID-19 prevention safety management regulations, establishing a security responsibility system during the COVID-19 pandemic, auditing employee safety performance on a regular basis during the COVID-19 pandemic, and firmly instructing his staff to complete COVID-19 prevention safety tasks. This suggestion is based on questions 5–9 of the questionnaire.

Following that, managers can take on the role of safety motivation by creating an incentive and reward system to encourage employee safety behaviour. This may be accomplished by giving safety incentives and safety rewards during the COVID-19 pandemic, rewarding employees who engage in COVID-19 prevention, encouraging staff to offer safety advice, and recognizing staff for excellent performance in COVID-19 prevention. This suggestion is based on questions 10–13 of the questionnaire.

Safety care is the fourth role in safety leadership that can be used. It is when leaders encourage and trust their people, they care for their needs, understand their challenges, and offer enough safety-related resources. This can be accomplished by demonstrating a concern for staff daily life during the COVID-19 pandemic, attempting to meet staff resource needs for safety in preventing COVID-19, calming staff's negative emotions during the COVID-19 pandemic, demonstrating

attention for physical and psychological personnel during the COVID-19 pandemic, and creating a safe workplace during the COVID-19 pandemic. This suggestion is based on questions 14-18 of the questionnaire.

Managers can improve and implement standard operating procedures, specifically in dealing with COVID-19, in order to penetrate employee belief restoration. This focused SOP is thought to be capable of increasing employee belief restoration and is predicted to have an influence on safety behavior through the use of the role of adaptive behavior in safety leadership.

This SOP must be implemented throughout all hotel operating lines. First and foremost, human resources. This department is responsible for employee's personal hygiene habit from pre-work, break time, to end of shift. Moreover, isolation room is found important as a supporting safety aspect in case of suspicious guest or employee with necessary equipment and transfer to hospital plan. In order to create a safe work environment, pandemic safety officer will be hired. The second, housekeeping department. When it comes to determining the usage of chemical disinfectants, quaternary ammonium compounds (QAC) is one of the chemicals that may be applied since they are designated as food grade and are more effective. In-house operational speaking, some adjustments like in daily cleaning activities and laundry need to be set. Markedly, Public area, rooms, and high touchpoint area need to be disinfected with a cold fog disinfectant and the water thermal in the laundry must be raised to 90 degrees. The third, the front office must put in place an excellent protocol system by conducting contactless payment system from pre-arrival, arrival, and check out. Front office department is responsible for

in-house standard guidelines, communication statement, and hotel guest pre-arrival email. Next, food and beverage products and services must implement new standards and practices on social distancing and general hygiene. This can be implemented by applying a QR-coded menu, breakfast in box, grab and go concept, disinfectant to all vendor products, and water thermal adjustment on dishwasher up to 82 degrees Celsius.

Managerial implications in hotel operations can be carried out in accordance with self-determinant theory, specifically by prioritizing a feeling of self-intrinsic motivation and external environmental knowledge. This is reinforced by the core of the theory that individuals are driven by a desire to grow and succeed in a certain environmental circumstance. As a result, this SOP can help employees to motivate, adapt and together achieve company goals.

5.3 Limitations

This research is limited by the current world health condition, COVID-19 outbreaks. This leads to several impacts when taking research samples, such as the difficulty of reaching and interacting in a real and holistic manner with workers in the intended hotel.

This research also considers adjusted R-square to be a limitation. Despite the fact that the value achieved in this study was quite strong and significant, specifically 42 percent. It may be stated that other factors still explain 58 percent of the effect.

5.4 Future Research Suggestions

As with the likelihood that this research will be classified as research on a novel issue, there aren't many earlier publications that can be reviewed and merged. This is, nevertheless, a relatively limited unit of occupational health and safety requirements. Because this issue pertains to the nature of human psychology, related psychology topics can be merged to provide further understanding. By combining relevant journals from these research field, research on this topic will gain greater insight and will be able to offer more strategic scholarly and practical implications.

Then, future study is advised to perform in situ research and thoroughly evaluate the information whenever feasible, or after the pandemic time. Furthermore, by completing a post-pandemic study, a thorough analysis may be conducted to assess the influence of safety leadership on safety behaviour during and after COVID-19.

To address the unsatisfactory Adjusted R-square findings, it is suggested to increase the number of additional indicators so that the factors that might impact belief restoration and safety behaviour can be forecasted more precisely so that the resulting R-Square value has a higher value.

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Appendix

Appendix A List of Questionnaire Section 1

1. Jenis kelamin:
 - a. Pria
 - b. Wanita
2. Status pernikahan :
 - a. Belum menikah
 - b. Menikah
3. Usia :
 - a. Antara 20-30 tahun
 - b. Antara 31-40 tahun
 - c. Antara 41-50 tahun
4. Pendidikan terakhir :
 - a. SMP
 - b. SMU
 - c. D3
 - d. S1
 - e. S2
5. Lama bekerja :
 - a. Kurang dari 2 tahun
 - b. Antara 3 – 5 tahun
 - c. Lebih dari 5 tahun
6. Posisi :
7. Departemen :
 - a. Admin & General
 - b. Accounting
 - c. Human Resource Department
 - d. Engineering
 - e. Front Desk Agent
 - f. Security

Appendix B List of Questionnaire Section 2

Variable	Construct	Items	Actual Questionnaire	Translated questionnaire	Scale
Safety Leadership	Safety Coaching	SL01	Hotel leaders are setting an example for employees for preventing the spread of the COVID-19 pandemic	Pimpinan hotel memberikan contoh bagi saya untuk mencegah penyebaran COVID-19	5-point Likert scale
		SL02	Hotel leaders are conducting skills training about the COVID-19 pandemic	Para pimpinan hotel sedang melakukan pelatihan keterampilan tentang pandemi COVID-19 kepada saya	5-point Likert scale
		SL03	Hotel leaders are helping employees to recognize the importance of COVID-19 prevention	Pimpinan hotel membantu saya untuk menyadari pentingnya pencegahan COVID-19	5-point Likert scale
		SL04	Hotel leaders are instructing and alleviating the task conflict among departments during COVID-19	Pimpinan hotel menginstruksikan dan meringankan konflik tugas antar departemen saya dan rekan saya selama COVID-19	5-point Likert scale
	Safety Control	SL05	Hotel leaders are supporting the establishment of regulations of safety management related to COVID-19 prevention	Pimpinan mendukung pembentukan regulasi manajemen keselamatan terkait pencegahan COVID-19 didalam hotel dimana saya bekerja	5-point Likert scale
		SL06	Hotel leaders are requesting staff to obey regulations of safety management related to COVID-19 prevention	Pimpinan hotel meminta saya untuk mematuhi regulasi manajemen keselamatan terkait pencegahan COVID-19	5-point Likert scale
		SL07	Hotel leaders are establishing a safety responsibility system during the COVID-19 pandemic	Para pimpinan hotel sedang menetapkan sistem tanggung jawab keamanan selama pandemi COVID-19 pada saya dan rekan saya	5-point Likert scale

Variable	Construct	Items	Actual Questionnaire	Translated questionnaire	Scale
		SL08	Hotel leaders are auditing employee safety performance regularly during the COVID-19 pandemic	Pimpinan hotel mengaudit saya dalam kinerja keselamatan karyawan secara teratur selama pandemi COVID-19	5-point Likert scale
		SL09	Hotel leaders are firmly ordering staff to accomplish safety tasks related to COVID-19 prevention	Pimpinan hotel dengan tegas memerintahkan saya untuk menyelesaikan tugas-tugas keselamatan terkait pencegahan COVID-19	5-point Likert scale
	Safety Motivation	SL10	Hotel leaders are valuing safety incentives and safety rewards during the COVID-19 pandemic	Para pimpinan hotel menghargai insentif keselamatan dan penghargaan keselamatan yang saya lakukan selama pandemi COVID-19	5-point Likert scale
		SL11	Hotel leaders are rewarding staff who participate in COVID-19 prevention	Para pimpinan hotel memberi penghargaan kepada saya dan rekan saya yang berpartisipasi dalam pencegahan COVID-19	5-point Likert scale
		SL12	Hotel leaders are encouraging staff members to provide safety suggestions	Pimpinan hotel mendorong saya untuk memberikan saran keselamatan	5-point Likert scale
		SL13	Hotel leaders are praising staff outstanding performance in COVID-19 prevention	Pimpinan hotel memuji kinerja saya yang luar biasa dalam pencegahan COVID-19	5-point Likert scale
	Safety Care	SL14	Hotel leaders are concerned about staff's daily lives during the COVID-19 pandemic	Para pimpinan hotel prihatin dengan kehidupan sehari-hari saya selama pandemi COVID-19	5-point Likert scale

Variable	Construct	Items	Actual Questionnaire	Translated questionnaire	Scale
		SL15	Hotel leaders are making an effort to meet staff resource needs for safety in COVID-19 prevention	Pimpinan hotel berupaya untuk memenuhi kebutuhan sumber daya saya demi keselamatan dalam pencegahan COVID-19	5-point Likert scale
		SL16	Hotel leaders are appeasing staff negative emotions during the COVID-19 pandemic	Para pimpinan hotel menenangkan emosi negatif saya selama pandemi COVID-19	5-point Likert scale
		SL17	Hotel leaders are showing consideration for staff physical and psychological safety during the COVID-19 pandemic	Para pimpinan hotel menunjukkan pertimbangan untuk keamanan fisik dan psikologis saya selama pandemi COVID-19	5-point Likert scale
		SL18	Hotel leaders are making an effort to create a safe workplace during the COVID-19 pandemic	Pimpinan hotel sedang berupaya untuk menciptakan tempat kerja yang aman selama pandemi COVID-19 untuk saya	5-point Likert scale
Safety Behaviour	Safety Compliance	SC01	I am using all the necessary safety equipment to do my job during the COVID19 pandemic	Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan pekerjaan saya selama pandemi COVID-19	5-point Likert scale
		SC02	I am using the correct safety procedures for carrying out my job during the COVID-19 pandemic	Saya menggunakan prosedur keselamatan yang benar untuk melakukan pekerjaan saya selama pandemi COVID-19	5-point Likert scale

Variable	Construct	Items	Actual Questionnaire	Translated questionnaire	Scale
		SC03	I am ensuring the highest levels of safety when I carry out my job during the COVID-19 pandemic	Saya memastikan tingkat keamanan tertinggi ketika saya melakukan pekerjaan saya selama pandemi COVID-19	5-point Likert scale
	Safety Participation	SP01	I am promoting pandemic prevention and safety programs within the organization during the COVID-19 crisis	Saya mempromosikan program pencegahan dan keselamatan pandemi dalam organisasi selama krisis COVID-19	5-point Likert scale
		SP02	I am putting in extra effort to improve the safety of the hotel during the COVID-19 pandemic	Saya melakukan upaya ekstra untuk meningkatkan keamanan hotel selama pandemi COVID-19	5-point Likert scale
		SP03	I am voluntarily carrying out tasks or activities that help to improve hotel safety during the COVID-19 pandemic	Saya secara sukarela menjalankan tugas atau aktivitas yang membantu meningkatkan keamanan hotel selama pandemi COVID-19	5-point Likert scale
	Safety Adaptation	SA01	I am generating creative ideas or suggestions on COVID-19 prevention for the hotel	Saya menghasilkan ide atau saran kreatif tentang pencegahan COVID-19 untuk hotel	5-point Likert scale
		SA02	I am promoting and championing new methods to colleagues for preventing and controlling COVID-19	Saya mempromosikan dan memperjuangkan metode baru kepada kolega untuk mencegah dan mengendalikan COVID-19	5-point Likert scale
		SA03	I am searching out new technologies, processes, and techniques to improve the effectiveness of COVID-19 prevention in the hotel	Saya mencari teknologi, proses, dan teknik baru untuk meningkatkan efektivitas pencegahan COVID-19 di hotel	5-point Likert scale

Variable	Construct	Items	Actual Questionnaire	Translated questionnaire	Scale
Perceived Susceptibility	Perceived Susceptibility	RP01	I am at risk for contracting the COVID-19 infection when working in hotels	Saya berisiko tertular infeksi COVID-19 saat bekerja di hotel	5-point Likert scale
		RP02	It is likely that I will be contact with infected guests when working in hotels	Kemungkinan saya akan berhubungan dengan tamu yang terinfeksi saat bekerja di hotel	5-point Likert scale
		RP03	My chance of getting the COVID-19 infection when working in hotels is high	Peluang saya tertular COVID-19 saat bekerja di hotel tinggi	5-point Likert scale
		RP04	It is dangerous to work in hotels during the COVID-19 pandemic	Saya tahu bahwa bekerja di hotel selama pandemi COVID-19 berbahaya	5-point Likert scale
Belief Restoration	Belief Restoration	BR01	I am confident that hotel will recover quickly from the COVID-19 pandemic	Saya yakin hotel akan cepat pulih dari pandemi COVID-19	5-point Likert scale
		BR02	The hotel has enough capacity to cope with the COVID-19 pandemic	Saya mengetahui bahwa hotel memiliki kapasitas yang cukup untuk mengatasi pandemi COVID-19	5-point Likert scale
		BR03	The hotel has sufficient resources to reduce the negative impacts of the COVID-19 pandemic	Saya mengetahui bahwa Hotel memiliki sumber daya yang cukup untuk mengurangi dampak negatif pandemi COVID-19	5-point Likert scale

Variable	Construct	Items	Actual Questionnaire	Translated questionnaire	Scale
		BR04	The hotel has a strong risk-resistance ability	Saya mengetahui bahwa hotel ini memiliki kemampuan ketahanan risiko yang kuat	5-point Likert scale



Appendix C Quantitative Data Collection

SL01	SL02	SL03	SL04	SL05	SL06	SL07	SL08	SL09	SL10	SL11	SL12	SL13	SL14	SL15	SL16	SL17	SL18	SC01	SC02	SC03	SP01	SP02	SP03	SA01	SA02	SA03	RP01	RP02	RP03	RP04	BR01	BR02	BR03	BR04	
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