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Quarantine Repatriation Program and its Impact on Hotel Employees in Indonesia

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Abstract
The Covid-19 pandemic has had a profound and unanticipated impact on the hospitality business globally. In particular, employees who work in quarantine repatriation programs face detrimental challenges during the pandemic, which may result in well-being crises. This study explores employees' fear of Covid-19, mental health, and intention to leave the hotel when the repatriation program was conducted in Indonesia. 82 repatriation hotel employees were examined through an online questionnaire to assess the study framework. This study found that employees' fear of Covid-19 significantly impacted employees' mental health, and mental health strongly affected employees' turnover. However, the turnover intention was not correlated with employees' fear of Covid-19. While only a few studies have been discussed for this program, these findings contribute to tourism and hospitality studies in the context of quarantine repatriation programs provided by the government during pandemics. Hotel managers urgently need to implement sustainable encouragement programs to reduce employee mental health issues to mitigate anxiety, depression, and stress.
Keywords: Turnover Intention, Quarantine Repatriation, Mental Health, Fear of Covid-19, Hotel Employees.

Introduction

Numerous countries implemented restrictions on domestic and international travel during the Covid-19 pandemic. Quarantine or social isolation has spatial consequences related to the Covid-19 global health crisis to stop the virus from spreading (Dincer & Gocer, 2021). Referring to the Indonesian Government Decree, as on June 2022, The National Agency for Disaster Countermeasures requires proof of valid health insurance for all international arrivals to track the development of the situation regarding the spread of Covid-19 in various countries. All international travelers entering the Republic of Indonesia's territory must show vaccination certificates (full doses) at least 14 days before their arrival and negative test results from their home country, obtained at the latest two days before the departure time. All international travelers who fall into categories are subject to an isolation period: A global traveler who has gotten on the dose of vaccine must stay in a selected hotel that the Indonesian government has approved for five consecutive days at their own expense, and travelers from abroad who

have gotten at least two doses of vaccine are permitted to continue their trip without being placed in quarantine repatriation hotel (Quarantine Hotels Jakarta, 2020).

Indonesia has primarily used hotel-based quarantine for foreigners or Indonesian citizens returning from overseas requiring several days of quarantine and polymerase chain reaction (PCR)-based Covid-19 testing and robust health protocols. Given the fall in international travel during the Covid-19 pandemic, adapting hotels for quarantine repatriation program make use of resources that would otherwise go unused. The main drawback of hotel-based quarantine repatriation is that it is likely less effective than purpose-built facilities due to shared spaces and inadequate ventilation. Moreover, given the vast population density in the city of located hotels, the effects of the virus escaping quarantine, such as on hotel employees, may also be more severe.

The working conditions of repatriation hotel employees were harshly impacted by having quarantined guests, which increases their risk of contracting an infection. Due to their frequent contact with guests under quarantine, the job of quarantined hotel employees is comparable to that of healthcare professionals. This enhances their contact with respiratory droplets, which is how Covid-19 is mainly spread. The difficulties faced by employees of repatriation hotels include not only the increased workload brought on by running one but also the increased risk of psychological problems such as fear of Covid-19 and mental health lead to turnover intention due to the high risk of exposure and contagion for themselves, friends, and families.

The dilemma for repatriation quarantine hotel employees is how to balance the additional responsibilities of working in a quarantine repatriation hotel with the increased risk of psychological issues (depression, anxiety, and stress) and infection for themselves, their families, and friends as a result of their increased Covid-19 exposure while they need a job for financial support during the devastating period. Employees working in quarantine repatriation hotels may not be entitled to paid sick leave, putting them in danger of losing their jobs if they need to self-quarantine or care for a sick family member (Rosemberg, 2020). On the other hand, fear, a negative emotion, and the poor mental health of quarantine repatriation hotel personnel due to Covid-19 could lead to a higher intention to leave. The Covid-19 pandemic is still evolving and spreading as this article is written. Because empirical research on repatriation and quarantine hotel employees' mental health responses to Covid-19 is limited, this study aims to investigate the relationship between fear of Covid-19, mental health, and repatriation and quarantine hotel employees' turnover intentions in Indonesia.
However, studies on the government program for quarantine repatriation still need more examination to assess their effectiveness for hotels that joined the program and its impact on their workers. To date, there is no study examining the quarantine repatriation program affected hotel employees in Indonesia. Therefore, this study aims to address these gaps through a questionnaire survey of 82 hotel employees in Indonesia. Given the aspects mentioned above for employees, the purpose of the study is to investigate:

1 The relationship between Fear of Covid-19 and mental health
2 The relationship between Fear of Covid-19 and turnover intention
3 The relationship between Mental health and turnover intention

This paper contributes to the literature on the quarantine repatriation program during the Covid-19 pandemic by providing new insights into human resources management and in particular, focusing on employees' well-being in terms of fear of covid-19, mental health, and turnover intention issues. Practical implementation for the hotel industry is discussed comprehensively.

Literature Review

The Covid-19 Impact on Hotel Employees

The coronavirus disease pandemic of 2019 (Covid-19) has greatly influenced each country's population's health and safety and ongoing impacts on their economy and communities (Nicola et al., 2020). The pandemic halted most hospitality and tourism business activity, resulting in a sharp drop in average hotel occupancy rates (Aromize, 2020). The Covid-19 problem has resulted in the layoff of millions of people in the hospitality industry (Jones, 2020). The hotel industry is particularly susceptible to the pandemic. The majority of hospitality businesses were compelled to reduce their operational expenses in reaction to the current economic crisis by implementing particular actions (Chen et al., 2022): requiring workers to take unpaid or annual leave right away; reassigning workers to different departments due to closures of other operational duties, dismissing probationers and temporary workers, and firing workers from associate level to managerial level (Agarwal, 2021; Guillet & Chu, 2021; Lai & Wong, 2020).

The globe is still dealing with the Covid-19 pandemic, and while the most focus is on the physical effects, the impact on mental health cannot be overlooked (Satici et.al., 2020). Covid-19 has been linked to a worsening of mental health disorders, according to health officials (WHO, 2020). Fear, worry, despair, and insecurity can all contribute to psychological alterations during a health crisis like the pandemic (Zhang et al., 2020).

Several studies have been conducted in Indonesia to determine the stress level during employment during the Covid-19 pandemic. Choirisa and Ringkar (2021) surveyed hotels that responded to the disaster period and found that employees' well-being was not the only concern; revenue does. Employees needed to work extra to fulfil the lost financial needs because there was only limited manning, potentially impacting employees' well-being (Steverink et al., 2020). Throughout the COVID-19 pandemic, some tourism literature psychologically affects tourists and the hotel industry. (Buckley & Westaway, 2020; Hang et al., 2020; Zhang et al., 2020). As a result, understanding the consequences of the Covid-19 epidemic on mental health is critical, as the current crisis may create panic. (Xiang et al., 2020). When it comes to gaining a competitive advantage in the company, human resources are critical everywhere (Stanishlaw & Krzysztof, 2015), the loss of which might jeopardize a hotel's existence. Employees at quarantine repatriation hotels are affected not only physically by Covid-19's impact on their daily duties but also psychologically by the increased risk of contracting the virus, which causes fear and long-term mental health issues like depression, anxiety, and obsessive behavior (Murray, 2020). Working closely with Covid-19 has increased employees' perceived risk, feelings of helplessness, and psychological strain, prompting several quarantine repatriation hotel staff to consider whether they want to continue working in the business.

The Relations between Fear of Covid-19, Mental Health, and Turnover Intention

Throughout the Covid-19 pandemic, some tourism literature psychologically impacts tourists and the hotel industry (Buckley & Westaway, 2020; Hang et al., 2020; Zhang et al., 2020). As a result, understanding the consequences of the Covid-19 pandemic on mental health is critical, as the current crisis may create panic (Xiang et al., 2020). One of the most common emotional responses throughout the pandemic has been fear (De Los Santos, 2020; Khattak et al., 2020), since there is a limited understanding of Covid-19's biology, there is much uncertainty about how it spreads (Al-Hanawi et al., 2020). Prior research has shown that fear of infection results in tension, despair, and anxiety during a pandemic (Hall et al., 2008). Uninfected people are afraid of coming into contact with confirmed Covid-19 patients. This irrational reaction could be triggered by increased fear of COVID-19 (Lin,2020; Ahmed et al., 2020). Furthermore, panic can exacerbate problems for COVID-19-positive patients and their families, who may feel socially isolated. This can put them at a higher risk of developing mental health issues like depression and adjustment difficulties (Satici et.al, 2020; Zhang et.al, 2019). Although workplace stress has been extensively studied by scholars in the hospitality industry, not only focus has been placed on how job stress manifests itself for their employees during significant disruptive situations refer to Covid-19. The relationship between the pandemic and employees' mental health has been clarified by some recent studies in the hotel industry (Chen et al., 2022).

Other fears may originate from worrying about changing jobs and the possibility to keep a job. Covid-19 also influences mental health outcomes such as anger, anxiety, boredom, melancholy, fear, stigma, stress, and post-traumatic stress disorder (PTSD) (Pakpour & Griffiths,2020; Ahmed et al., 2020; Bakioglu et al., 2020; Brooks et al., 2020; Galea et al., 2020; Teng et al., 2020; Wan, 2020). Concerns about ambiguity have shifted negatively toward fear and anxiety due to globalization and increasing access to knowledge, generating more psychological suffering among the general public (Ahorsu et al., 2020; Bao et al., 2020). According to Aguiar-Quintana et al (2021), employees of hotels have experienced depression and anxiety due to worrying about losing their jobs. Moreover, employees who were working reported more psychological anguish than those who were furloughed (Bufquin et al., 2021). Several research has been done on the connection between mental health and turnover intention since the hotel industry has a chronic problem with high turnover rates. Previous studies on the hotel industry have repeatedly demonstrated that high levels of work stress are linked to plans for significant employee turnover (Anasori et al., 2021; Park and Min, 2020; Schwepker & Dimitriou, 2021).

H_1: The fear of Covid-19 has a positive effect on mental health
H_2: The fear of Covid-19 has a positive effect on turnover intention
H_3: Mental Health has a positive effect on turnover intention

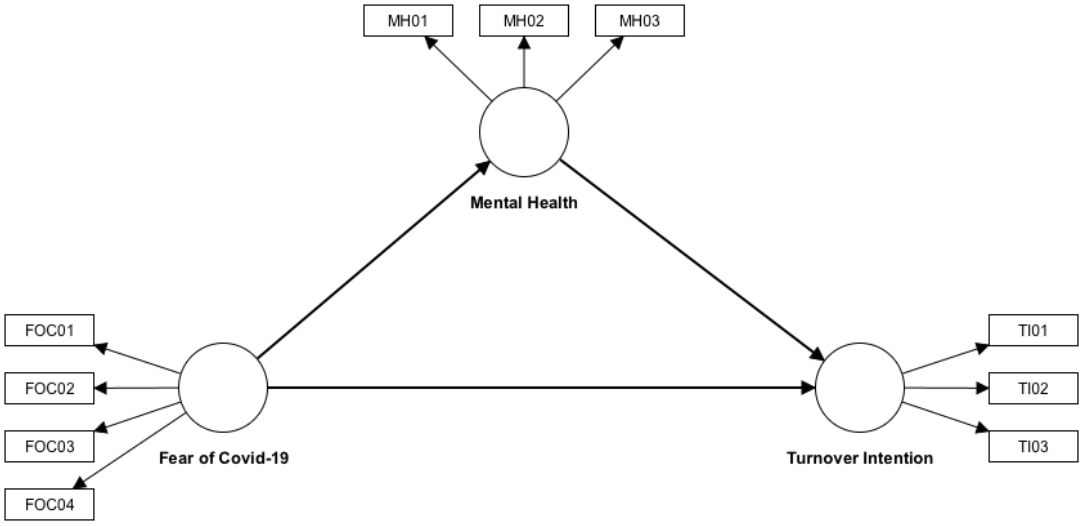

Figure 1: Research Model
Source: Teng et al (2021)

Research Methodology

Questionnaire and Data Collection

This study used a quantitative approach, as the study's objective is to test the research hypotheses (Malhotra et al., 2017). By employing an online survey to collect the data in the first quarter of 2022, the authors emailed 150 hotel employees in Indonesia in International and Local Chain hotels to achieve the purposive sampling technique. The participants were employees who have been working before (minimum 1 year) and during the Covid-19 pandemic both operations and management. This cover for each of department namely room division, food and beverages department, and executive office. Data was collected in the second quarter of 2022 and 82 participants were respond and completed the questionnaire. All participants fulfilled the first layer of questions to verify their employment status in the quarantine repatriation hotel.

Table 1
Demographic Profile

	n.	%
Respondents	82	
Gender		
Female	37	45.1%
Male	45	54.9%
Department		
Front Office	40	48.8%
Housekeeping	2	2.4%
Food and Beverage Product	2	2.4%
Food and Beverage Service	14	17.1%
Management/Back Office	24	29.3%
Age		
Below 18 years old	0	0%
18 - 26 years old	33	40.2%
27 – 40 years old	44	53.7%
41 – 56 years old	4	4.9%
Above 56 years old	1	1.2%
Education		
Senior High School	22	26.8%
Diploma	35	42.8%
Bachelor	22	26.8%
Master	2	2.4%
PhD	1	1.2%
Monthly Income		
Below Rp. 1.000.000,-	3	3.6%
Rp. 1.000.001 – Rp. 3.000.000,-	29	35.4%
Above Rp. 5.000.000,-	50	61%
Work in Repatriation Hotel		
Yes	82	100%
No	0	0%

Based on the demographic profile, as shown in Table 1, the respondents comprised 54.9% male and 45% female. Almost half of the proportion was front office employees, followed by the management or back office staff, 29%, and 17% were food and beverage, service worker. Regarding generations, these respondents were mainly Generation Y (53.7%) and Generation Z (40.2%). Furthermore, the level of education from diploma (42.8%), senior high school, and bachelor's were 26.8%, respectively, with a monthly income above 5 million rupiahs (61%).

Ahorsu et al (2020) created a four-item scale that measured fear of the Covid-19 pandemic. Depression Anxiety Stress Scale (DASS-21) in the Chinese version was adapted to measure the mental health status of repatriation and quarantine hotel employees (Dong et al., 2020). This

can evaluate respondents' mental health using the three subscales of depression, anxiety, and stress. To assess the impact of Covid-19 on turnover intention, three indicators of quarantine repatriation of hotel employees based on Vigoda (2000) were adopted (Teng et al., 2020). The 5-point Likert scale was employed to rate the responses, which ranged from 1 (strongly disagree) to 5 (strongly agree). Apart from socio-demographic data, the construct items were revised from prior studies to ensure content validity.

Data Analysis

The questionnaire result was examined by Smart PLS statistics, which support the study measurement. This study used the partial least-squares (PLS) model to analyze the data. According to Pavlou and Fygenson (2006), PLS limits measurement scales, sample size, and residual distributions to the bare minimum. PLS was conducted in two stages to evaluate the study framework. It first examined the measuring model's consistency (indicator and internal consistency reliability) and validity (convergent and discriminant validity). Second, it assessed the structural model and tested the hypotheses.

Finding and Discussion

This study used Smart PLS 4.0 and two-stage analytical processes to execute the variance-based partial least square method to evaluate the model. They are comprised of assessing both the inner or structural model and the outward or measurement model. In the initial stage, the measuring model's reliability, convergent validity, and discriminant validity are evaluated (Anderson & Gerbing, 1988). This study examines the score of each indicator's outer loadings and the average variance extracted (AVE) score to determine the convergent validity.

Table 2
Convergent Validity and Reliability

Variables	No of Indicators	Cronbach's Alpha	Composite Reliability (CR)	Average variance extracted (AVE)
Fear of Covid-19	4	0,923	0,946	0,814
Mental Health	3	0,921	0,950	0,864
Turnover Intention	3	0,894	0,934	0,825

This study employed two criteria to assess reliability: composite reliability and Cronbach's alpha, each of these criteria has to be above 0.7. As depicted in Table no.2, all variables surpassed the minimum threshold of 0.7, which is considered reliable. The detail of items used in this study can be seen in Table no.3 below:

Table 3
Research Measurement and Outer Loadings

Variable	Code	Indicator	Outer Loading
Fear of Covid-19	FOC01	Afraid of losing my life because of Covid-19.	0,898
	FOC02	Nervous or Anxious when watching news and stories about Covid-19 on social media.	0,831
	FOC03	Worry about getting Covid-19 resulting in less sleep	0,940
	FOC04	Whenever think about Covid-19, heart races or palpitates	0,935
Mental Health	MH01	Depression	0,935
	MH02	Anxiety	0,945
	MH03	Stress	0,908
Turnover Intention	TI01	Probably seeking for a new job outside this hotel due to the Covid-19 impact	0,851
	TI02	Taking more interest in job vacancies websites due to Covid-19.	0,936
	TI03	Often think about quitting job due to the current situation	0,936

Furthermore, each indicator's AVE and outer loadings were examined to determine their convergent validity. According to the outcome, each AVE variable exceeds the prerequisite of 0.5. The outer loadings of each indicator are likewise higher than 0.7, which is the minimum criterion for the loadings, as shown in Table 3. These requirements lead to the conclusion that the convergent validity has been fulfilled.

Table 4
Discriminant Validity Fornell-Larcker Criterion

Variables	Fear of Covid-19	Mental Health	Turnover Intention
Fear of Covid-19	**0,902**		
Mental Health	0,705	**0,929**	
Turnover Intention	0,478	0,660	**0,908**

After examining the convergent validity and reliability, this study also assessed the discriminant validity by comparing the loadings of each item with the overall cross-loadings, where the loadings of each item should be higher than the cross-loadings from the other construct. The Fornell-Larcker criterion, which states that the AVE of each construct should be greater than the squared correlation with another construct, is another method for evaluating discriminant validity (Hair et al., 2013). All requirements for discriminant validity are also met, as shown in Tables 4 and 5.

Table 5
Cross Loading

Variables	Fear of Covid-19	Mental Health	Turnover Intention
FOC01	**0,898**	0,639	0,507
FOC02	**0,831**	0,550	0,312
FOC03	**0,940**	0,686	0,442
FOC04	**0,935**	0,660	0,442
MH01	0,602	**0,935**	0,619
MH01	0,697	**0,945**	0,693
MH01	0,664	**0,908**	0,516
TI01	0,391	0,486	**0,851**
TI02	0,436	0,603	**0,936**
TI03	0,468	0,684	**0,936**

Evaluation of Structural Model (Inner Model)

To determine each path coefficient's importance and evaluate the research hypotheses, this study employed the bootstrapping approach using 50000 resamples (Hair et al., 2016). Estimates of standardized coefficients showed that the relationship between fear of Covid-19 and between mental health and turnover intention (β = 0.643; p < 0.05) were all significant and positive, which supported the hypotheses proposed in this study. Meanwhile, between fear of Covid-19 turnover intention (β = 0.024; p > 0.05) was not significant. The detail of this analysis is presented in Table no.5 and Figure 2 below

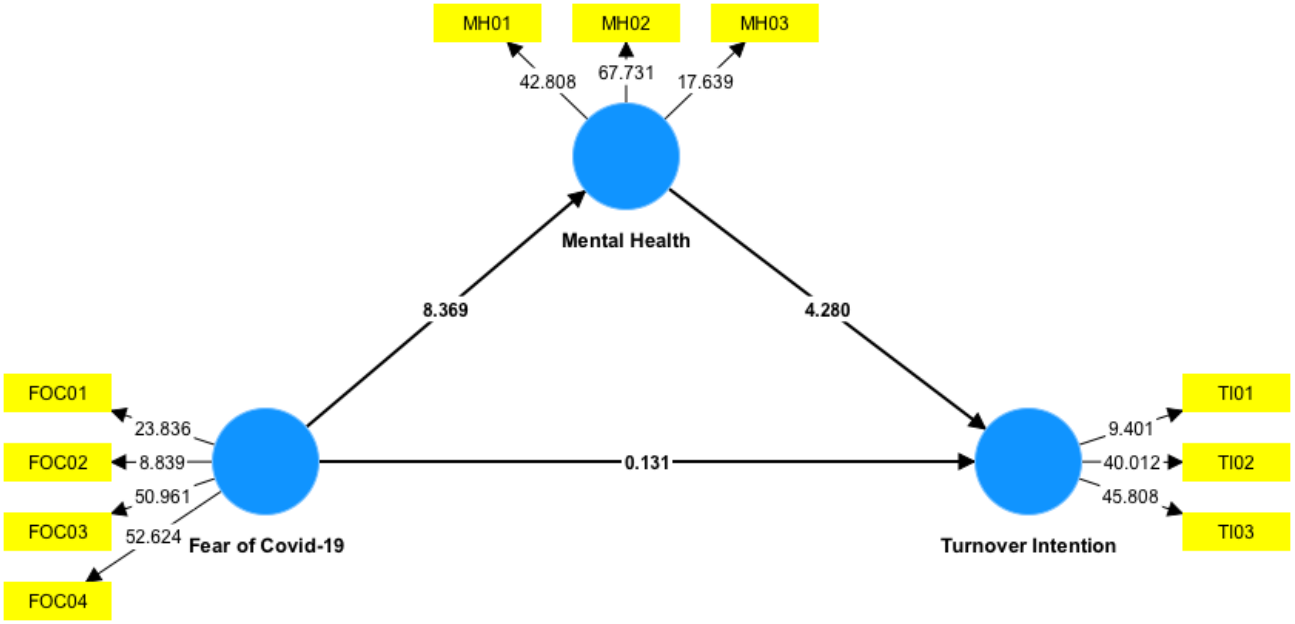

Figure 2: Research Framework (Bootstrapping result)

Based on the data analysis, the explanatory power of the model used to explain mental health is 0.49, and turnover intention is 0.43. This implies 49% and 43% of the variation in mental health and turnover intention during Covid-19. The remaining 51% and 57%, respectively, accounted for the external factors that were not included in the model.

Table 6
Path Coefficient

	Path	Beta	p-value	t-value	Result	R2
H1	Fear of Covid-19 -> Mental Health	0,705	0,000	8,369	Accepted	0.49
H2	Fear of Covid-19 -> Turnover Intention	0,024	0,896	0,131	Rejected	0.43
H3	Mental Health -> Turnover Intention	0,643	0,000	4,280	Accepted	

**Denote significance at the 5% levels*

As can be concluded by the outcome, the fear of Covid-19 has affected mental health, contributing to the turnover, as reflected by its beta score. However, fear of Covid-19 was insignificant to employee turnover. The findings in Figure 2 and Table 2 summarise the relationship of its variables in the research framework. This analysis examines the study framework to test the study's hypotheses. 5000 resample were used in the bootstrapping procedure to test each path coefficient value (Hair et al., 2016).

Hypothesis 1 states: There is a positive impact between fear of Covid-19 and employees' mental health.

The result of this study revealed that fear of Covid-19 has a significant effect on mental health (ß = 0.75, t-value = 8,369, p-value = 0.00), supporting the first hypothesis (H_1) who believe that afraid of losing their life due to Covid-19, media offline and offline resulting in nervous and anxious, and struggle to sleep due to over worry were effected the employee's depression, anxiety, and stress.

Hypothesis 2 states: There is a positive impact between fear of Covid-19 and turnover intention.

The result of this study explained that there is no significant impact between fear of Covid-19 and turnover intention, which did not support the second hypothesis (H_2) (ß = 0.024, t-value = 0,131, p-value = 0.896). This result has different findings from previous literature that showed fear of Covid-19 significantly affected turnover intention (Maslakçı et al., 2022).

Hypothesis 3 states: There is a positive impact between mental health and turnover intention.

This study showed a significant relationship between employees' mental health and turnover intention, which supports the third hypothesis (H_3) (ß = 0,643, t-value = 4,280, p-value = 0.00). Similar findings have been exposed in the current Covid-19 pandemic. Wong et al (2021) found that after the pandemic breakout, hospitality employees' intentions to leave their jobs and their stress levels rose considerably. Other study results showed that job stress among hospitality professionals was strongly correlated with intentions to quit during the epidemic (Yu et al., 2021a; Yu et al., 2021b).

This study explores the hotel industry's Human Resource Management (HRM) practices during the Covid-19 pandemic (Hewagama et al., 2019). By evaluating the effectiveness of managing hotel employees, this study presents the employees' psychological conditions during their employment in the quarantine repatriation program in the Covid-19 circumstances. The result of this study showed that fear of Covid-19 impacted employees' mental health and also affected their turnover intention. Two out of three hypotheses were supported. The insignificant result was fear of Covid-19 to employees' turnover intention.

Specifically, in strongest indicator of employees' fear of Covid-19 was their worry about getting Covid-19 (ß = 0,940) compared to the other construct. HRM practice influence how employees deal with uncertain work circumstances. They play a crucial part in the Covid-19 pandemic (Salanova & Schaufeli, 2008). Organisations must consider the importance of well-being since it is necessary for many organizational-level outcomes, including enhancing employee productivity and workplace cooperation (De Neve et al., 2013; Lyubomirsky, 2008). Anxiety was the highest indicator in the mental health variable (ß = 0,945). This is similar to previous findings that showed that predispositions of anxiety significantly correlated with the propensity to leave the property (Bajrami, et al., 2021; Parasuraman, 1982), which also has a direct impact on employees' job performance Quintana et al. (2021). In the turnover intention variable, interest in seeking a new job on the internet and often thinking of quitting their job were the strong indicator (ß = 0,936).

Research on the labour market during the crisis revealed that there were few options for job selection (Snorradottir et al., 2013), and quitting the company may not be the best course of action for resolving job insecurity (Kim et al., 2012). Increased commitment to the company and a desire to stay can be achieved by giving staff more challenging responsibilities, appreciating the effort put forth in their work, and providing support. This can happen even when the economy starts to recover. The positive side is that individuals considering changing jobs continue to do so in the hotel sector, demonstrating that Covid-19 did not considerably lessen the industry's appeal to job seekers (Bajrami et al., 2021). Since more people are circulating in hotels, the employees expressed their worries much more. Hotel management can schedule a limited number of guests in a particular place to prevent larger groups from congregating, as well as the adequate time between two shifts to allow for routine cleaning of all high-touch tools and surfaces to allay these worries and prevent workers from infection.

Conclusion

The hotel industry is experiencing an economic crisis due to the Covid-19 pandemic (Baum & Hai, 2020), which may threaten the livelihood of people working in this industry. Based on this study result, Indonesian hotel workers gave an insight that the pandemic was the most challenging circumstance during their employment experiences that elevated their fear of Covid-19, mental health issues, and turnover intention. Employees' fear of Covid-19 has an impact on employees' mental health which also correlates directly to the turnover intention. However, Indonesian employees' fear of Covid-19 was not significantly impacting their turnover intention. These results were validated across local and international hotel brand workers in Indonesia and provided ample theoretical and practical insight.

The theoretical contribution is how hospitality workers perceive and react to the risk of catching the Covid-19 pandemic at the workplace (Chen et al., 2022). Recent research in hospitality has focused much on cleanliness and hygiene because Covid-19 primarily spreads through either direct or close contact with infected persons (Byrd et al., 2021; Yu et al., 2021a; Yu et al., 2021b, Zhang et al., 2020). These studies have provided helpful guidance on encouraging safe behavior among hospitality employees (Zhang et al., 2020). However, even though hotel employees must serve the guest in person (Sinclair et al., 2021), little research has been conducted on the risk of Covid-19 infection among hotel workers. When hospitality staff is instructed to ensure their guests' security procedures, they endanger themselves in certain circumstances. Therefore, this study provides additional insight by giving a perceived fear of Covid-19 and mental health as contributing factors to employees' turnover intention. The finding complements the complexity of employees' well-being and job necessity of the

quarantine repatriation hotel program by further highlighting the dilemma faced by hospitality employees during the pandemic. This study reveals that the Covid-19 pandemic has increased employees' stress levels, although working in the hotel industry has always been very stressful (Ariza-Montes et al., 2018). Besides, this study contributes to the study of human management as well as employee well-being in the hospitality industry.

As a practical implication, hotel employees are currently under a complexity of stress due to their worry about losing their job and virus infection. Hotel management is suggested to provide programs to educate their employees in mitigating their negative impacts related to physical and psychological issues. Then, hotel management should provide a sustainable program to reduce their stress by giving a complete dose of vaccines and equipping them with proper equipment. Furthermore, the Indonesian Government can support the hospitality industry in maintaining its financial stability by offering several programs such as tax relief and enrichment programs for employees who were laid off so that people in hospitality businesses stay afloat.

This study explained the dilemma faced by hotel employees amidst the Covid-19 pandemic, which also has its limitation. This study only employed the quantitative method. Further research recommends having qualitative to explore comprehensive information from hotel employees so that literature on Human Resource Management (HRM) can be elevated. Aside from that, further studies can consider the other force majeure cases to have a better perceptive of different variables applied. Moreover, it is also suggested to take more variables to have broader factors related to HRM in the hospitality industry. Thus, hotel management can have better strategies to put hotel employees at the heart of service.

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