

Determinants of Hotel Operators' Decisions to Adopt SNI CHSE Certification in Post-Pandemic Indonesia

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ABSTRACT: The COVID-19 pandemic has had a significant impact on the tourism and hospitality sectors, prompting the need for standardized health and safety protocols to restore public trust. In response, the Indonesian government introduced the SNI CHSE (Cleanliness, Health, Safety, and Environment) certification, which was initially provided free of charge during the pandemic. However, in the post-pandemic period, the certification transitioned into a paid program, creating new challenges for adoption among hotel business operators. This study aims to analyze the influence of certification product, certification cost, and promotion on hotel operators' decisions to pursue SNI CHSE certification. Employing a quantitative approach through a survey method, data were collected from 100 hotel business actors affiliated with the Indonesian Hotel and Restaurant Association and analyzed using SEM-PLS. The findings reveal that all three factors product, cost, and promotion significantly influence the decision to undertake certification. These results provide strategic implications for policymakers and tourism industry stakeholders in strengthening sustainable tourism recovery through broader CHSE certification implementation, as well as practical implications for designing more effective certification schemes, pricing strategies, and targeted promotional efforts.

Keywords: SNI CHSE, Certification, Hotel Industry, Business Decision, Post-Pandemic



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INTRODUCTION

The COVID-19 pandemic, which emerged in early 2020, dealt a severe blow to Indonesia's tourism sector. This impact was evident in the sharp decline in tourist arrivals and hotel occupancy rates. The Central Bureau of Statistics reported that between March and April 2020, the national hotel occupancy rate plummeted to approximately 12–32%, or less than half of the pre-pandemic level. [Cushman & Wakefield \(2020\)](#) likewise documented that occupancy rates in Jakarta's star-rated hotels dropped to about 27% by mid-2020. Although the trend showed signs of recovery in 2023, with five-star hotel occupancy in Bali rising from around 47% to 62% ([Woods, 2024](#)), adaptation to post-pandemic conditions remains a challenge for tourism industry stakeholders.

However, previous studies have not comprehensively examined the simultaneous influence of product, price, and promotion variables on the adoption of paid SNI CHSE certification in

post-pandemic Indonesia. This research gap is important to address, considering that the certification serves as one of the government's key strategies to restore tourist confidence and enhance destination competitiveness in the new normal era.

The pandemic also transformed the tourism industry landscape to emphasize cleanliness, safety, and health aspects. In the post-pandemic era, tourist behavior has shifted significantly, characterized by preferences for hygiene, low-touch interactions, less crowded environments, and reduced mobility ([WTTC, 2021](#)). Tourists have become increasingly attentive to health labels and cleanliness standards at the destinations and facilities they visit. This behavioral change highlights the need for tourism stakeholders to implement measures that align with these expectations while enhancing the sector's competitiveness.

As part of recovery efforts, the Ministry of Tourism and Creative Economy introduced the CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certification program in 2020. This initiative was based on health protocol guidelines from the Ministry of Health of the Republic of Indonesia, complemented by international standards from the WHO and the World Travel & Tourism Council (WTTC) ([BSN, 2021](#))([WHO, 2020](#)). The certification is intended to assure tourists that tourism businesses consistently implement hygiene and safety protocols. However, the adoption of this paid certification among tourism businesses has been inconsistent, raising questions about the factors that influence its uptake in the post-pandemic context.

Initially, the CHSE program was fully funded by the government through the state budget (APBN) during the 2020–2021 period. However, since 2022, the CHSE certification has transitioned into the SNI CHSE certification, which is voluntary and fully financed by business actors. This change in the funding scheme led to a sharp decline in interest in the certification. While 729 hotels were certified during 2020–2021, the number dropped drastically to only 35 hotels in 2022 [[PHRI, 2023](#)]. This situation underscores the urgency of investigating the factors contributing to the low adoption rate of SNI CHSE in the post-pandemic period, in order to develop appropriate strategies to increase business participation.

This condition reflects a gap between business actors' awareness of the importance of certification and their actual participation. Moreover, surveys have shown that CHSE-certified hotels experienced up to a 30% increase in visitor numbers and earned greater trust from tourists ([Kemenparekraf, 2021](#)). However, previous studies have not sufficiently explored the factors that influence hotel business actors' decisions to adopt the SNI CHSE certification, particularly in the post-pandemic context. Therefore, it is crucial to examine these factors to better understand and address the low participation rate in certification programs.

Initially offered free of charge during the pandemic, the certification later transitioned into a paid scheme in the post-pandemic period. This shift has presented new challenges, particularly concerning adoption by hotel industry stakeholders ([Zulkifli et al., 2023](#)). Meanwhile, research by ([Widarsyah et al., 2025](#)) indicates that the motivation to adopt CHSE certification is closely related to perceived benefits and program effectiveness, though more in-depth studies are needed to examine barriers to adoption from a marketing mix perspective. Furthermore, ([Wulandari & Septian, 2022](#)) notes that while CHSE contributes to enhancing destination image in the post-pandemic era, studies specifically investigating the decision-making factors influencing hotel

businesses to adopt the paid CHSE scheme remain limited. Therefore, this study aims to analyze the influence of certification product, certification cost, and promotion on hotel business actors' decisions to pursue SNI CHSE certification. Utilizing a quantitative approach through survey methods and SEM-PLS analysis, the study is expected to offer strategic and practical implications to support sustainable tourism recovery in Indonesia through the optimization of CHSE certification implementation.

METHOD

This study employed a quantitative approach with an explanatory research design, aiming to test the causal relationships between variables through numerical data collection and statistical analysis (Creswell, 2014). The methodological flow began with identifying the population, which consisted of PHRI-affiliated three- to five-star hotels in Indonesia. A purposive sampling technique was then applied to select respondents who met the criteria relevant to the research objectives. Data were collected using structured questionnaires distributed to hotel business actors. Finally, the collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the hypothesized relationships between the study variables.. The focus of the research is to examine the influence of certification product, certification cost, and promotion on hotel business actors' decisions to undertake SNI CHSE certification (Table 1).

Table 1. Operational Definitions of Variables

Variable		Indicator (Definition & Source)
Product (Goods & Services Quality)	Quality	Performance: the core performance capability of the product/service (Tjiptono, 2022) (ISO, 2015) .
		Aesthetics: design and appearance aspects that form product identity (Kotler Armstrong, 2022) .
		Features: additional features/facilities that add value (De Giovanni, 2024)
		Conformance: (Zeithaml et al., 2018)
		Assurance: assurance of cleanliness & safety (Sangpikul, 2022)
Price		Affordability: price affordability for the target segment (Kotler Armstrong, 2022) .
		Price-quality fit: perception of price matching quality (Biswas et al., 2025)
		Price-value fit: price matching perceived benefits (Chaney et al., 2023)
		Purchase power fit: price aligned with purchasing power

Variable	Indicator (Definition & Source)
	(Thomas T. Nagle, John E. Hogan, 2016).
Public Relations & Publicity	Press Relations: news releases and media coverage (Subroto, 2011) . Product publicity: placement of product information in paid/unpaid media (Alison Theaker, 2020) . Lobbying: communication with government and stakeholders (Wilcox et al., 2015) . Counselling: reputation and issue management advisory (Institute for PR, 2023).
Organizational Buying Decision	Product, brand, and timing selection (Philip Kotler, Gary Armstrong, Lloyd C. Harris, 2019) . 4T Goal - right type, quantity, price, time (Havaladar, 2005). price, quality, brand, promotion (Philip Kotler & Kevin Lane Keller, 2018) .

The population in this study includes hotel business actors who are members of the Indonesian Hotel and Restaurant Association (PHRI), classified as 3 to 5-star hotels that received CHSE certification facilitation from the government in 2020–2021 but did not continue with SNI CHSE certification in 2022.

The selection of respondents from 3 to 5 star hotels is based on the consideration that these hotels generally exhibit a higher level of preparedness and compliance with regulatory standards, along with greater awareness of government policies, including CHSE certification. This is attributed to the importance of maintaining reputation, operational licenses, and market credibility within the hospitality industry ([Kementerian Pariwisata dan Ekonomi Kreatif, 2021](#)), ([WTTC, 2021](#)). Additionally, guests of 3-star and above hotels predominantly belong to the middle-to-upper market segment, which tends to place greater emphasis on cleanliness and safety standards [[UNWTO, 2020](#)]. In this context, higher-rated hotels also possess adequate financial capacity and human resources to effectively implement CHSE protocols, including investment in equipment procurement, employee training, and the execution of audit processes ([Gössling et al., 2020](#)).

Sampling was conducted using purposive sampling, where samples are deliberately selected based on specific characteristics relevant to the research objectives ([Sekaran & Bougie, 2016](#)). The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum of 85 respondents. To anticipate incomplete data, 100 questionnaires were distributed.

Data were collected using closed-ended questionnaires consisting of structured statements measured on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The questionnaire was designed to capture respondents' perceptions regarding four main variables: certification product, certification price, certification promotion, and certification decision.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), a variance-based multivariate analysis method. PLS-SEM is suitable for explanatory research involving complex conceptual models and relatively small to moderate sample sizes (Hair Jr et al., 2021).

The data analysis followed two main stages:

1. Evaluation of the measurement model, and
2. Evaluation of the structural model, using SmartPLS version 3.0.

In the first stage, indicator quality was evaluated to measure latent constructs. This involved three primary tests:

- a. Convergent validity, was assessed using loading factor and Average Variance Extracted (AVE). Indicators are considered valid if the loading factor > 0.70 and AVE > 0.50 (Hair Jr et al., 2021).
- b. Construct reliability, was evaluated using *Cronbach's Alpha* and *Composite Reliability (CR)*. A construct is considered reliable if both values exceed 0.70.
- c. Discriminant validity, ensured that constructs were distinct from one another. This was assessed using the *Fornell-Larcker criterion* (square root of AVE $>$ inter-construct correlations) and *cross-loading values* (each item loads higher on its associated construct than on others).

After the measurement model met the criteria, the next step was to test the relationships between latent constructs in the *structural model*, evaluated through several indicators:

- a. R-Square (R^2) : assesses how much the independent variables explain variance in the dependent variable.
- b. Significance tests: based on t-statistics and p-values for each path coefficient; relationships are significant if $t > 1.96$ and $p < 0.05$ at 5% significance.
- c. Predictive relevance (Q^2) : evaluates the model's predictive accuracy.
- d. Effect size (f^2) : assesses the relative impact of each exogenous construct on the endogenous construct ($f^2 > 0.35$ = large, $0.15-0.35$ = medium, < 0.15 = small). (Hair Jr et al., 2021).

RESULTS AND DISCUSSIONS

A total of 100 questionnaires were returned and deemed valid (response rate = 100%). The distribution of hotel categories showed that the largest proportion was in the 4-star category (46%), followed by 3-star (35%) and 5-star hotels (19%) (Table 2, Figure 1). Spatially, respondents were spread across 21 provinces, with West Java (20%), Bali (18%), and DKI Jakarta (16%) being the top three (Table 3, Figure 2). This distribution represents both primary and secondary post-pandemic destination clusters in Indonesia, aligning with the (UNWTO, 2023) report indicating that hotel occupancy recovery was concentrated in domestic destinations with high air connectivity.

Table 2. Respondent Characteristics Based on Hotel Category

Star Category	n	Persentase (%)
3 ★★ ★	35	35.0
4 ★★ ★★	46	46.0
5 ★★ ★★ ★	19	19.0
Total	100	100

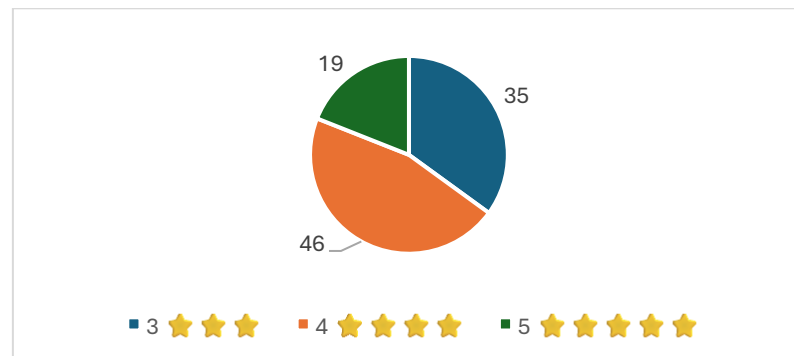


Figure 1. Distribution of Respondents by Star Rating Category

Table 3. Characteristics of Respondents by Province

No	Provinsi	n	%	No	Provinsi	n	%
1	North Sumatra	2	2.0	12	West Java	20	20.0
2	South Sumatra	3	3.0	13	Central Java	6	6.0
3	West Sumatra	1	1.0	14	Special Region of Yogyakarta	4	4.0
4	Riau	2	2.0	15	East Java	3	3.0
5	Riau Islands	7	7.0	16	Bali	18	18.0
6	Jambi	1	1.0	17	East Nusa Tenggara	1	1.0
7	Lampung	1	1.0	18	North Sulawesi	2	2.0
8	Bangka Belitung Islands	1	1.0	19	Southeast Sulawesi	1	1.0
9	East Kalimantan	2	2.0	20	South Sulawesi	2	2.0
10	Banten	5	5.0	21	Papua	2	2.0
11	Jakarta	16	16.0	Total		100	100

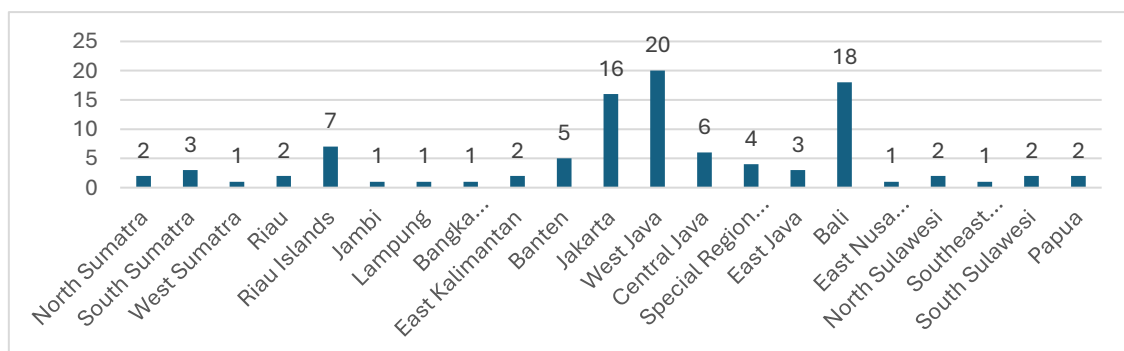


Figure 2. Characteristics of Respondents by Province

A total of 100 valid questionnaires were collected, yielding a 100% response rate. The sample was dominated by 4-star hotels (46%), followed by 3-star (35%) and 5-star hotels (19%), distributed across 21 provinces, with West Java (20%), Bali (18%), and Jakarta (16%) being the top three locations. This distribution represents Indonesia's primary and secondary post-pandemic destination clusters, consistent with [UNWTO \(2023\)](#), which reported that occupancy recovery was concentrated in domestic destinations with strong air connectivity.

The descriptive analysis shows that respondents rated the certification product (mean = 4.21), certification price (mean = 3.98), and certification promotion (mean = 4.35) positively on a 5-point Likert scale, suggesting that hotel operators generally perceived CHSE certification as valuable, affordable, and well-communicated. The structural model's predictive strength was acceptable, with $R^2 = 0.54$, indicating that the three predictors jointly explained 54% of the variance in certification decisions. The Q^2 value was positive (0.31), confirming predictive relevance, while effect sizes (f^2) ranged from medium to large for the predictors, supporting their substantive importance.

The path analysis (Table 4) revealed that certification promotion was the most influential factor ($\beta = 0.42$, $t = 5.368$, $p < 0.001$), followed by certification price ($\beta = 0.31$, $t = 3.156$, $p = 0.002$) and certification product ($\beta = 0.28$, $t = 3.137$, $p = 0.002$). These findings underscore the significance of effective communication, perceived value, and reasonable pricing in motivating adoption of SNI CHSE certification.

Regarding the certification product, its positive effect supports the quality signaling theory ([Kirmani & Rao, 2000](#)), where the CHSE label serves as a trust signal for cleanliness and safety. Similar findings were reported in Spain ([Martínez et al., 2022](#)) and the U.S. ([Mody et al., 2021](#)). However, in Indonesia, the results align with ([Eddyono et al., 2021c](#)), who emphasized that infrastructure quality, environmental integrity, and local community well-being shape tourist satisfaction, suggesting that certification reinforces these perceptions domestically.

The certification price also had a significant effect, confirming that operators weigh costs against benefits before deciding. Although the cost has been fully borne by businesses since 2022, respondents still valued the long-term benefits of certification, aligning with the principle of value-based pricing ([Monroe, 2012](#)) and findings in the Indonesian national park context ([Eddyono et al., 2021a](#)). This indicates that perceived benefits such as improved occupancy and reputation—can outweigh concerns about price.

Lastly, certification promotion emerged as the strongest predictor, highlighting the importance of communication strategies that clearly convey the benefits of certification. This suggests that enhancing awareness and showcasing successful examples in Indonesia could significantly boost adoption rates, as also observed in studies by ([Gursoy & Chi, 2020](#)), ([Prayag, 2021](#)), and ([Viglia et al., 2021](#)). Overall, these findings suggest that while international studies emphasize similar factors, the Indonesian context requires tailored strategies that consider local business realities, government support limitations, and the specific needs of domestic and regional markets.

Table 4. Path coefficients, p-values, R², Q², f²

Predictor Variable	Path Coefficient (β)	t-statistic	p-value	Effect Size (f ²)	Significance
Certification Product	0.28	3.137	0.002	0.12	Significant
Certification Price	0.31	3.156	0.002	0.15	Significant
Certification Promotion	0.42	5.368	<0.001	0.25	Significant

Model Fit Indices	Value	Interpretation
R ² (Decision to Adopt)	0.54	Moderate predictive power
Q ² (Predictive relevance)	0.31	Predictive relevance confirmed

Among the three predictors, certification promotion emerged as the most influential factor in the decision to adopt SNI CHSE certification ($\beta = 0.42$; $t = 5.368$; $p < 0.001$; see Figure 3). This variable was measured through indicators such as: media exposure (e.g., government campaigns via television, social media, and websites), direct outreach and lobbying by officials to hotel associations, and collaborative promotional activities with industry organizations, as reported by respondents. These indicators reflect the visibility and credibility of the certification communicated through formal channels and institutional support.

Respondents indicated that the high visibility of CHSE campaigns on digital platforms increased their awareness and understanding of the program's benefits. Furthermore, personal interactions with government representatives and industry associations through seminars or direct visits, strengthened trust and reduced uncertainty about the certification process. These findings suggest that promotion not only disseminates information but also enhances perceived value and mitigates skepticism, both of which are critical for encouraging adoption ([Dwivedi et al., 2021](#)), ([Gretzel et al., 2020](#)).

This result also aligns with quality signaling theory ([Kirmani & Rao, 2000](#)), in which effectively communicating a quality standard amplifies its signaling power in the market. ([M. Li et al., 2021](#)) demonstrated that in the hotel industry, promotional efforts that include tangible proof such as customer testimonials, visible certificates, and institutional endorsements boost both customer trust and adoption decisions by service providers. Similarly, ([Lee & Chen, 2020](#)) found that community-based and cross-organizational promotional approaches were more effective than top-down campaigns in fostering participation in sustainability certification programs. In the Indonesian context, where trust in formal programs may be hindered by low institutional confidence, transparent, open, and network-based promotional strategies play a particularly critical role in increasing adoption ([Prayag, 2021](#)), ([Gursoy & Chi, 2020](#)). ([M. Li et al., 2021](#)) found that intensive social media promotion in China successfully increased certification participation within the accommodation sector. also highlighted that persuasive promotional messages, particularly those grounded in psychology and incentive-based framing, can influence business decisions in the context of post-crisis recovery.

Research on national parks also shows that openness and institutional interventions (e.g., government roles, industry associations) significantly influence regional tourism competitiveness (Eddyono et al., 2021a), (Eddyono et al., 2021c). For CHSE, promotional efforts such as technical guidance, digital campaigns, and collaboration with associations like PHRI help reduce procedural uncertainty and accelerate adoption diffusion (Bosnjak et al., 2020).

In the context of national parks, prior research indicates that transparency, institutional support, and government intervention—including through tourism associations—can significantly enhance regional tourism competitiveness (Eddyono et al., 2021d) (Eddyono et al., 2021b). With regard to CHSE, promotional efforts such as technical assistance, digital campaigns, and collaborations with associations like PHRI have proven effective in reducing procedural uncertainty and accelerating the diffusion of certification adoption (Bosnjak et al., 2020).

It is important to note, however, that **this study is limited to hotels affiliated with the Indonesian Hotel and Restaurant Association**. Therefore, the findings may not fully represent the perspectives of independent or smaller-scale hotels, which may differ in terms of resource availability, access to information, and promotional capacity.

When compared to similar studies in other countries, the dominant factors found in this research reflect global patterns. Studies by (Huang et al., 2022) in China and (Rivera, 2022) in Mexico also identified perceived value, financial accessibility, and public communication as key drivers of CHSE or similar certification implementation in the tourism sector. These similarities suggest that the success of post-pandemic certification programs globally hinges on the integration of quality assurance, cost-friendly policies, and proactive promotional strategies.

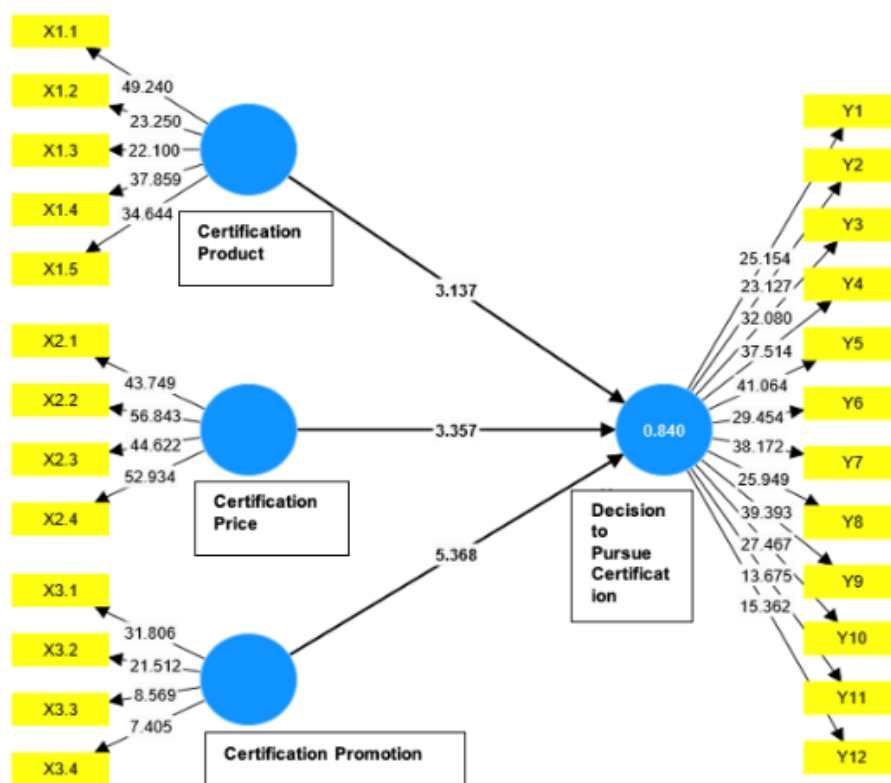


Figure 3. Bootstrapping Process Results

These findings are further supported by [\(Le & Arcodia, 2020\)](#), who emphasize that government-led communication campaigns play a pivotal role in driving post-crisis recovery and influencing business compliance in tourism sectors. Additionally, [\(Alonso et al., 2021\)](#) found that institutional trust and message clarity were key motivators for small tourism enterprises to adopt health protocols and certifications during COVID-19. Furthermore, [\(J. Li et al., 2022\)](#) demonstrated that digital marketing and peer-based endorsement significantly enhanced perceived credibility and behavioral intention among tourism stakeholders when adopting sustainable practices or certifications. Together, these studies underline that promotion is not merely about visibility, but also about reducing cognitive barriers, building legitimacy, and fostering a shared narrative around certification benefits.

However, findings from [\(Eddyono et al., 2022\)](#) caution that a high number of tourist visits does not automatically translate into increased non-tax state revenue (PNBP), unless accompanied by improved service quality and effective destination management. This underscores the need for CHSE certification to be viewed not merely as an administrative obligation, but as a strategic tool for enhancing destination value, particularly in sensitive conservation areas such as national parks, where uncontrolled growth can lead to overcapacity and environmental degradation.

This perspective is echoed by [\(Sun et al., 2021\)](#), who found that destination performance is increasingly dependent on the integration of quality assurance mechanisms, especially in post-pandemic recovery. Similarly, [\(Koens et al., 2021\)](#) emphasized that sustainable destination management must go beyond visitor numbers and prioritize governance, carrying capacity, and quality assurance frameworks to maintain long-term competitiveness. Additionally, [\(Zhu et al., 2023\)](#) demonstrated that certifications aligned with public health and environmental standards significantly contribute to both visitor trust and destination resilience, especially in ecotourism and heritage sites where resource protection is critical. These findings collectively suggest that the CHSE program, when embedded within broader destination management systems, can function not only as a signal of safety and cleanliness but also as a driver of sustainable economic value in public tourism assets.

CONCLUSION

This study confirms that the three variables; certification product, certification price, and certification promotion significantly and positively influence hotel businesses' decisions to adopt SNI CHSE certification, with promotion emerging as the strongest predictor. The findings highlight that intensive promotional strategies, a balanced perception between costs and long-term benefits, and confidence in quality improvement are critical drivers of certification adoption in the post-pandemic recovery context.

The results suggest that the government needs to sustain and intensify its efforts in communicating the benefits of certification through more effective digital campaigns and direct engagement, particularly by demonstrating the tangible improvements in business performance and customer trust that certification provides. Similarly, the Indonesian Hotel and Restaurant Association is expected to facilitate knowledge sharing among its members, provide technical assistance, and advocate for supportive financial policies that enhance the affordability of certification. On the

business side, hotels are encouraged to integrate certification into their long-term business strategies as a competitive advantage that signals their commitment to health, safety, and service excellence in the eyes of increasingly discerning customers.

This study, however, is not without limitations. The analysis focused exclusively on PHRI-affiliated three- to five-star hotels, which may not fully reflect the conditions and perspectives of smaller, independent, or budget accommodations. Furthermore, its cross-sectional design precludes the observation of changes in attitudes and behaviors over time. Future research could adopt longitudinal designs to capture dynamic changes, incorporate qualitative methods to uncover deeper motivations and barriers, and extend the scope of analysis to other sectors of the tourism industry and diverse regional settings to enrich the understanding of certification adoption.

In closing, this study contributes to the growing discourse on post-pandemic tourism recovery by offering empirical evidence and actionable insights for policymakers, industry associations, and businesses. It is hoped that future researchers will continue to build on these findings, explore emerging determinants of certification adoption, and advance evidence-based strategies to strengthen sustainable tourism practices.

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