

Multi-competency development: strategy to strengthen the resilience of human capital from unpredictable global disruption

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Abstract: This research was conducted with the aim of building a new competency development strategy for workers so that they have multi-competence capabilities in an effort to survive in a situation of uncertainty. The object of this research is the four Wyndham hotel chains in Bali, Indonesia where an in-depth exploration is carried out on the Human Capital Aspect which includes Threshold Characteristics and Differentiation. Threshold Characteristics are essential characteristics consisting of Knowledge and Skills, while Differentiation characteristics which are superior distinguishing aspects consist of Self-Concept, Motives, and Treats. Using a mixed method research with an exploratory sequential approach, the researchers carried out three stages of research from qualitative research, and quantitative research to validating research results through Focus Group Discussions with policymakers from the four Wyndham hotel chains in Bali involved. Through all the stages of the research, the researchers developed a model of Multi-Competency Development, that is in accordance with the characteristics of Wyndham hotel employees. The model, which is named the Sundae Multi-Competency Development, consists of 6 steps including (1) Identification of Competency Trends; (2) Competency Recommendations; (3) Internal Intent Analysis; (4) Training and Development; (5) Certification; and (7) Own Multi-Competency. The research results in the recommendation of relevant new competencies to be developed in the Wyndham hotel chain in Bali, including Teaching, Marketing, and Cooking competencies.

Keywords: human capital, multi-competency, development, strategy, labor, disruption.

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Introduction

The devastating disruption caused by Covid-19 pandemic has globally shaken almost all businesses, creating a complex and challenging environment for human capital, forcing management to find ingenious solutions to ensure the continuity of their job to cope with the sudden and unpredictable crisis. Since its emergence in December 2019, it has been very clear that the threat posed by Covid-19 to public health would also be harmful to the world of work. Workplace closures and other measures necessary to curb the spread of the virus have wreaked havoc on enterprises and workforce across the world (ILO Research Department, 2021). The exposure of Covid-19 pandemic followed by lockdown policy taken by many countries has created massive disruption and had major economic consequences. Uncertainty situation raised up adding the complexity of the crisis and it has direct impacts on human livelihood due to premature deaths, reduction on job quality and reduction in productivity due to workplace absenteeism. The impact took place so quickly in almost every country in the world, including Indonesia (Gössling, 2020). Prior to 2020, Indonesia was experiencing steady growth of the tourism industry, spurred by increasing numbers of foreign visitors. However, the outbreak of Covid-19 pandemic has shown how precarious it was for an economy to be so heavily geared towards international tourism. Looking at data released by Indonesia Central Bureau of Statistics (BPS) the Indonesia

Quarterly Economic Growth 2021, based on business sector there are two economic sectors contracted the most during the first quarter of 2021 year-on-year: transportation and warehouse (-13.12%), and accommodation and food services (-7.26%). This difficult economic situation is still happening even after 1 year since the President of Indonesia announced that Covid-19 had hit the country.

The economic downturn caused by the coronavirus crisis in Indonesia has made Bali, the most favorite islands for tourists, slumped so badly. One of the hospitality industries that is growing very rapidly on the island of Bali is the hotel industry. Hotel is the business of providing accommodation in the form of rooms in a building, which can be supplemented with food and drink services, entertainment activities and/or other facilities on a daily basis with the aim of making a profit (Kemendikbud, 2013). The situation has cost the jobs loss of at least 75,000 workers who had been either laid off or forced to take unpaid leave. Even those who could keep their jobs have to survive on a severe pay cut off up to 75 per cent. Besides that, there are informal daily workers, freelance drivers and tour guides, whose income has been reduced to zero since the pandemic began (BPS Provinsi Bali, 2020). The Covid-19 pandemic is not the only disruption experienced by tourism workers in Bali. Bali has experienced major terrorist attacks in October 2002 and in the same month of 2005, which disrupted the tourism businesses, livelihoods, and rise of unemployment faced by the Balinese people. In the two consecutive years following the bombing, tourist visits fell more than 40 percent; more than 200,000 tourism-related jobs were lost in Bali, and 2.7 million jobs nationwide (APEC Secretariat, 2017). Bali also experienced disruption caused by natural disasters that occurred in 2017. Mount Agung, a volcano on the island erupted five times in late November 2017, causing thousands to evacuate, disrupting air travel and causing environmental damage (Rahmawati, 2019). The losses within the tourism sector have reached USD 663 million. During the same period, losses of USD 147 million due to bad credits in Karangasem Regency, considered to be as a direct result of loss of jobs due to the downturn in tourism (ADRA, 2017). However, the heaviest impact felt by tourism workers was felt in the current Covid-19 pandemic.

The uncertainty of the recovery process requires the resilience of workers to be able to maintain their economy in a very difficult situation that might last for quite a long time. On the other hand, the hotel industry has tightened operational costs by minimising the number of employees and at the same time requiring human capital with multi-competency to continue operating during the Covid-19 pandemic (Shabrina, 2020). However, developing hotel employees to have multiple competencies cannot be undertaken in a short time, it needs proper planning, from the beginning of recruitment, orientation, training, and evaluation to having the employee own these abilities; therefore, the panic can be avoided if global disruption reoccurs in the future (Karen, 2000).

The idea of the need for someone to have various competencies has actually been written in old literature in Bali. Researchers found a very interesting source that the concept of equipping oneself with various kinds of competencies is also written in Balinese literature. The masterpiece of literature is known as *Geguritan Selampah Laku* which narrates the life journey of the author - a poor priest named Ida Pedanda Made Sidemen who was in the struggle to make his beloved wife happy in a situation of deprivation. This story was narrated with emotion by Ida Padanda Made Sidemen. His determination was unanimous to make poverty as a "tapa", that he mentioned as "Mayasa Lacur". He also addressed this determination with the concept of "Cultivating One's Own Land" in Balinese written as "Nandurin Karañg Awak" through various village skills written as "Guna Dusun" (Simpin, 2021). Multi-competency practices can also be seen in modern martial arts known as Mixed Martial Arts (MMA). MMA is an amalgamation of all martial disciplines, harmoniously combined together to form a seamless, unified system. Some say it is the purest form of unarmed combat because it takes the greatest elements of various martial arts and mixes them together (Kirk, 2015). A multi-competence model in language learning introduced by Vivian Cook, a British applied linguist proposed a multi-competence model in the early 1990s developed from Universal Grammar theories. According to Cook, multi competence relates to competence in two or more languages, which traditionally are understood as first and second or other languages. So multi-competence is now usually said to be the knowledge of more than one language in the same mind (Doyle, 2015). David Epstein (2020) in his book entitled *Range*,

describes people who have various competencies as Generalists and people with single-competency as Specialists. Generalists often find their path late, and they juggle many interests rather than focusing on one. They are also more creative, more agile, and able to make connections that their more-specialised peers can't see. The specialists tend to be so attached to certain types of specialized procedures; they use them over and over, even when they're not indicated, and the rates of complications go up. Those literatures above are in line with the general situation that currently occurs, where there are so many efforts to save costs on human capital to survive the impact of a prolonged global disruption. To become more agile, many organisations are now considering building cross-functional style teams. Often there can be a push back to building these cross-functional teams, especially from specialists who have built their career about being an expert (Visser, 2019).

With the background of the given phenomenon, the researchers intend to explore the importance of an employee having more than one competency to maintain their source of income and economic resilience in a global disruption situation, such as the Covid-19 pandemic. These additional competencies will present opportunities, although in general the results may not be as great as the main competencies, but will be very helpful in dealing with disruptive situations that may reoccur in the future (Crews & Russ, 2020). Beginning with mapping out various types of competencies that have been proven to be successfully applied by tourism workers, the researchers are then involved in developing a strategy that was appropriate to the characteristics of the workers in the hotel where this research was conducted. The researchers aimed to identify a strategy that can be applied by Management of Wyndham hotel chain in Bali to develop human capital that has multi-competency to economically survive in a global disruptive situation.

Methodology

This research has been conducted at the four Wyndham chain hotels in Bali, with the central research taking place at one of those hotels namely Wyndham Garden Kuta Beach Bali. To explore the information from the other three hotels, the researchers used online media conferences, as well as making weekly visits to each property. Wyndham chain hotel has weekly operational meetings every Thursday; therefore, the researchers consider it necessary to make a visit once a week to be precise on Fridays to complete and validate the updated information obtained in the previous meeting. The locations of each hotel of Wyndham Hotel Group in Bali are as follows: (1) Ramada by Wyndham Bali Sunset Road Kuta, at Jalan Sunset Road No.9, Kuta, Badung, Bali. (2) Wyndham Garden Kuta Beach Bali, at Jalan Pantai Kuta No 99X, Kuta Beach, Bali. (3) Wyndham Tamansari Jivva, at Jalan Subak Leping No.16, Takmung, Klungkung, Bali and (4) Hotel Wyndham Dreamland Resort Bali, at Jalan Pantai Dreamland, Pecatu, South Kuta, Bali.

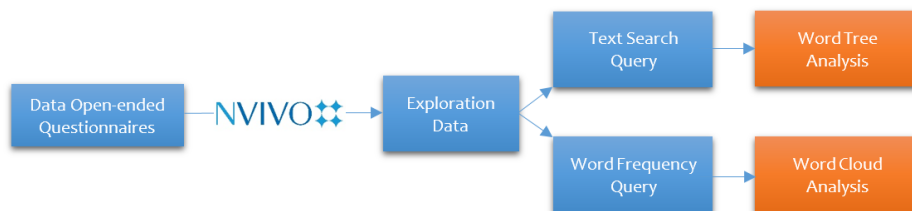
The researchers conducted mixed methods research, by combining qualitative and quantitative methods to collect data, integrating the two forms of data using distinct designs that may involve philosophical assumptions and theoretical frameworks (Creswell, 2010). Furthermore, Exploratory Sequential design is used in this research, which involves first collecting qualitative exploratory data, analysing the information, and using the findings to develop a psychometric instrument well adapted to the sample under study (Sugiyono, 2014). Researchers designed an Exploratory Sequential approach to formulate guidance to proceed this research, as follows: (a) research stage I – qualitative method; (b) research stage II – quantitative method; and (c) research stage III – research validation.

In the research stage I, the researchers distributed open-ended questionnaires to respondents from member of 9 Hospitality Professional Association in Bali, inclusive: Indonesia General Manager Association (IHGMA) Bali, Indonesia Food and Beverage Association (IFBEC) Bali, Indonesia Chef Association (ICA) Bali, Indonesia Housekeeping Association (IHKA) Bali, Hotel Front Liner Association (HFLA), Bali Chief Engineer Association (ACE), Bali Sales Community (Bascomm), Hotel Finance Professionals Association (HFPA) Bali and Human Resources Association (HRA) Bali. At this research stage I, researchers sought feedback from the respondents regarding the following main points: (a) Type of additional or switch-job taken by respondents to cover their income reduction and perform continuous resiliency facing the challenging situation, affected by pandemic Covid-19. (b) To find out the types of competencies

possessed by respondents, in carrying out those additional jobs or switch-jobs that they have chosen.

Beside distributing questionnaires, the researchers also held a semi-structured interview involving selected committee members of the professional associations mentioned above to strengthen the respondent's feedback, feeling and opinion to the multi-competency practice during Covid-19 pandemic.

In order to interpret the results of open-ended questionnaires in the early stages of this research, researchers used Nvivo 12 Plus software. Nvivo 12 Plus is a software program used for qualitative and mixed-methods research. Specifically, it is used for the analysis of unstructured text, audio, video, and image data, including (but not limited to) interviews, focus groups, surveys, social media, and journal articles (Amalia, 2020). The data collected is then processed with Nvivo 12 Plus software to obtain the relationships of each additional competence and the hotel departments represented by each respondent (Bandur, 2019). There are two features in Nvivo 12 Plus that have been used to explore the correlation of each word taken from respondent's feedback, inclusive Text Search Query and Word Frequency Query. The output of Text Search Query is Word Tree Analysis, while the Word Frequency Query produce Word Cloud Analysis. Figure 1 shows the flow of data exploration used by researchers using Nvivo 12 Plus software.



(Source: Nvivo 12 Plus Software in Bandur, 2019)

Figure 1. The Flow of Data Exploration

The result of this first stage of research exploration will be then used as research instrument for research stage II, which is the quantitative part of the research.

At this second stage, the researchers formulate a closed-end questionnaire using Likert Scale based on a research instrument constructed at the first stage of research, combined with Types of Competency Characteristic theory. Likert Scale is a rating system used in questionnaires that is designed to measure people's attitudes, opinions, or perceptions. Likert scale is named for American social scientist Rensis Likert, who devised the approach in 1932 (James, 2011). The questionnaire is then distributed to all employees of four Wyndham Hotel Chain in Bali. Before distributing the questionnaires to all Wyndham employees, the researchers conducted validation and reliability tests on the questionnaire that had been prepared by involving several employees as sample respondents. This validity test was carried out using SPSS software. SPSS is short for Statistical Package for the Social Sciences, and it is used by various kinds of researchers for complex statistical data analysis. The SPSS software package was created for the management and statistical analysis of social science data (Basuki, 2014).

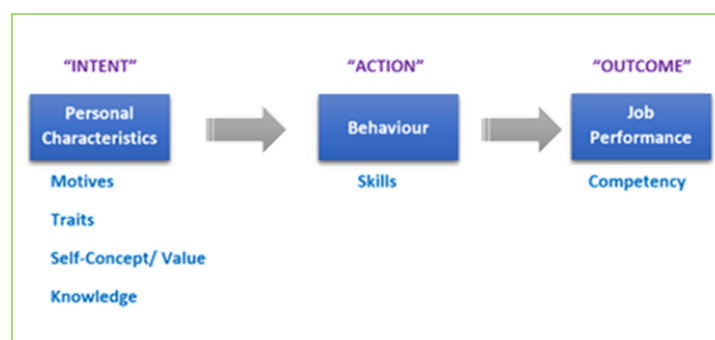
At the third stage, the researchers hosted and participated in a Focus Group Discussion involving the Executive Committee (Excomm) and Human Resources Manager of 4 Wyndham chain hotels in Bali to formulate a multi-competency development model with research findings at stage I and II. The Excomm of each Wyndham hotel consist of key decision maker of the hotel, include General Manager (GM), Executive Assistant Manager (EAM), and Financial Controller (FC), while Human Resources Manager (HRM) will be the executor of decision made by Excomm, specifically related to Human Capital. All findings discussed at this stage, validate the correlation found at both previous research stages and formulate the model of Multi-Competency Development that is suitable to the characteristic of Wyndham employees.

Determining sampling from a population of 9 different associations at the qualitative stage has given this research quite a challenge, due to the large number of population and their location. Therefore, researchers used Snowball sampling method to reach the required population

at the research stage I. Snowball sampling is a sampling method used by researchers to generate a pool of participants for a research study through referrals made by individuals who share a particular characteristic of research interest with the target population (Sugiyono, 2014). It is also referred to as chain sampling or chain referral sampling (Sugiyono, 2016). In the research stage II, researchers used total population sampling involving 184 Wyndham employees. Total population sampling is a type of purposive sampling technique to examine the entire population that have a particular set of characteristics (Garrett, 2018). The important thing in this research besides finding facts, is understanding how the process of a competency is built in a worker. This will lead researchers to understand the characteristics of Wyndham Chain Hotel employees in Bali, associated with the competency trend carried out by tourism workers on a wider scale. Referring to the theory of competence in the book entitled "Competency Management: A Practitioner's Guide", it is stated that competencies are underlying characteristics of people that indicate ways of behaving or thinking, which generalise across a wide range of situations and endure for long periods of time. There are five types of competency characteristics within this definition that require understanding (Palaniappan, 2003), as follows:

1. Knowledge refers to information and learning resting in a person, such as a surgeon's knowledge of the human anatomy.
2. Skill refers to a person's ability to perform a certain task, such as a surgeon's skill to perform a surgery.
3. Self-concept and values refer to a person's attitudes, values, or self-image. An example is self-confidence, a person's belief that he or she can be successful in a given situation, such as a surgeon's self confidence in carrying out a complex surgery.
4. Traits refer to the physical characteristics and consistent responses to situations or information. Good eyesight is a necessary trait for surgeons, as is self-control, the ability to remain calm under stress.
5. Motives refer to emotions, desires, physiological needs, or similar impulses that prompt action. For example, surgeons with high interpersonal orientation take personal responsibility for working well with other members of the operating team.

Those five types of competency characteristics that will be used as theoretical based in this study are fallen into two categorizations including (1) Threshold competencies that are essential characteristics such as knowledge and skills that one needs to meet the minimum required levels in a job; however, they do not differentiate superior from average performers, (2) Differentiating competencies that refer to factors such as motives, traits, self-concept, and values that distinguish superior from average performers. Figure 2 shows the process of forming a competency in a person.



(Source: Competence at Work by Spencer & Spencer, 2006)

Figure 2. Process of Competency development

Within the scope of Type Characteristics of Competency, beginning with understanding personal characteristic, followed by behaviour (action of skill) and the proven of job performance, it can be concluded that the process of a person obtaining a competency goes through 3 main phases which include: 1. Intent, phase that involves the Personal Characteristics which emphasize more on the hidden factor which consists of Motives, Traits, Self-Concept and includes the visible

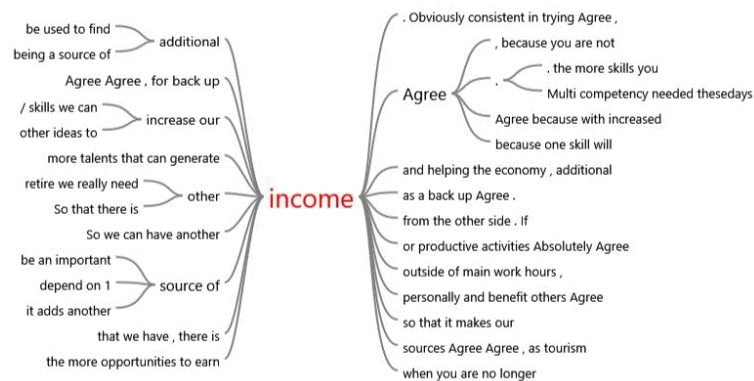
factor, Knowledge; 2. Action, this is phase of forming behaviours based on Skills possessed; and, 3. Outcomes, the final phase of perform the Competency.

Results and Discussion

Results

The distribution of open-ended questionnaires to 9 tourism professional associations in Bali reached 117 respondents 74.4% male, 24.8% female, and 0.9% chose not to answer. Based on the working age, the respondents consist of 65% aged between 18-30 years, 29.1% aged between 31-45 years, and 6% aged 46-65 years, with job position manager is 82%, rank-file staff is 11%, and supervisor level at 7%. Since Pandemic Covid-19 occurs, tourism workers are having 3 options to keep their economic resilience, whether having an Additional, Switching, or Remain stay on their current job. The questionnaire's response for those options presented 52% respondents decided to have an additional job, 28% respondents Remain on their current job, and 21% decided to switch their job.

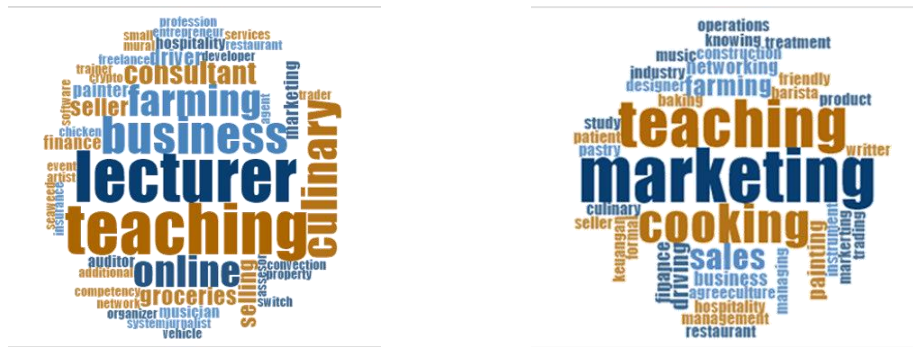
Text Search Queries feature in Nvivo 12 Plus processing the data into Word Tree illustration, allowing researchers to search for words or phrases in the research data collection, explore the use, context and meaning of the words. The exploration helps researchers to see if an idea or topic is prevalent in all data collected from respondents, particularly in the early stages of the research. Figure 3 shows the result of the Word Tree feature in Nvivo 12 Plus that helps researchers to interpret the correlations of words related to the research topic.



(Source: Nvivo 12 Plus Software Data Processing, 2022)

Figure 3. Word Tree of the Word "Income"

From the survey data entered, the word "Income" is the word that appears most often and is related to the reason why the respondent chooses to do additional work or change of professions. Referring to the above results, it can be concluded that from an economic point of view, most of the respondents agreed on the importance of multi-competency to be developed, as an additional income, backup plan, and open- up more opportunities in current challenging situations. Furthermore, to visualise the mixed responses given by respondents and unstructured information in ways that enable the identification of themes and patterns, the further result of feature Word Frequency Query in Nvivo processing data into World Cloud Analysis as shown at Figure 4.



(Source: Nvivo 12 Plus Software Data Processing, 2022)

Figure 4. Word Cloud Analysis

Figure 4 shows that words related to additional and switch-jobs that respondents have taken since Pandemic Covid-19 occur in Bali is dominated by Lecturer, Teaching, Business, Culinary, Farming, Online and Consulting. While the type of competency that is required to perform and related to those additional and switch-jobs decided by respondents are Marketing, Teaching, and Cooking. As a reinforcement of the survey results using an open-ended questionnaire, the researchers also conducted semi-constructed interviews to representatives of tourism associations who have proven to be successful in maintaining their economy by developing their own new skills during the Covid-19 pandemic. The result of interviews conducted by researchers are similar through the distribution of open-ended questionnaires that have been proceed through Nvivo 12 Plus, where the tendency for additional work or professional transitions to be taken leads to becoming a teacher (8.47%), having culinary business (5.51%), having online business (4.66%), and being farmers (4.66%).

Discussion

Referring to the result of research stage I, the researchers drew several conclusions by interpreting the interrelated relationships between the feedback from 117 respondents to the questionnaire and interviews representatives who are hospitality professional associations. This stage is the most basic level of the research, with primary focus is to initially explore a phenomenon, used to generalise qualitative findings to different samples (Creswell, 2010). There is a fact that economic suffering is the main trigger for respondents to choose to do additional job or switch their professions. Types of additional job or switching professions that are more often carried out by respondents including lecturer or teacher, culinary business, farmer, and online business. In line with those job types, the most frequent competencies that respondents needed are teaching, marketing, cooking, and farming.

The research stage II began with the preparation of a closed-ended questionnaire with a Likert scale that has passed the validity and reliability test before being distributed to all employees of the Wyndham Hotel Group in Bali. The validity and reliability tests were carried out using SPSS on a closed-ended questionnaire to confirm that the prepared questions could be fully understood by respondents without any bias. So that the results of the analysis of the respondent questionnaire can produce conclusions that have good quality. The findings in this research stage 2 have provided an illustration of how the Hidden Characteristic of Competency plays a role in a group of people who in this case are employees of the Wyndham Hotel Group in Bali in understanding their potential for competency development. The number of employees who took part in the survey was 169 out of 184 total employees who are still working at the four Wyndham hotel chain in Bali. With this, the response obtained by researchers in this second phase of research is 92% of the total population. All departments in the hotel responded to the distributed questionnaire. The most respondents are from operational departments such as Housekeeping (17%), Food and Beverage service (16%), and Food and Beverage Product (14%) followed by other departments.

The responses obtained from 169 Wyndham employees to the four types of competencies offered by researchers, which are the results of the stage 1 survey are: a. Teaching received 34.1% of the result, with 79 votes. b. Marketing received 33.6% of the result, with 78 votes. c. Cooking received 28% of the result, with 65 votes. d. Farming was the least interested 4.3%, with only 10 votes in total.

Further findings from the respondent questionnaire are related to Intent's Factor which includes Motives, Traits, and Self-Concept/ Value, where each part has 5 questions with a Likert Scale. Because the data received are responses to questions using a Likert scale, the researchers conducted data processing to obtain the respondent's level of agreement with each question posed. The data processed produce Interpretation Score as shown in one of sample Table 1.

Table 1. Interpretation Score of Motives Indicator

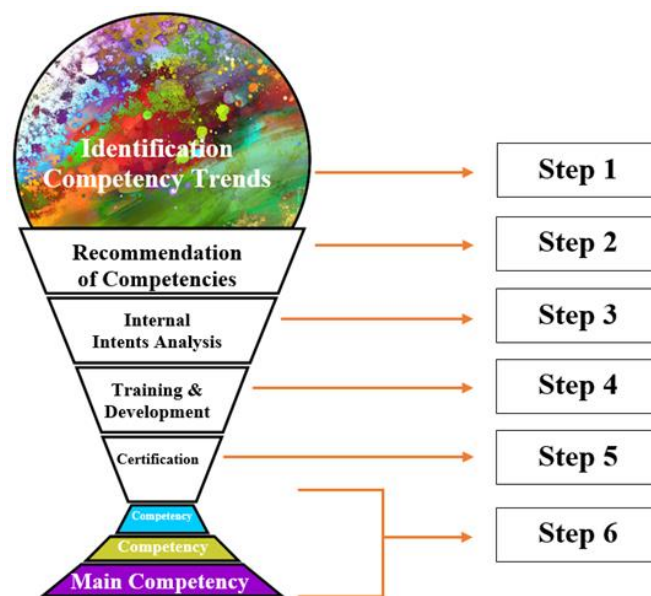
Questionnaires	Description	Likert Score (Pa)	Respondent (T)		Interpretation Score	
			(T)	(T x Pa)	Max (Y)	Min (X)
1). Knowing the motives or reasons from self-witihin to get new competency other than the competency that have already possessed at this time is important in determining the type of additional competency desired.	Strongly disagree	1	0	0	845	169
	Not agree	2	3	6		
	Neutral	3	12	36		
	Agree	4	73	292		
	Strongly agree	5	81	405		
		169	739	87%		
2). Fear of economic pressure is the reason someone needs additional competency in addition to the competency that have already possessed	Strongly disagree	1	3	3	845	169
	Not agree	2	0	0		
	Neutral	3	12	36		
	Agree	4	66	264		
	Strongly agree	5	88	440		
		169	743	88%		
3). Experience undergoing global disruption (such as the Covid-19 pandemic) can be a reason to add new competency in addition to the competency that have already possessed.	Strongly disagree	1	3	3	845	169
	Not agree	2	3	6		
	Neutral	3	6	18		
	Agree	4	69	276		
	Strongly agree	5	88	440		
		169	743	88%		
4). The influence of other people's success or individual competition can be a motive to add new competency in addition to the competency that have already possessed.	Strongly disagree	1	3	3	845	169
	Not agree	2	6	12		
	Neutral	3	15	45		
	Agree	4	96	384		
	Strongly agree	5	49	245		
		169	689	82%		
5). Awareness of the need for a backup plan, can be the rationale for someone intending to add competency in addition to the competency that have already possessed.	Strongly disagree	1	0	0	845	169
	Not agree	2	3	6		
	Neutral	3	15	45		
	Agree	4	81	324		
	Strongly agree	5	70	350		
		169	725	86%		
				Average Interpretation:	86%	

The responses obtained from each Intent factor are processed into score interpretation as in the example of Table 1 summarised by researchers which resulted in the following findings: a. Factor Intents questionnaire, that involves the hidden Personal Characteristics related to the reasons that motivate someone to want to have additional competence, responded with a high level of interpretation almost close to the maximum tendency limit which is formulated in the Likert Scale, as follows: a. Motive indicators, overall questions received 86% interpretation score. b. Trait indicator questions received 82% interpretation score. c. Self-Concept/ Value indicator questions received an 86% interpretation score.

This illustrates that the majority of respondents from 169 Wyndham's employees tend to agree on the importance of Motives, Traits, and Self-Concept/Values in a person as a motivating factor to choose and add new competencies for themselves. The Knowledge questionnaire, which is also part of the Intents indicators, produces results that become important inputs for the development of Multi-Competency at Wyndham, including: a. The majority of respondents tend to agree that the process of learning new competency knowledge should be provided by a combination of expertise from within Wyndham and also from outside, this statement has an Interpretation score of 83%. b. The majority of respondents with an Interpretation score of 82% tend to agree on the need for job exchanges in the process of forming new competencies to be mastered. c. The majority of respondents with an Interpretation score of 87% tend to agree to receive official certification from a credible institution for the new competencies that will be mastered. d. The three conclusions from the research findings in stage 2, were combined with the conclusions in research stage 1 and then became an important discussion material in the

Focus Group Discussion which was attended by policy makers at the four Wyndham Hotel Groups in Bali.

In the research stage III, an effective competency development cannot be done by simply adding certain knowledge to an employee. It is necessary to have an understanding of the needs and how to apply these competencies in accordance with the characteristics of employees in the organization. The findings in the research stages I and II cannot be decided immediately as a strategy that can be immediately implemented. Therefore, the in-depth discussion carried out in the FGD as the research stage 3, the researchers together with the Wyndham executive committee processed the findings, constructed together to produce a common understanding of the research. The researchers and executive committee of Wyndham, then summarized those research processes into a simpler and easy-to-understand interrelated pattern in the form of a model as presented in Figure 5. This model is shaped like a popular ice cream-based dessert called Sundae that inspire the researcher to give the name of this model "Sundae Multi-Competency Development".



(Source: Output Research Stage III)

Figure 5. Sundae Multi-Competency Development Model

Sundae Multi-Competency Development model contains 6 steps which are the essence of the results of this study. The explanation of each of these steps is as follows.

Step 1 – Identification of Competency Trends: It was done by Conducting competency surveys that are trends in the work industry within a certain period of time. In this case, the researchers used the time limitation from when the Covid-19 pandemic was officially announced in Indonesia until the time the survey was carried out. The survey targets are members of the tourism professional associations representing each department in the hotel.

Step 2 – Recommendation of Competencies: Analysing the survey results was done by determining the types of competencies that are trending in the work industry. The determination of the types of competencies is based on the highest number chosen by the respondents with a limit of 3 to 5 at most, or according to the researcher's considerations. These types of competencies become recommendations to all Wyndham employees.

Step 3 – Internal Intents Analysis: It was done by Conducting an internal Wyndham survey regarding the selected new competency type and the reasons that influence the employees' decisions in deciding the selected new competency type: (a) Confirming the types of competencies selected by employees from the recommendations offered, the competencies did not receive a response or only a few were removed from the list. (b) The survey in regard to the reason employees choose new competencies used a closed-ended questionnaire with indicators

from Hidden Characteristics of Competency which includes Motives, Traits, and Self-Concepts/ Value. The survey used a Likert Scale analysis to find the level of employee interpretation of the indicators asked.

Step 4 – Training and Development: At this stage, management collected the sources of knowledge needed by employees in the training and development process for the desired new competencies by involving experts from inside and outside the company. Work exchanges were also carried out at this stage to deepen and implement the new competencies being taught.

Step 5 – Certification: This stage is the recognition or acknowledgment of new competencies that have been possessed through certification by involving a credible competency certification institution.

Step 6 – Own Multi-Competency: This stage is the final result of the implementation of the model, where employees have other competencies besides their main competencies.

Conclusions

The researchers are aiming to answer the problem that have been formulated at the earlier of study, where the first purpose is to determine strategies that can be applied by Management of Wyndham hotel chain in Bali to develop human capital that has multi-competency to economically survive in a global dis-ruptive situation. At the same time the research is designed to produce recommendations of relevant multi-competencies that are suitable for the employees of Wyndham hotel chain in Bali, so that they can have economic resilience in various disrupted situations, not only for the benefit of the company but also for themselves outside their work as hotel employees. Through an extensive research process using the Exploratory Sequential Mixed Method approach, research data was carefully processed starting from the qualitative method in stage 1 and continued to the quantitative method at stage 2. Researchers used the Nvivo 12 Plus software analysis tool to interpret the results of research stage I, and in stage II the researcher used to test the validity-reliability of the research instrument and interpreted the results with Likert Scale analysis. By combining the results of the two research stages, followed by Focus Group Dis-cussion together with the Wyndham hotel policy makers, the researchers succeeded in finding answers to the problems that had been formulated at the beginning of the study.

The first question is what strategy can be applied by Management of Wyndham hotel chain in Bali to develop human capital that has multi-competency to economically survive in a global disruptive situa-tion? The research has concluded that there are 6 steps need to be implemented in order to develop a Multi-Competency Human Capital at Wyndham hotel chain in Bali, such as (1) identification of compe-tency trends, (2) recommendation of competencies, (3) internal intents analysis, (4) training and devel-opment, (5) certification, and (6) own multi-competency. These steps are implemented in sequence and form a Strategic Model, namely Sundae Multi-Competency Development. The answer of second ques-tion, what are the relevant multi-competencies to be developed for the employees of Wyndham hotel chain in Bali, so that they can have economic resilience in various disrupted situations, not only for the benefit of the company but specially for themselves outside their work as hotel employees?, found dur-ing the development of Sundae Multi-Competency Model, where researchers putting all findings base on the current pandemic Covid-19 situation faced by the hotel's employee into the model to be analysed. The final result of Sundae Multi-Competency model to all findings in this research, resulting 3 types of new competencies that is relevant to be developed to the employees of Wyndham hotel chain in Bali, they are (1) teaching, (2) marketing, and (3) cooking.

The Sundae Multi-Competency Development Model is designed to be applicable at any disruption situation that may occur and because it is based on real situation, the result produced may vary depending on the characteristics of respondents. This model can really help hotel management, especially human resource department to understand the labour market situation, and at the same time to under-stand the characteristics of their employees, and of course to determine the types of additional compe-tencies that need to be provided. The researchers suggest the Sundae Multi-Competency Development model to be applied at the Wyndham hotel group in Bali, because the development process involves almost all employees of the four hotels, in particular it also involves the characteristics of the employees themselves. Wyndham Management can continue to develop this model and to present more new com-petencies that

will be very beneficial to their employees in the future. The active role of the Human Resources Department will be very efficient by conducting early detection of the interests, talents, and potentials of its hotel employees (Dewi, 2019). On a wider scale, researchers hope that there will be further development from both academics and the Human Resource Department on this Sundae Multi-Competency Development model, so that its application can be carried out in larger and broader companies or institutions for community resilience in the face of global threats of disruption that can happen suddenly in the future.

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