

A THESIS

**MULTI-COMPETENCY DEVELOPMENT;
A STRATEGY TO STRENGTHEN THE
RESILIENCE OF HUMAN CAPITAL FROM
UNPREDICTABLE GLOBAL DISRUPTION
AT WYNDHAM HOTEL CHAIN IN BALI**



RATU AGUNG BAGUS NGURAH PUTRA

**BALI STATE POLYTECHNIC
BADUNG
2022**

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**RATU AGUNG BAGUS NGURAH PUTRA
STUDENT NUMBER: 2015885027**

**APPLIED MASTER STUDY PROGRAM
IN TOURISM BUSINESS PLANNING
TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2022**



KEMENTERIAN PENDIDIKAN, KEBUDAYAAN,
RISET, DAN TEKNOLOGI
POLITEKNIK NEGERI BALI
Jalan Kampus Bukit Jimbaran, Kuta Selatan, Kabupaten Badung, Bali – 80364
Telp. (0361) 701981 (hunting) Fax. 701128
Laman: www.pnb.ac.id Email: poltek@pnb.ac.id

STATEMENT OF WORK'S ORIGINALITY

I, the undersigned:

Name : Ratu Agung Bagus Ngurah Putra

NIM : 2015885027

Study Program : Applied Master Study Program in Tourism Business
Planning, Tourism Department, Politeknik Negeri Bali

Honestly declare that the research proposal entitled: **“Multi-competency Development; A Strategy to Strengthen the Resilience of Human Capital from Unpredictable Global Disruption at Wyndham Hotel Chain in Bali”** does not contain any plagiarized ideas. If proven otherwise, I will take any consequences in accordance with the rules.

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Badung, 5th August 2022

(Ratu Agung Bagus Ngurah Putra)

A THESIS

Submitted in Partial Fulfillment of the Academic Requirements for
the Degree of *Magister Terapan Pariwisata* (M.Tr.Par)
in Applied Master Study Program in Tourism Business Planning, Tourism
Department



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Presented by:

RATU AGUNG BAGUS NGURAH PUTRA

2015885027

Has been approved by:

Counsellor I,

Counsellor II,



**Prof. Ni Made Ernawati, MATM.,
Ph.D**
NIP.196212311990101002



**Dr. Dra. Ni Gst Nym Suci Murni,
M.Par.**
NIP 196405251990032001

JURISAN PARAWISATA
POLITEKNIK NEGERI BALI

Acknowledge by:

Head of Tourism Department,



**Prof. Ni Made Ernawati, MATM.,
Ph.D**
NIP.196212311990101002

Head of Applied Master of Tourism
Planning Study Program,



**Dr. I Made Darma Oka, S.ST.Par.,
S.Sos., M.Par**
NIP 19651020200121001

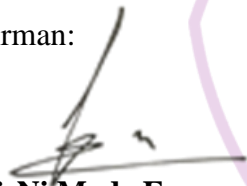
APPLIED RESEARCH THESIS

MULTI-COMPETENCY DEVELOPMENT; A STRATEGY TO STRENGTHEN THE RESILIENCE OF HUMAN CAPITAL FROM UNPREDICTABLE GLOBAL DISRUPTION AT WYNDHAM CHAIN HOTEL IN BALI

Has been examined in accordance to Director of Politeknik Negeri Bali Decree No: 902/PL8/PT/2021 and has declared to have passed the examination on: Friday, 5th August 2022.

Thesis Examiner

Chairman:



Prof. Ni Made Ernawati, MATM., Ph.D
NIP.196212311990101002

Member:

1. Dr. Dra. Ni Gst Nym Suci Murni, M.Par.

NIP 196405251990032001

2. Dr. I Gede Mudana, M.Si.

NIP. 196412021990111001

3. Prof. Dr. I Putu Astawa, SE., MM.

NIP. 196609201990031002

4. I Wayan Sumandia, S.Tr.Par.

Practitioner/ Industry

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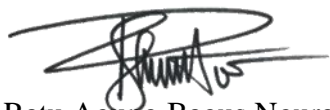
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I am fully aware the limitations of this research despite of the efforts to make it as comprehensive as the resources that was available. Constructive criticism and suggestions from other parties are needed to complete this thesis. The author hopes that this thesis could benefit other parties as well. Finally, the author would express his apology for any mistakes in this thesis.

Badung, 5th August 2022



Ratu Agung Bagus Ngurah Putra

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RATU AGUNG BAGUS NGURAH PUTRA

Student Number: 2015885027

ABSTRACT

Human Capital is an important part of maintaining the continuity of life well-being, from one's self to the surrounding social environment. Global disruption that occurs suddenly and lasts for a very long time, directly or indirectly has a significant impact on labours. One example of global disruption is the Covid-19 Pandemic which has a massive negative impact, especially for those who work in the tourism industry; starting from a reduction in working hours, a decrease in the quality of work, and finally an impact on the loss of livelihoods (ILO, 2021). Tourism workers certainly do not give up on the situation and make various efforts to maintain the sustainability of their economy in an unfavourable situation. Many of them change jobs or do double work, but many of them fail and return to dire situations. Related to this situation, this research was conducted aiming to build a new competency development strategy for an employee, so that they have multi-competency capabilities in an effort to survive in the uncertain situation caused by the Covid-19 Pandemic. The location of this research is the four of Wyndham chain hotels in Bali, with the central research taking place at one of those hotel named Wyndham Garden Kuta Beach Bali. The aspects of the Human Capital assessed include five competency characteristics of the four Wyndham hotel employees which related to the competency trend carried out by tourism workers in Bali. The five characteristics are divided into Threshold and Differentiated characteristics. Threshold characteristics which are the essential characteristics consist of: 1). Knowledge and 2). Skills. While the Differentiated characteristic which is a superior distinguishing aspect consists of: 1). Self-concept and values, 2). Motives, and 3). Treats. By using mixed method research with exploratory sequential approach, the researcher divides the research process into 3 stages where the first stage is qualitative research, followed by the second stage with quantitative research and in the third stage is validating the model strategy on a Focus Group Discussion involving policy makers in the four Wyndham hotel chains in Bali.

The first phase of the research involved 117 member representatives from 9 tourism professional associations as respondents to open-ended questionnaires which was analyzed using Nvivo 12 Plus software. In the second stage, the researcher involved 169 employees of the four Wyndham hotel chains in Bali who responded to closed-ended questionnaires, with an analysis of the level of interpretation using a Likert Scale. The last stage, the researchers involved 14 executive managers from the four Wyndham chain hotels in Bali to finalize and validate the Multi-Competency Human capital development model. Through all the stages of the research, the researcher succeeded in compiling a Model of Human Capital Multi-Competency Development that suitable for the characteristic of Wyndham hotel's employees. The model named Sundae Multi-Competency Development, consist of 6 strategic steps includes; 1). Identification of Competency Trends, 2). Recommendation of Competencies, 3). Internal Intents Analysis, 4). Training and Development, 5). Certification, and 6). Own Multi-Competency. Further, researcher is also recommending new competencies that is relevant to be developed at Wyndham chain hotel in Bali related to current situation of tourism industry and the characteristic of Wyndham employees, researcher conclude the are 3 competencies to be recommended; 1). Teaching, 2). Marketing, and 3). Cooking.

Keywords: *Human Capital, Multi-Competency, Development, Strategy*

JURUSAN PARIWISATA
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**PENGEMBANGAN MULTI-KOMPETENSI;
STRATEGI MEMPERKUAT KETAHANAN
SUMBER DAYA MANUSIA DARI GANGGUAN GLOBAL
YANG TIDAK TERPREDIKSI
DI JARINGAN HOTEL WYNDHAM DI BALI**

**RATU AGUNG BAGUS NGURAH PUTRA
NIM: 2015885027**

ABSTRAK

Human Capital merupakan bagian penting dalam menjaga kelangsungan kesejahteraan hidup, mulai dari diri sendiri hingga lingkungan sosial sekitarnya. Disrupsi global yang terjadi secara tiba-tiba dan berlangsung dalam waktu yang sangat lama, secara langsung maupun tidak langsung memberikan dampak yang signifikan terhadap tenaga kerja. Salah satu contoh disrupsi global adalah Pandemi Covid-19 yang berdampak negatif sangat besar, terutama bagi mereka yang bekerja di industri pariwisata; mulai dari pengurangan jam kerja, penurunan kualitas kerja, dan terakhir berdampak pada hilangnya mata pencaharian (ILO, 2021). Para pekerja pariwisata tentunya tidak menyerah dengan keadaan dan melakukan berbagai upaya untuk menjaga keberlangsungan ekonomi mereka dalam situasi yang tidak menguntungkan. Banyak dari mereka berganti pekerjaan atau melakukan pekerjaan ganda, tetapi banyak dari mereka gagal dan kembali ke situasi yang memprihatinkan. Berdasarkan hal tersebut, penelitian ini dilakukan dengan tujuan untuk membangun strategi pengembangan kompetensi baru bagi seorang pegawai, sehingga memiliki kapabilitas multi-kompetensi dalam upaya untuk bertahan dalam situasi ketidakpastian akibat Pandemi Covid-19. Objek dari penelitian ini adalah empat jaringan hotel Wyndham di Bali, dengan pusat penelitian bertempat di salah satu hotel yang bernama Wyndham Garden Kuta Beach Bali. Aspek Human Capital yang dinilai meliputi lima karakteristik kompetensi dari empat karyawan hotel Wyndham yang terkait dengan tren kompetensi yang dilakukan oleh para pekerja pariwisata di Bali. Kelima karakteristik tersebut dibagi menjadi karakteristik Ambang Batas dan Diferensiasi. Karakteristik Ambang Batas yang merupakan karakteristik esensial terdiri dari: 1). Pengetahuan dan 2). Keterampilan. Sedangkan karakteristik Diferensiasi yang merupakan aspek pembeda yang unggul terdiri dari: 1). Konsep diri dan nilai-nilai, 2). Motif, dan 3). Memperlakukan. Dengan menggunakan metode penelitian *mixed method* dengan pendekatan *exploratory sequential*, peneliti membagi proses penelitian menjadi 3 tahap dimana tahap pertama adalah penelitian kualitatif, dilanjutkan

dengan tahap kedua dengan penelitian kuantitatif dan pada tahap ketiga Focus Group Discussion yang melibatkan pengambil kebijakan di empat jaringan hotel Wyndham di Bali. Penelitian tahap pertama melibatkan 117 perwakilan anggota dari 9 asosiasi profesi pariwisata sebagai responden untuk kuesioner terbuka yang dianalisis menggunakan *software* Nvivo 12 Plus. Pada tahap kedua, peneliti melibatkan 169 karyawan dari empat jaringan hotel Wyndham di Bali yang menjawab kuesioner tertutup, dengan analisis tingkat interpretasi menggunakan Skala Likert. Tahap terakhir, peneliti melibatkan 16 manajer eksekutif dari empat jaringan hotel Wyndham di Bali untuk memfinalisasi dan memvalidasi model pengembangan Multi-Kompetensi sumber daya manusia. Melalui semua tahapan penelitian tersebut, peneliti berhasil menyusun sebuah model pengembangan Multi-Kompetensi sumber daya manusia yang sesuai dengan karakteristik karyawan hotel Wyndham. Model yang diberi nama *Sundae Multi-Competency Development*, terdiri dari 6 langkah strategis meliputi; 1). Identifikasi Tren Kompetensi, 2). Rekomendasi Kompetensi, 3). Analisis Maksud Internal, 4). Pelatihan dan Pengembangan, 5). Sertifikasi, dan 6). Multi-Kompetensi Sendiri. Selanjutnya peneliti juga merekomendasikan kompetensi baru yang relevan untuk dikembangkan di Wyndham chain hotel di Bali terkait dengan situasi industri pariwisata saat ini dan karakteristik karyawan Wyndham, peneliti menyimpulkan ada 3 kompetensi yang direkomendasikan; 1). Mengajar, 2). Pemasaran, dan 3). Memasak.

Kata Kunci: *Human Capital, Multi-Kompetensi, Pengembangan, Strategi*

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CHAPTER I

INTRODUCTION

1.1. Background of Study

The devastating disruption caused by Covid-19 pandemic has globally shaken almost all businesses, creating a complex and challenging environment for human capital, forcing managements need to find ingenious solutions to ensure the continuity of their job to cope with this 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 a threat to the world of work. Workplace closures and other measures necessary to curb the spread of the virus have wreaked havoc on enterprises and work force across the world. While signs of economic recovery are appearing as vaccine campaigns are ramped up, yet the recovery is likely to be uneven and fragile (ILO Research Department, 2021).

It is very important to start understanding the mechanism of global disruption impact to human capital caused by Covid-19 pandemic. Figure 1.1. below, presents a basic framework or impact channels for understanding the various ways in which different workers and enterprises have been and continue to be affected by the crisis.

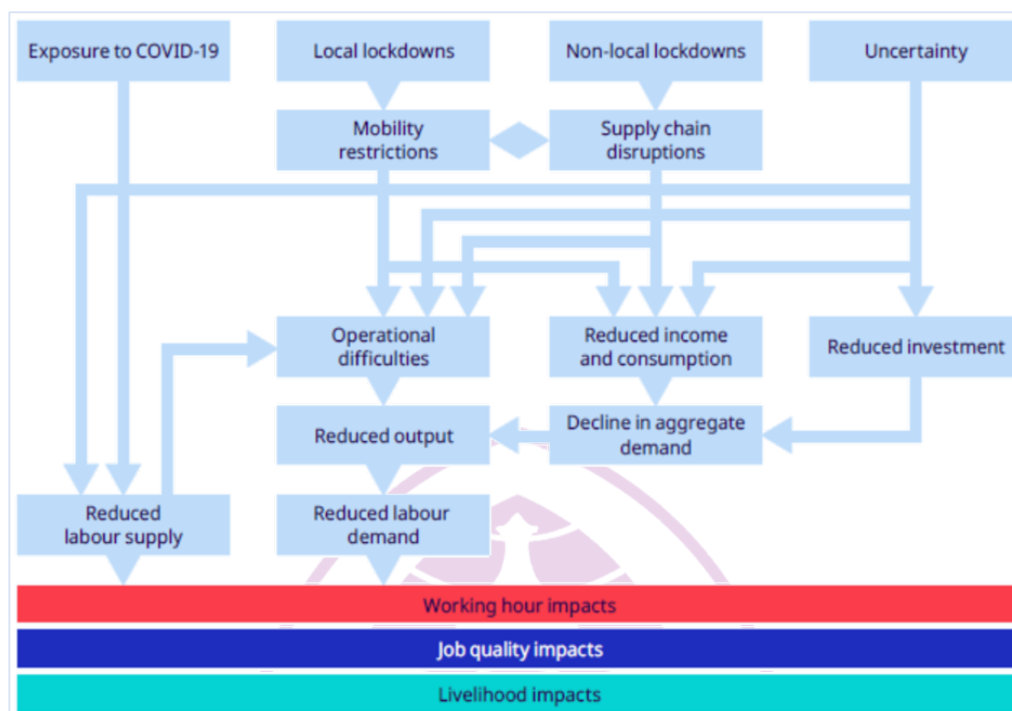


Figure 1.1. The Impact Channels of the Covid-19 Crisis
Source: ILO, 2021

The exposure of Covid-19 pandemic followed by lockdown policy taken by many countries have created massive disruption and has had major economic consequences. Uncertainty situation raised up adding the complexity of the crisis and it has direct impacts on human live hood 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 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) as shown at Figure 1.2

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%), followed by 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.

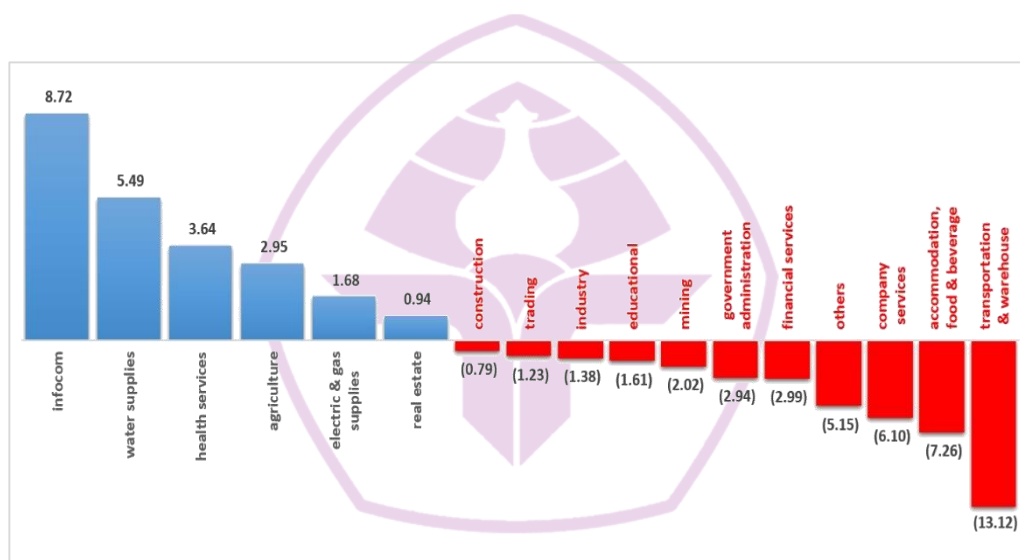


Figure 1.2. Indonesia Quarterly Economic Growth 2021

Source: BPS, 2021

The economic downturn caused by the coronavirus crisis in Indonesia having made Bali, the most favorite islands for tourists is slumped so badly. One of the hospitality industries that is growing very rapidly on the island of Bali is 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 (Kemenparekraf, 2013). The situation has costed 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 of up to 75 per cent. Besides that, there are informal daily workers, freelance drivers and tour guides, whose income had been reduced to zero since the pandemic began (Channel News Asia, 2020). Figure 1.3 below is showing the significant drop of employee's number at Wyndham Garden Kuta Beach Bali, one of Wyndham hotel chain in Bali, a 4-star beach side hotel managed by international chain hotel called Wyndham Hotel Group.

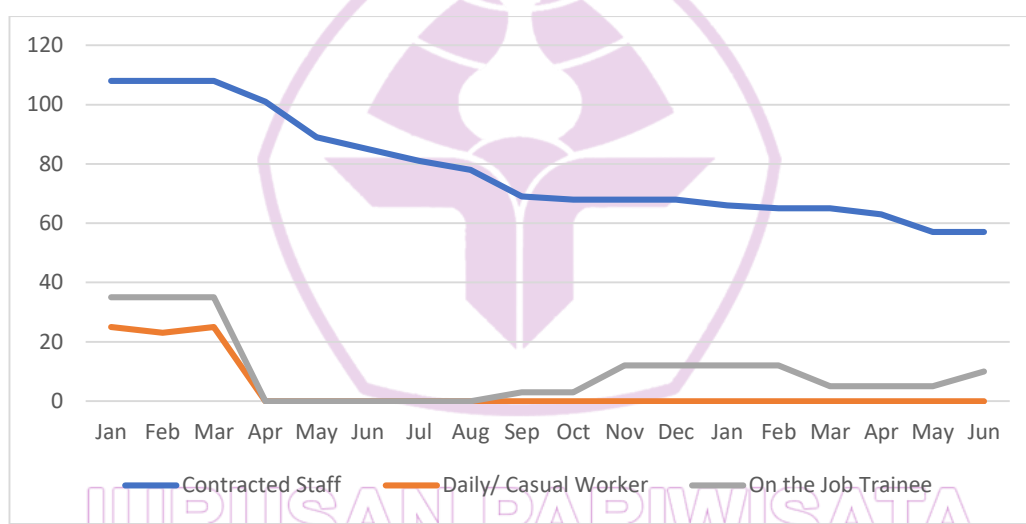


Figure 1.3.
Statistic of Employee Reduction at Wyndham Garden Kuta
Source: Wyndham, 2021

From the above figure 1.3, clearly showing that Covid-19 pandemic was directly impacting daily workers at the first stage, then followed by contract workers referring to their expiration employment contracts. Losing a job in such a short time is certainly a heavy burden for the economics of each employee who works in hotel sector, more over the current situation has not yet provided a clear picture of when the recovery process will begin. The Indonesian government has

provided various forms of assistance for tourism industry workers to ease the financial burden, but it is not enough to overcome the economic difficulty that occurs.

The Covid-19 pandemic is not the only disruption experienced by tourism workers in Bali. Bali have experienced major terrorist attack in October 2002 and at 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 alone, and 2.7 million jobs nationwide (APEC Secretariat, 2017). Bali also experienced disruption caused by natural disasters that occurred in 2017. The 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 minimizing the number of employees and at the same time requiring human capital with multi-competency to continue operating during the Covid-19

pandemic. However, developing hotel employees to have multiple competencies cannot be undertaken in a short time, its need proper planning, starting from the beginning of recruitment, orientation, training, and evaluation until the employee is able to have these abilities, therefore that panic can be avoided if global disruption occurs again 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* 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 Karang Awak*” through various village skills written as “*Guna Dusun*” (Simpén, 2021). From a trade point of view, Bali also recognizes a traditional sales pattern that does not rely on one type of goods, called *Nyeraken*. This trading pattern is the sale of various types of goods in small units by a trader in a traditional market. Thus, a trader is required to master in detail the characteristics of each type of goods sold (Adnyana, 2021).

With the background of the above phenomenon, the researcher intends to explore the importance of an employee having more than one competencies 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 occur again in the future. Beginning with mapping out various types of competencies that have been proven to be successfully applied by tourism workers, the researcher is then involved in developing strategy that is appropriate to the characteristics of the workers in the hotel where this research was conducted.

1.2. Research Problem

There are 2 problems raised that need answers in order to develop the hotel resilience by developing multi-competencies employee, includes:

- 1.2.1. 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 situation?
- 1.2.2. 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?

1.3. Objectives of the Study

The objective of this study is to find answers of those problems raised, through a comprehensive research at Wyndham hotel chain in Bali aiming to have result below:

- 1.3.1 To determine 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.
- 1.3.2 To have 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.

1.4. Benefits of Study

The researcher expects that the results of this research will be implicated into two classifications of benefits, including theoretical and practical benefits.

The two benefits can be explained by researchers as follows:

1.4.1. Theoretical Benefit

This research is expected to provide an overview and understanding for the management and employees of Wyndham hotel chain in Bali in regard to the important of developing multi-competency human capital for the hotel readiness

to face various business interruptions that can occur at any time and last for a long time.

1.4.2. Practical Benefit

a. For the Student/ Researcher

The completion of this thesis is to fulfil the Academic Requirements for the graduation on Applied Master Study Program in Tourism Business Planning, Tourism Department, Politeknik Negeri Bali.

b. For State Polytechnic of Bali

This research is expected to be used as a source of supporting information and can be a reference for future research, especially on multi-competency-based human capital development. Researcher also believe that beside as additional bibliography, this research is also to support the development of green human resources as part of Green Tourism which is in line with the philosophy of Politeknik Negeri Bali.

c. For the industry

The results of this study are expected to be used as a guide for multi competency-based human capital development at Wyndham hotel chain in Bali as an effort to create human resources who are ready to face various possible global disruption situations.

competency to economically survive in a global disruptive situation? The research has concluded that there are 6 steps need to be implement in order to develop a Multi-Competency Human Capital at Wyndham hotel chain in Bali, inclusive; 1). Identification of Competency Trends, 2). Recommendation of Competencies, 3). Internal Intents Analysis, 4). Training and Development, 5). Certification, and 6). Own Multi-Competency. These steps are implemented in sequence and form a Strategic Model, given name Sundae Multi-Competency Development.

The second question of this research; 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? The answer of this question found during the development of Sundae Multi-Competency Model, where researcher putting all findings base on the current pandemic Covid-19 situation faced by the hotel's employee into the model to analysed. The final result of Sundae Multi-Competency model to all findings in this research, resulting 3 type of new competencies that is relevant to be developed to the employees of Wyndham hotel chain in Bali, inclusive; 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's based on real situation, the result produced maybe vary depending on the characteristic of respondents. This model can really help hotel management, especially human resource department to understand the labour market situation, at the same time understand the characteristics of their employees, and of course determine the types of additional competencies that need to be provided.

6.2. Recommendation

The researcher suggests the Sundae Multi-Competency Development model to be applied to 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 present more new competencies 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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