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HOTEL INDUSTRY POST COVID-19: CRITICAL PRACTICE ON HOTEL RESILIENCE

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Abstract: Numerous studies have investigated how multi-capital establishes hotel resilience, but only some have evaluated the essential element that becomes a hotel management priority. This article aims to examine the direct effect of multi-capital on hotel resilience and explore critical factors that need to be improved in building hotel resilience post-COVID-19. 91 managers of three- and four-star hotels participated in this study. A questionnaire was used to collect the data, which was then analyzed using Structural Equation Modeling (SEM-PLS) to examine the effect between variables and further processed with Importance-Performance Map Analysis (IPMA). Tnterviews were done to refine the findings. The study demontrates that human capital is crucial in a hotel's resilience to rebound from the COVID-19 pandemic. The findings indicate that hotel management should prioritize developing their adaptive capacity, particularly concerning the commitment of employees to fight. Moreover, hotels need an improved income source, marketing strategy and emphasis on life safety. This research contributes to the hotel industry's strategy by applying a multi-capital approach to support the hospitality industry during the global health crisis.

Key words: Hotel Industry, Multi-Capital, Business Resilience, COVID-19, Crisis

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INTRODUCTION

COVID-19 gives us guidance on how to make the hotel business more stable. The pandemic raises an urgency for businesses to acquire such resilience (Zhu et al., 2020). Organizational resilience is a new idea in disaster management. In this way, resilience (Holling, 1973) has been used in different fields to measure how systems deal with stress, adapt to change, and get lives back on track after a disturbance (Bhamra et al., 2011; Dahles and Susilowati, 2015). In tourism, Orchiston et al. (2016) studied organizational resilience. It is defined as "an organization's overall situational awareness, management of vulnerabilities, and ability to adapt in a complex, changing, and interconnected environment" (McManus et al., 2008). Without a doubt, the hotel business has made a big enough difference in the growth of the tourism industry to be considered not only a place for tourists to stay and a source of jobs (Brown et al., 2021) but also the best place for both tourists and locals to spend a staycation. The pandemic tsunami has significantly impacted Bandung, one of the most popular domestic tourist destinations. According to the chairman of the West Java hotel and restaurant association (PHRI), at least 560 hotels were closed during the emergency period from March to June 2020. Based on the reports, the occupancy rate of star hotels reached its lowest point with an average of up to 10.77% in April 2020 (BPS, 2020). The tourism industry and hotel industry is slowly growing with the vaccination program and the relaxation of government policies.

However, the tourism industry will not return as quickly as it did before COVID-19. Some of the hotels in Bandung are open with few outlets since the businesses are still analyzing the post-COVID-19 economic trends. They are still struggling with their resources amid a protracted crisis and a stagnant economy. Previous studies have analyzed strategies for the hotel to survive during the outbreak. The research conduct by Jiang and Wen (2020) examined the impact of COVID-19 on marketing operations and hotel management. A study by Hao et al., (2020) gives a disaster management anti-pandemic framework, and Lau (2020) discovered new technologies used by hotels in China. Bartalome et al., (2022) analyzed the effect of a CSR strategy on rural hotel resilience and performance. The research results help hotel managers develop good CSR strategies that will help them get through the crisis cycle and stay in business for the long term. However, this study examined only rural lodgings, therefore it cannot be extended to other types of accommodations.

Some studies have employed multi capital as a framework for strengthening resilience under crisis scenarios (Brown et al., 2018; Mayunga, 2007; Sydnor-Bousso et al., 2011; Biggs et al., 2012). The literature emphasizes the necessity for

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resources to support resilience. Furthermore it is argued with the flexiblility, diversity, and slack resources can help to support resilience (Linnenluecke, 2017; Pereira and Da Silva, 2015). The capital approach is a collection of resources that may be used to buy or develop other assets (Brown et al., 2018). Multi capitals comprise not just financial, monetary, and physical assets but also intangibles such as human capability, trust, leadership, and relationships with external parties (Brown et al., 2018; Ervina and Agoes, 2022). Multi-capital assists the industry in acquiring a better understanding of why a business fails and what elements may have a substantial impact (Sydnor Bousso et al., 2011). In general, this approach is examined in the context of natural disasters, but there is still a great deal of research on health disasters such as COVID-19.

Mayunga (2007) investigated implementing a multi-capital strategy in the context of a community's catastrophic resilience. Then, Brown et al., (2018) expanded the capital framework by incorporating cultural capital as a distinguishing factor in the hotel industry's resilience formulation. It is assumed that all capital predictors have the same interest. It is unclear which priority recommendations for multi-capital practices will be the most beneficial in inevitable disaster and crisis contexts. Ivkov et al., (2019) utilize a capital strategy to study hotel resilience in a natural disaster. The study found there a correlation between knowledge acquired, managerial experience, and the organization's size concerning hotel resilience when natural disasters strike. However, those studies did not investigate the relationship between capital and hotel resilience, which predictor plays the most suitable function. During the COVID-19 Pandemic, the multi-capital study was used to determine how committed a company was to its corporate social responsibility (CSR) policies (Filimonau et al., 2020). The researchers noted that the multi-capital to the hotel business is interconnected. According to (Filimonau and De Coteau, 2020), there is overlap between many types of capital, such as cultural capital, which may overlap with social capital, and organizational capital, in which employees build social networks. Therefore, the four (4) key capital approaches used in the context of COVID-19 (human, social, economic, and physical). However, the study also reveals that only some multi-capital significantly affected the hotel's resilience during the pandemic. Previously, researchers argued that multi-capital was a key part of making hotels more resilient. So, there needs to be more consistency in how multi-capital and resilience work together.

Moreover, developing resiliency during a crisis is complicated for some reasons, including government policy and the nature of disasters. Melián-Alzola et al. (2020) evaluate hotel resilience based on changes and strategies and their effects on hotel performance in up-scale hotels. According to Melián-Alzola et al. (2020), large hotels have greater resources and capabilities to deal with change. However, a larger research sample is needed to look at other predictors of resilience, especially in three-star hotels. Beninger and Francis (2022) synthesize multi-capital in business resilience development using the unique integrated capital framework (ICF). However, while the study focuses on how the external company's emphasis on the community contributes to the internal business's resilience, it must also examine what the company must do to improve its performance, particularly in the tourism industry. In various research utilizing the multi-capital idea in the context of hotel resilience, the value, significance, and performance of the multi-capital concept have yet to be reviewed significantly. The majority of previous research has concentrated on natural disasters. Even though the pandemic has lasted for over two years, there are still critical questions regarding the effect of multi-capital on hotel resilience to the global disaster COVID-19. Which essential characteristics must hotels enhance to boost the resilience of the tourism industry? Several studies on hotel resilience have been initiated within the scope of COVID-19. However, they still need to provide an overview of the importance and performance of multi-capital, which capital should be prioritized, and how the strategy flow must be executed to foresee similar future disasters. The study objective is to examine the practical use of multi-capital to hotel resilience, primarily in the context of the COVID-19 pandemic.

MATERIALS AND METHODS

This study is being conducted in Bandung City, the capital of West Java province. The research object is a hotel of the middle class, particularly a three- and four-star hotel. The classification was chosen based on the majority of hotels in Bandung, which is more prevalent than other categories. The quantitative method was adopted for data collection. The survey questionnaire was developed following the literature review and in order to propose the research framework. It incorporated items that had either been taken directly or adapted from previous studies on hotel and tourism resilience, multi-capital approach, and crisis in the context of COVID-19. The items proposed in the previous study measured the economic, social, human, and physical aspects of organizational capital. A sampling technique was carried out by calculating the G*Power software based on the statistical power effect size (Faul et al., 2009). The results of the G*Power calculations on the number of independent variables are four (4) variables with a medium effect size of 0.15, a probability of error (prob error) of 0.05, and a statistical power of 0.8, obtaining a

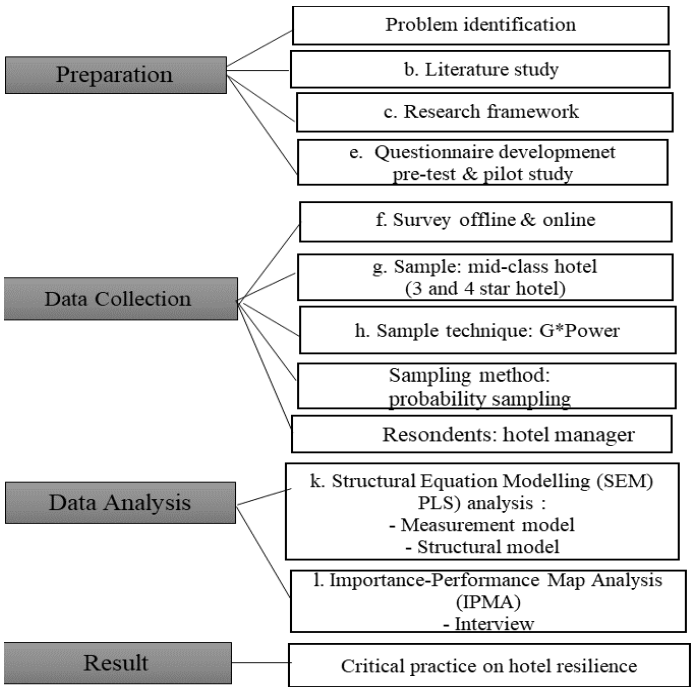

Figure 1. Research Flowchart (Source: Author's)

minimum sample size of 85 respondents. Questionnaires were distributed to the target respondents of hotel leaders or at the managerial level through online media and direct visits. There were 93 questionnaires collected, but only 91 were believed valid for data processing. As many as 61.54% are from three-star hotels, and 38.46 % are from four-star hotels. SEM-PLS (Structural Equation Modelling-Partial Least Square) is utilized to analyze data in order to build a model and examine the relationship between variables. The outcomes of the SEM analysis are then further processed by converting the weight values of each indicator to be analyzed by Importance Performance Map Analysis (IPMA). Figure 1 illustrates the study flowchart, which consists of three steps and finnaly come up with the result. The stages of SEM analysis consist of: 1) determining the measurement model or outer model, which is designed to test the validity and reliability of research indicators; and 2) structural model analysis or inner model, which is designed to examine the influence between variables (Hair et al., 2019). The data were then reprocessed using importance and performance analysis (IPA), which was derived from Martilla and James's notion (Ringle and Sarsteds, 2016). The IPA idea has been frequently utilized in tourism research (Simpson et al., 2020; Cai et al., 2020), particularly for identifying management goals and strategies. The importance and performance window is divided into four quadrants, with Quadrant 1 containing high levels of performance but low levels of importance (Possibly overkill). Indications in quadrant 2 are of high importance and high performance (keep up the good job), while indicators in quadrant 3 are of low importance and low performance (poor priority). Lastly, quadrant 4 contains traits with a high level of importance but low performance, which becomes a management development plan (concentrate here). Using the SmartPLS version of the program, the two phases of data analysis were performed. 3.0. The unstructured Interviews with hotel management were performed accidentally throughout the questionnaire completion process. In addition, the researchers conducted interviews with the hotel's general manager and the chairman of associations such as Riung Priangan (star hotel association) and PHRI (Hotel and Restaurant Association) of West Java to explore the functional roles of multi-capital in building hotel resilience and to enhance the research's findings.

RESULTS AND DISCUSSION

Hotel Industry Post Covid-19 In Bandung

From 2012 to 2019, the Bandung hotel sector has risen by roughly 10 to 15% annually. Data from the Central Statistics Agency for West Java (BPS, 2019) recorded as many as 422-star hotels in Bandung. There are 166-star hotels, varying from 1 to 5 stars, while the remaining are non-star hotels. The average occupancy rate of star-hotels during 2019 was 48.43 %. However, the arrival of the Covid-19 pandemic hit the hotel business hard, resulting in a fall in average hotel occupancy to 35.22 %. Since the finding of the first Covid-19 case in March 2020, the pandemic has begun to spread. The number of positive cases has continued to rise since then. The pandemic's influences on the hotel business include layoffs, reduced work hours, and cost savings. Hotel occupancy in Bandung began rising, as the the 'New Normal' era started in June 2020. It is follow when the government implements a program relaxing community activities, since then the hotel occupancy slowly keep raising. There is a correlation between the increase in the number of infected people and the hotel occupancy rate. The occupancy rate began to drop as the number of positive cases grew. Figure 2 illustrated the comparation of the occupancy of star hotels with the number of COVID-19 infected cases in Bandung from 2019 to 2021.

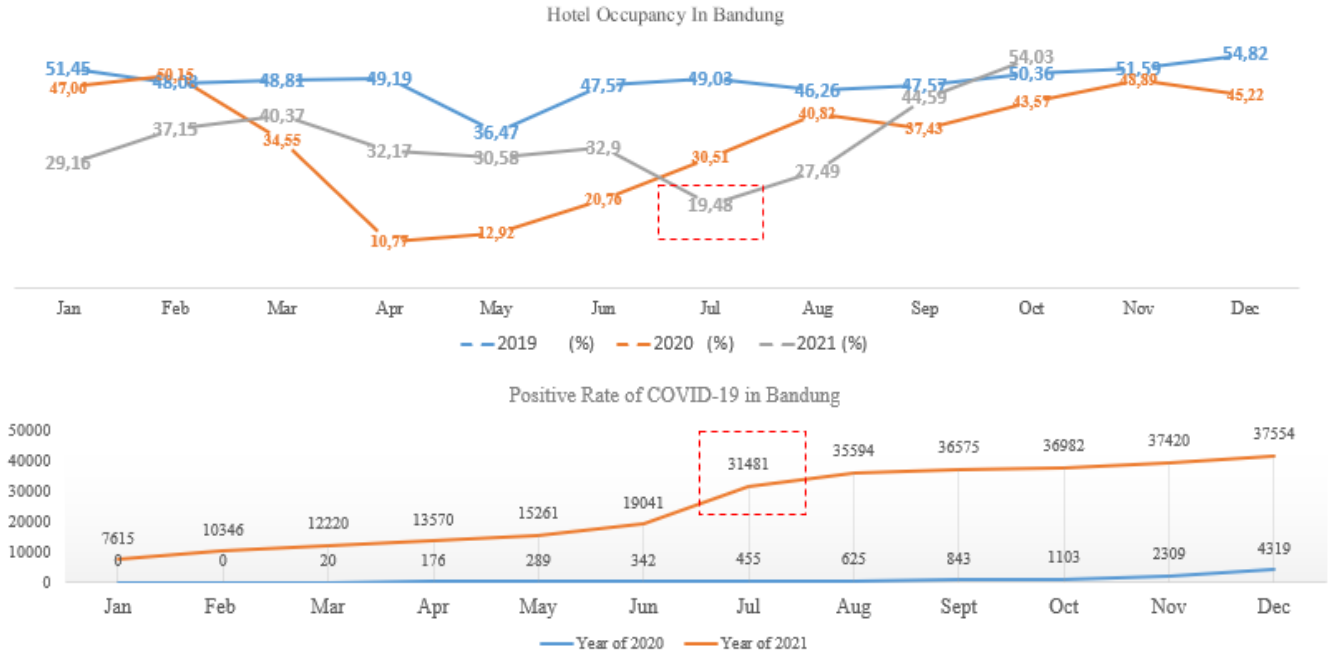

Figure 2. Comparison of Hotel Occupancy and Positivity Rate Period of COVID-19 from 2019 to 2021
(Source: Compiled data based on Data Book of Pikobar and BPS, 2021)

From January 2021, the number of infected cases keep increasing, when new typed of COVID-19 called Delta arrived. It is believed as as the second wave hit. In July 2021, the occupancy of star hotels fell to 19.48% it is followed by number

of infected cases reached its highest peak with 31,481 cases. This figure jumped by 12,440 people as compared to the previous month, June, when there were 19,040 affected people. In September 2021, the occupancy started to rise, when hotel occupancy reached 44.59 %, up 17.1 % from August 2021.

DATA ANALYSIS

Measurement Model

In order to test the model, SEM-PLS was used in the study. The initial stage of processing PLS Path Modeling is to perform a measurement model on all research indicators. This stage is intended to test the validity and reliability of research indicators. The results of the outer model test show that all research indicators are valid and reliable, with a loading factor value of > 0.07 (Hair et al., 2017).

The explanatory capacity of the model is evaluated using the value of R2, which reflects the significant variance described by the constructed construction.

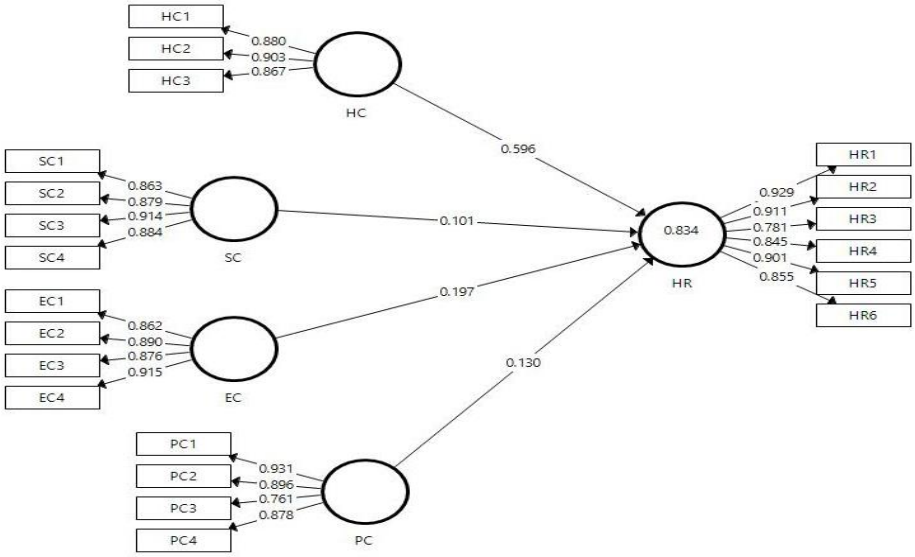

Figure 2. Outer Model (Source: Data processed SmartPLS, 2021)

The model explains that 83.4 % of the hotel's resilience variance is formed by a multi-capital approach (human, social, economic, and physical), while other variables explain the remaining 16.6%.The next step is testing discriminant validity. This test will evaluate whether one variable differs and is unique from another. Typically, researchers use two approaches to assess the validity of the indicator: cross-loading and the Fornell-Larcker criterion, which compares the square root of the AVE value with the correlation of the latent variables. In particular, the square root of the AVE of each construct must be greater than its highest correlation with the other constructs (Hair et al., 2017).

Table 1. Discriminant Validity-Fornell and Larcker Criterion- (Source: Data Processed Smart PLS, 2021)

	HR	EC	PC	HC	SC
HR	0.872				
EC	0.706	0.886			
PC	0.757	0.663	0.869		
HC	0.877	0.692	0.738	0.851	
SC	0.638	0.475	0.607	0.611	0.885

Table. 2. Hypothesis Testing (Source: Data Processed SEM PLS, 2021) Note: Two-tailed test, Significance level 95%, P < 0.05

Path Coefficient	Original Sample	T- Statistics	P -Values	Conclusion
HC ---> HR	0.533	5,379	0.000	H1- Supported
SC ---> HR	0.128	1.854	0.064	H2- Not Supported
EC ---> HR	0.171	2.161	0.031	H3- Supported
PC ---> HR	0.180	2,335	0.020	H4- Supported

The structural model is identified following the validation of the measurement model's level of validity and reliability. The inner model is the process of examining the relationship between variables. The significance of the relationship can be established by calculating the t-value and the P-value. According to Table 1, human capital (HC), economic capital (EC), and physical capital (PC) have a positive and statistically significant impact on hotel resilience (HR) with t-values > 1.96 and P-values of 0.05. However, social capital (SC) has little impact on hotel resilience (HR). The test results reveal t-values of 1.854 and P-values of 0.064, which are both less than the threshold.

IPMA Analysis

The Importance-Performance Map Analysis (IPMA) enriches the reported PLS-SEM path coefficient estimates using an analysis dimension that considers the average values of the latent variables' scores. In particular, the IPMA checks the overall effects, demonstrating its significance in generating a construct, with the average scores of its latent variables indicating their performance. The goal is to find the parts of the construct that are more important and, as a result, have a significant impact on the construct as a whole but do not give much back, meaning that the average scores of the latent variables are low (Ringle and Sarstedt, 2016). IPMA at the variable level shows that human capital has an importance level of 0.658. Compared to other variables' weighted importance, human capital has the highest importance. It can be interpreted that every one-point increase in human capital performance will increase resilience by 0.658. Therefore, to improve the performance of human capital, the aspect of resilience related to human capital needs to be enhanced.

In addition, the importance-performance scores for each indicator are presented in Table 4. The IPMA complements the standard PLS-SEM reporting of path coefficient estimates by incorporating the average scores of latent variable scores (Hock et al., 2010). The graph demonstrates that the IPMA has identified a number of significant manifest variables, but that its performance still has to be enhanced. On average, the importance value of the whole weight of the indicators is 0.079, and their performance is 83.260. It means between the importance and performance weights, they are still not at the expected maximum value. The IPMA analysis shows that the indicator of capacity to adapt (HC1) appears

to be highly relevant (0.209), but its performance still needs to improve (82.692). Similarly, several indicators show the lowest performance, even though the importance level was not really high during the restriction of economic activity, but in post COIVD-19 will affect the sustainability of business, such as sources of income (EC2), marketing strategies (EC3), and life safety (PC3). Consequently, it must increase its performance.

Table.3 Latent Variable Values
(Source: Data Processed IPMA SmartPLS, 2021)

Latent Variable	Importance Values (IV)	Performances Values (PV)
Human capital (HC)	0.658	87.774
Social Capital (SC)	0.133	88.611
Economy Capital (EC)	0.176	75.382
Physical Capital (PC)	0.187	88.611
Mean	0.2885	85.0945

Table 4. Importance-Performance Indicator Values
(Source: IPMA processed, SmartPLS)
Note: IV = importance Values, PV = Performance Values

Item	HC		SC		EC		PC	
	IV	PV	IV	PV	IV	PV	IV	PV
1	0.209	**82.692**	0.035	89,560	0.044	81.868	0.053	81,593
2	0.238	90,659	0.037	87,088	0.030	**56,044**	0.064	89,835
3	0.210	89,560	0.046	89,011	0.041	**75.549**	0.041	**74,725**
4			0.042	88.736	0.047	81.593	0.068	90.385

The IPMA map in Figure3 shows the indicator forming the hotel resilience construct target. The X-axis with the horizontal line shows the level of importance, while the Y-axis with the vertical line shows the level of performance. The focus on improving indicator performance is in quadrant 4 (concentrate here) and also those item with low performance.

Indicators in Quadrant 1 have good performance but low importance, notably connectivity indicators with external parties (SC1), stakeholder input (SC2), inter and intra-organizational communication (SC3), trust among stakeholders (SC4), hotel design (PC2), and evacuation location accessibility (MF4). Quadrant 2 is inhabited by indicators with high importance and good performance, particularly knowledge and skills (HC2) and leadership (HC3). Therefore, its performance must be maintained (keep up the good work). Indicators with relatively low levels of performance occupy the third quadrant, with most low performance highlights are life safety (PC1), sources of income (EC2), marketing (EC3). Indicators with high importance but low performance, such as capacity to adapt (HC1), occupy Quadrant 4. Hence, its improvement must be prioritized (concentrate here).

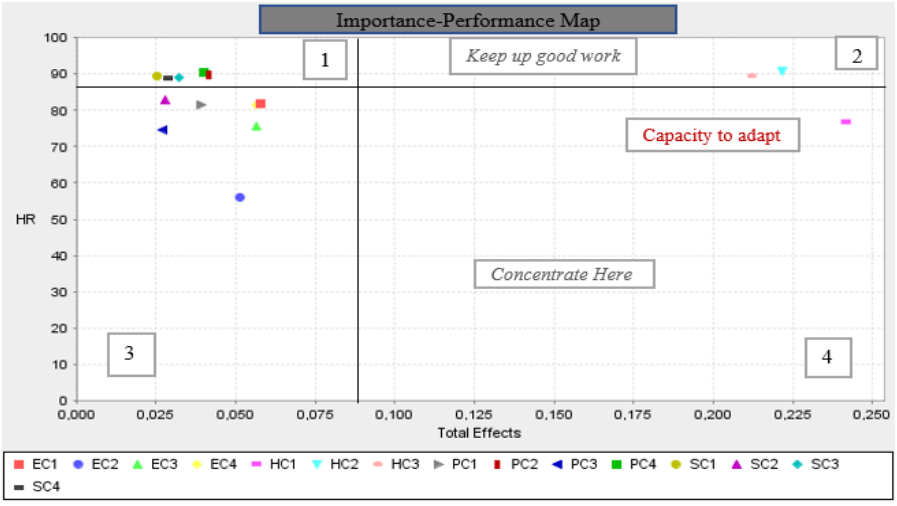

Figure. 3 IPMA Quadrant - Distribution of Hotel Resilience Indicators
(Sources: Primary data processes with IPMA, Smart-PLS)

DISCUSSION

The primary objective of this research is to assess the critical variables that the hotel business must address during the global disaster of the COVID-19 pandemic. SEM and IPMA analysis were used to evaluate this study's multi-capital framework (human, economic, social, and physical). The outcomes of this study highlight the significance of the multi-capital approach to organizational resilience in tourism, which earlier researchers have applied (Bigg et al., 2012; Brown et al., 2018; Mayunga, 2007). Based on the findings of the SEM analysis of the four (four) hypotheses proposed, it is demonstrated that three (three) hypotheses,such as the influence of human capital, social capital, and physical capital on hotel resilience during the COVID-19 pandemic, have a positive and significant effect. The findings of the social capital analysis demonstrate no substantial effect on hotel resilience in Bandung, which contradicts the findings of prior studies (Brown et al., 2018; Mayunga, 2007). Hotel management has made several attempts to save their businesses.

However, the reality is that economic growth and tourism are determined mainly by forces outside their control, particularly concerns relating to government regulations. The limited social capital impact on hotel resilience in the context of COVID-19 crises is believed to be due to several factors. According to Filimonau et al., (2020), intense rivalry in the hotel business might stifle collaborations, including competition between industries. Even with extremely low pricing, each hotel is attempting to gain a market share. Furthermore, the limited flow of information among industries can compromise their ability to adjust to disaster situations (Kim et al., 2013).

Bandung's COVID-19 cases keep fluctuate. It influences the government's policy to ease economic activity. The new COVID-19 cluster in certain places may also limit tourist visits. These issues make it hard for hotels and other tourism firms to build social capital. Figure 4 shows how Bandung hotels began embracing multi-capital practices after the COVID-19 outbreak. The hotel's indicators and resilience strategies following the pandemic can be described based on result.

The aim of human capital investment in knowledge and abilities is to reskill and upskill existing staff. Creativity and innovation are the lifeblood of a firm in the business world. Both of these require individual skills and knowledge (Ilmi

et al., 2022). Due to reduced of human resources, the hotel's existing staff is under pressure to make an extra effort, such as doubling up on shifts or working longer hours. The most prominent leadership practice during a pandemic is the cost efficiency strategy. Management had to cut back on some services because of the hotel's low income. Therefore, strong leadership is needed to formulate effective strategies and work plans. Leaders play an essential part in the success of an organization by facilitating its strategic planning, crisis prevention, team building, and internal culture. Compared with findings (Lee et al., 2013; Orchiston, 2016) that emphasize the importance of planning and cultural factors, in the context of the COVID-19 crisis, the form of adaptation carried out by leaders has the same level of importance as other tourism industry characters. Even in a crisis, leaders can plan a of their organization's culture by coming up with new ideas and working together to measure success. In term of adaption capacity, hotels in Bandung have implemented various strategies such as unpaid leave or run on a 14-day-per-month schedule, and most employees exceed typical work hours with multi-job. The effectiveness of optimizing the allocation of human resources conforms to the opinion Hao et al., (2020). Effective human resource allocation can help hotels decrease operating costs during a crisis.

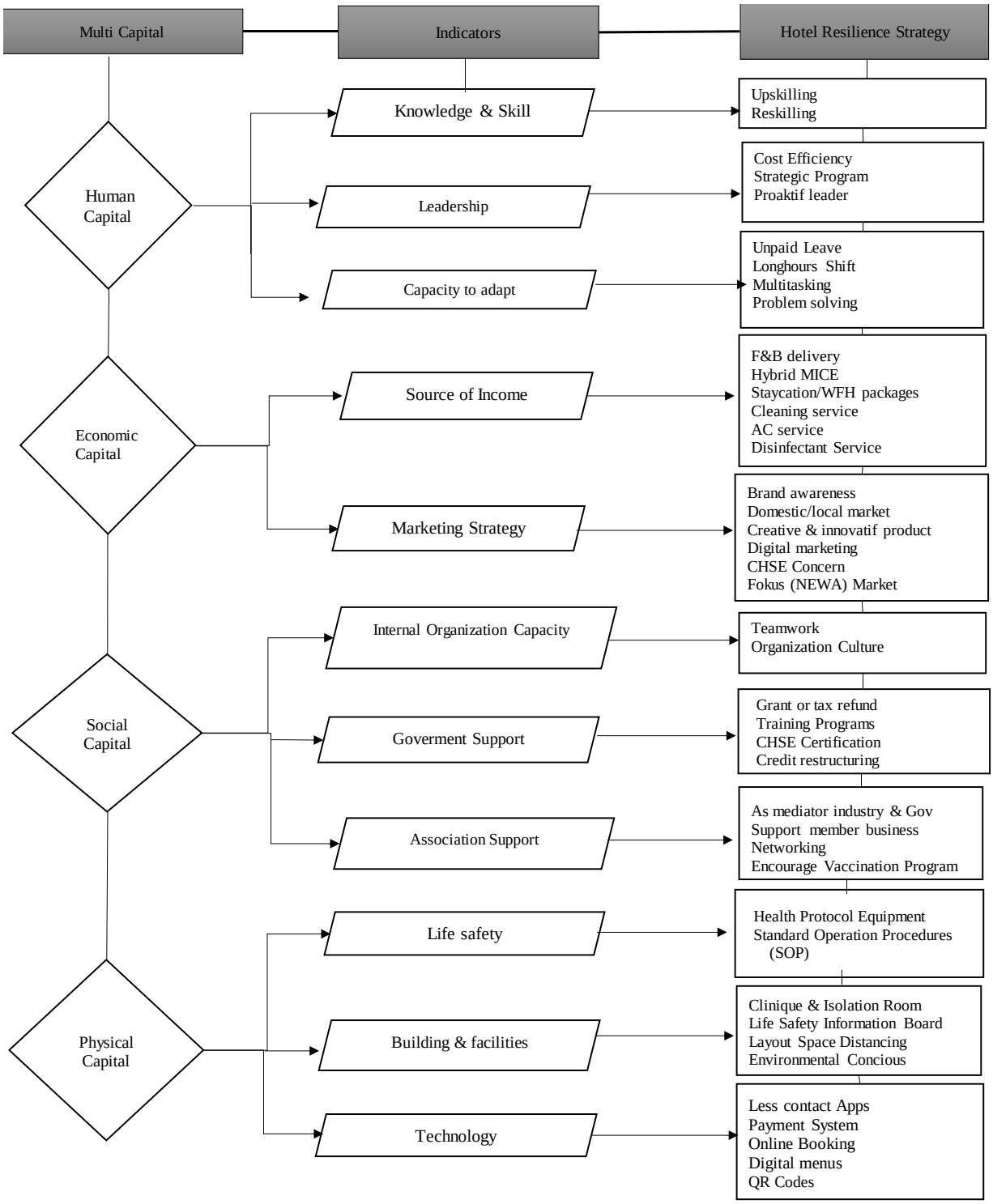

Figure 4. Typology of Multi Capital Practices on Hotel Resilience During Covid-19 in Bandung (Source: Author own finding)

The implementation of economic capital in strengthening post-pandemic hotel resilience plays a dominant role in the source of income plans and marketing strategies. Even in a challenging scenario, hotels in Bandung are attempting to secure a source of revenue by capitalizing on the numerous available alternatives. Hotels not only rely on tourism but also try to seek domestic and regional markets. Some of the hotel's revenue-generating strategies, such as promoting staycations or work-from-hotel packages, and Food and Beverage (FB) delivery services. They also offer residents cleaning services, including Air Conditioning (AC) and disinfection. During limited economic activity, called PPKM (Pemberlakuan Pembatasan Kegiatan Masyarakat), hotel activities emphasize marketing strategies, such as increasing brand awareness and utilizing digital marketing, which is more straightforward and can reach a wide range of customer. Even star hotels inspire their followers to visit tourist destinations by leveraging social media capabilities such as live promotion and live events. Hotels use technology and digital media for public communication and hotel branding. The hotel attempts to earn customers' trust by providing health and environmental-related information.

Social capital is reflected in the hotel's ability to empower internal and external parties to help escape crises. The dominant connectivity is the assistance of relevant stakeholders such as the government and associations. The government's role through policy is very important in increasing resilience. According to Ervina and Agoes (2022), the government's form of social capital during the COVID-19 pandemic was evident with the grants, social assistance, and training for tourism sector workers and the CHSE certification program. In addition, the government also encourages credit restructuring, given that many hotels cannot pay credit to banks.

The role of associations remains important during a pandemic. Associations are needed as a forum for members' aspirations, facilitating communication between the industry and the government and assisting the network of cooperation in realizing the vaccination program for the hotel industry. These results emphasize that social capital plays an important role in building resilience both in personal and professional networks (Hall et al., 2018). However, the key to all forms of social capital will not be significant if government policies do not support business activities. The presence of physical capital contributes significantly to the hotel's resiliency. Some of the physical infrastructure required for hotels to respond to the COVID-19. The most crucial requirement is life safety equipment.

This comprises health protocol equipment, clinic room facilities, isolation rooms, and modifying hotel layouts to limit the potential of virus transmission. Moreover, the pandemic is raising the demand for technology in the hospitality industry. The availability of this infrastructure necessitates substantial expenditures. Strong financial will aspire to embrace various technologies, such as online booking, touchless applications, digital payments with Quick Response (QC) barcode. Even though the hospitality business will slowly get better following pandemic, it will never be the same as before. There will be a greater demand for technology for hotels industry. Thus, rapid technological change, altering people's creativity, and generating innovation provide competitive advantages (Acar et al., 2019).

The IPMA analysis revealed the significance of multi-capital practices and their corresponding indicators for determining how to design hotel resilience construct targets. The IPMA suggests that the level of performance and significance of the multi-capital approach during the COVID-19 pandemic, particularly the performance of economic capital, remains below expectations. Human capital is the most influential factor in hotel resilience at the variable level. Prior research (Mayunga, 2007; Brown et al., 2018; Sydnor-Bousso et al., 2011) confirms that human capital has a greater influence on developing resilience. The SEM correlation value demonstrates that human capital substantially influences hotel resilience. At the indicator level, IPMA's analysis also showed that improvements should be focused on high-priority but low-performance items. The importance of knowledge, skills, and leadership is apparent, and performance is already high. However, the performance of adaptability capacity still needs to improve. In addition, some indicators have very poor performance. Even though the indicator is in the "low priority quadrant," due to the limited economy activity, but it will greatly affect the hotel industry's sustainability after COVID-19. It includes sources of income (EC2), marketing strategies (EC3), and life safety (PC3), all of which are underperforming and need to be brought up by star hotels during COVID-19. Looking deeper into the analysis, it provides a practical contribution to the management of star hotels in order to enhance their resilience performance by implementing the following elements:

1. **Capacity to adapt**: Managing the capacity to adapt in crisis circumstances, including employee commitment, is one of the most challenging things for managers during COVID-19. Sogno (2020) argued that when a pandemic causes anxiety and fear about the future of their work, it impairs the workforce's productivity. Even hotel jobs were very vulnerable to workers who remained in their positions. Employees must have the ability to adapt to rapid change and respond effectively. According to Zurnali (2010), commitment is more than membership in an organization; it also involves a commitment to achieve the organizational objective. This kind of dedication derives from job distribution, willingness to sacrifice, and employee loyalty. Hotels in Bandung are implementing various labour strategies to save expenses, such as applying 14 working days in a month or three days of work and four days off. The other way is to advise their staff to take unpaid leave. Even though the pandemic is improving, only some hotels operating all of their outlets. Increasing employee commitment can help develop the ability to change. It is essential to motivate existing personnel by providing training to improve their work capacities, such as creating an internal talent pool or rewarding system for loyalty. Besides, leaders must be proactive in encouraging employees to maintain their productivity.

2. **Source of Income**: During the pandemic, hotels are unable to rely on tourism activity as their primary source of income. They must develop a pivoting strategy in order to capitalize on different revenue-generating opportunities across multiple market segments. The new era of tourism economics, which cannot be isolated from issues concerning Hygiene,

Less- Touch, and Low-Crowding (HLL), has become a way to offer excellent service to guest (Yuswohady, 2021). Star hotels may also maximize their profit by offering new services and products to customers. Post-pandemic, the potential of hotel product to be offered include: food sales with delivery services (Food delivery), staycation packages, Work From Hotel (WFH) packages, Hybrid MICE, cooking classes, Isoman (isolasi mandiri) or quarantine package for Covid-19 suspect, cleaning service packages, Air Conditioning (AC) services, and hotel space rent.

3. **Marketing strategy**: Limited economic activity hinders hotel expansion. The Indonesian Central Statistics Agency (BPS, 2021) affirms poor hotel marketing strategies, suggesting that marketing is the greatest challenge for businesses in the pandemic era, reaching 58.94% in the industrial, service, and accommodation sectors. The marketing strategy targets prospective customers. First, hotels advertise their brand during outbreaks. The idea was to make hotel brands more recognizable to potential customers. Localization is the second idea. Pandemic objectives might include domestic tourists and Bandung residents. Lastly, hotels market distinctive products and services. Most hotels market their products online. Due to the high risk of mass tourism, the "next normal period" will highlight Nature, Eco-tourism, Wellness, and Adventure (Yuswohady, 2021), which hotels can utilize to target market segments.

4. **Life safety**: Although the number of infected cases continues to decline, the hotel industry must consistently prioritize hygiene, cleanliness, and safety. Some areas that need to be improved include ensuring that health protocols are consistently executed and providing customers with high-quality goods and services.

CONCLUSION

The multi-capital approach is critical in enhancing hotel resilience following the COVID-19 pandemic in Bandung. Star hotels managed to survive by leveraging their capital. Human capital, economic capital, and physical capital have all been proven to have a positive and significant effect on hotel resilience, though social capital has yet to contribute ideally. The central and local government's policies, which are still focused on the health side, have forced the hotel industry to survive and adapt to the laws regulating economic activities so that the functions of connectivity, trust, and networks have not been able to contribute considerably to hotel resilience ultimately. However, multi-capital must be entirely adopted, not just in parts. The evaluation of importance and performance findings suggest that human capital is dominant in resilience. A critical aspect that needs to be strengthened is the adaptive capacity through a willingness to respond, proactive leadership, and employee commitment. The vulnerability of jobs in the tourism industry during the COVID-19 crisis has increased the burden and challenges of the tourism business post-COVID-19, particularly in the performance of income sources, marketing strategies, and life safety issues.

Recommendation

This research has theoretical as well as practical implications. Theoretically, this contributes to organizational resilience in the hospitality industry in the context of the global health crisis. On the practical side, the hotel industry must focus on enriching human resource competencies by providing training to improve employee reskilling and upskilling. Furthermore, this research provides guidelines for hotel resilience initiatives in health crisis. In order to adjust to pandemic circumstances, hotels should adopt a strategy known as "pivoting." Therefore, hotels cannot rely solely on the tourism business but also non-tourism activities

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