

THE ROLE OF CULTURAL VALUES IN MOTIVATING THE COMPETENCIES OF HINDU BALINESE HUMAN RESOURCES IN TOURISM TO GAIN MANAGER LEVEL POSITIONS IN RATED HOTELS IN BALI

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Abstract

In response to the new era of the ASEAN Economic Community (AEC) since year 2015 – Bali, as the primary gateway of Indonesian tourism, must improve the quality of Hindu Balinese human resources in tourism (HB HRT). Winata (2014: 6) explained that adat istiadat (customs and traditions) is one of the cause for their low commitment in their job, as HB HRT often take leave due to adat obligations. Therefore, one of the impact, as in the case of a hotel in Kuta, is that hotels often avoid recruiting HB HRT. Hence, issue to be discussed in this study is to understand the role of Balinese Cultural Values as a potential and as an obstacle in HBHRT's competency to achieve managerial positions in star-rated hotels in Bali. The research will use a concurrent triangulation method on data collected through interviews and questionnaires. While sampling will be done with Purposive Sampling method on star-rated hotels located in Sanur, Kuta and Nusa Dua. Finally, the data analysis will be carried out by referring to Motivation Theory (McClelland, 1976), Competency Theory (Spencer and Spencer, 1993), Value Orientations Theory (Kluckhohn and Strodtbeck, 1961), through a descriptive interpretative qualitative approach as well as a quantitative approach based on Principal Component Analysis (PCA) statistics.

The research results will show that based on the data, HB HRT have good set of competencies, and these good competencies are inseparable from their background of Balinese Cultural Values (BCV), mainly derived from Hindu culture and religion. As part of upholding their culture, a HB HRT is a person with pawongan concept of harmonious relationship between human beings indicated by 79.1% people with tresna (love), the parhyangan concept of harmonious relationship between human beings and God indicated by 75% people engaging in dharma yatra pilgrimages and study, and the palemahan concept of harmonious relationship between human beings and nature indicated by 69.8% people valuing Bali shanti (a peaceful Bali). On the other hand, the obstacles in occupying manager positions in star-rated hotels in Bali are mostly due to internal factors – namely, their own personal motives which are often based on erroneous understandings of BCV. Therefore, in order to increase the Spiritual Quotient (SQ) of HB HRT in achieving managerial

positions, the strategy will be through career development with motivation programs while redefining their Balinese Cultural Values to give positive impact to their living standard, to the company, to the environment, and to God.

Keywords: *Hindu Human Resources, Motivation, Manager Position, Rated Hotels, Bali*

Abstrak

Menghadapi pasar Masyarakat Ekonomi ASEAN (MEA) yang sudah terealisasi sejak 2015, Bali sebagai gerbang utama pariwisata Indonesia harus meningkatkan kualitas Sumber Daya Manusia Pariwisata Hindu di Bali (SDM PHB). Winata (2014: 6) melihat bahwa adat istiadat menyebabkan SDM PHB memiliki komitmen rendah karena sering libur untuk urusan adat. Dampaknya, ada kasus hotel di Kuta yang tidak mau merekrut SDM PHB. Permasalahan yang diteliti adalah bagaimanakah peranan nilai budaya Bali sebagai potensi dan kendala kompetensi SDM PHB dalam mencapai posisi manajer pada hotel berbintang di Bali?. Penelitian ini memakai metode *Triangulasi Konkuren*, dengan pengumpulan data melalui wawancara dan kuesioner. Penentuan sampel secara *purposive sampling*. Lokasi penelitian di Sanur, Kuta, dan Nusa Dua. Data dianalisis dengan teori Motivasi McClelland (1976), teori Kompetensi Spencer dan Spencer (1993) yang dibahas secara deskriptif interpretatif ditunjang dengan perhitungan PCA (*Principal Component Analysis*).

Hasil penelitian menunjukkan SDM PHB memiliki kompetensi yang baik. Kompetensi baik yang dimiliki SDM PHB tidak terlepas dari dukungan latar belakang nilai budaya *Balinese Cultural Values* (BCV) yang dimiliki SDM PHB yang bersumber dari konsep-konsep budaya dan agama Hindu. Dilihat dari variabel budaya, SDM PHB memegang teguh konsep *pawongan* dengan indikator terkuat *tresna* (79,1%), disusul dengan konsep *parahyangan* dengan indikator terkuat *Dharma yatra* (75%) dan terakhir konsep *palemahan* dengan indikator terkuat *Bali shanti* (69,8%). Kendala yang dihadapi SDM PHB untuk menduduki posisi manajer pada Hotel Berbintang di Bali, berasal dari faktor internal yaitu motif dalam diri sebagai akibat dari adanya kesalahan dalam pemahaman dan pemaknaan BCV. Strategi untuk meningkatkan positivisme *Spiritual Quotient* tentang arti penting jabatan manajer bagi SDM PHB seperti itu adalah dengan memberi program motivasi pengembangan karier melalui pelurusan makna *Balinese Cultural Values* yang dimilikinya menjadi bermakna positif bagi peningkatan taraf hidup dirinya, bagi kemajuan perusahaan dan lingkungan serta bagi Tuhan.

Kata Kunci: SDM Hindu, Motivasi, Posisi Manajer, Hotel Berbintang, Bali

INTRODUCTION

Bali, as the primary gateway of Indonesian tourism, is growing rapidly. The rapid development of tourism on the island has become a magnet for job seekers, who come from either Bali, other provinces in Indonesia, or overseas, who have their eyes set on strategic positions in the industry. The activation of the ASEAN Economic Community (AEC) has imposed greater challenge in the tourism human resources market for Balinese. In facing this challenge, the quality of the Hindu Balinese Tourism Human Resources (HB HRT) must be improved. Therefore, strengthening the HB HRT competencies, aspiration, and competitiveness for the top manager positions in star-rated hotels is a priority.

This is certainly an irony given the fact that the majority of hotels in the island employ foreigners for the top manager positions. The reason is mainly because the foreign HR has proven record of competencies and stronger job commitment needed. According to Spencer and Spencer (1993: 9), competent people are those who possess motives, knowledge, skills, a self-concept, and traits in accordance with the job requirements in order to actively participate in the work place.

In respond to the increasing number of foreign workers occupying strategic positions, the local Balinese must begin to change their mindset related to their traditions and religious practices and make greater effort to improve their competencies. They must be encouraged to become hotel leaders or managers, or other decision-making positions, not only the operational level positions. For this, strong motivation is required.

Thus, strong motivation is a very important aspect for HB HRT. With it higher level of productivity, accomplishments and competitiveness in obtaining the top posts can be reached. This study will explore further the role of cultural values in shaping the competencies of Hindu Balinese Tourism Human Resources to achieve the manager level positions in star-

rated hotels in Bali. Specifically, as described in the introduction, and based on theoretical and empirical ideas, it will explore and explain about the role of Balinese cultural values as a potential and obstacle in HBHRT's competency to achieve such positions.

LITERATURE REVIEW

A simple fundamental understanding of competency is an ability or adroitness (Syah, 2000: 229). Spencer and Spencer (1993: 9–11) suggested that there are five types of competency characteristics, which are: (a) motives; (b) traits; (c) self-concept; (d) knowledge, and (e) skills. Each human resource should possess competencies – these abilities or adroitness that point toward a matter which illustrates a person's qualifications or capabilities (Pelly, 1994: 1). Motivation is an important force for a person to improve the competence. The word *motivation* originates from the Latin word *movere* meaning an impulse, desire, cause, or reason for someone to do something. According to Manullang (1982: 150), motivation provides employees passion to work; in other words, it stimulates human resources to optimize their competencies. McClelland (1976) put forth Achievement Motivation Theory which asserts that human beings essentially have ability to excel beyond others (Robbins, 2001: 173). This theory has an assumption that the need for achievement is different and is distinguishable from other types of needs. According to McClelland, there are three types or three behavioral characteristics of human needs, which are related to achievement needs for achievement (N-Ach), need for power (N-Pow), and the need for social relations (N-Aff). The need for achievement (N-Ach) is the impetus of one's behavior to achieve more standards and to strive to succeed. The need for power or strength (N-Pow) is encouragement that can make a person behave to master leadership in such a way that will not behave otherwise. On the

other hand, the need for a friendly and intimate social relationship (N-Aff) is the motivation of one's desire for interpersonal harmony within the organization.

There are a number of cultural values in the human society which are interrelated in such a way that they appear as a system. This system is a guideline for the ideal concept in any culture which influences the direction and orientation of the community. Anthropology experts, Kluckhohn and Strodtbeck (1961) explained that any culture consists of five basic human problems for determining value orientations, namely: 1) the character of human nature; 2) human being's relationship to the nature environment; 3) human beings sense of space and time; 4) the modality of human activity; and 5) the nature of human being's relationship to other people.

METHODOLOGY

A concurrent triangulation design will be used to collect both qualitative and quantitative data through in-depth interviews with twenty-three informants and distribution of questionnaires to respondents. All results will be analyzed with descriptive interpretative method through Principal Component Analysis (PCA) statistics.

The data sampling with purposive technique and sample selections have lead to Three, four, or five-star hotels as 1) The hotels have a structured and detailed managerial system that allows to find the results of the formulation of predetermined problems; 2) The hotels are strategically located in dense tourism areas and easily accessible. The sampling location will be limited to three well-known tourist areas, which are Sanur in the Denpasar municipality, Kuta, and Nusa Dua in the Badung Regency.

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HB HRT have good competencies. Based on Spencer and Spencer (1993: 9-11), the results from the interviews show that more than 50% of the informants agree that HB HRT are competent in their self-concept, knowledge, and skills. These three competency characteristics are considered as the key sets of competences for managerial positions. Therefore, HB HRT are supposed to be able to occupy any manager positions in star-rated hotels in Bali.

The good competencies of HB HRT are inseparable from the Balinese Cultural Values (BCV). The result of the analysis shows that most HB HRT firmly uphold the *pawongan* concept of harmonious relationship between human beings evidenced by a weight factor of 94.3%. This is followed with a 92.6% weight factor for the *parhyangan* concept of harmonious relationship between human beings and God and then an 87.9% factor for the *palemahan* concept of harmonious relationship between human beings and nature. HB HRT tend to care most for *pawongan* – harmonious relationships between human beings indicated by 79.1% agreeing to the importance of *tresna* (love) and always serving with smile.

The second strongest cultural value for HB HRT is *parhyangan* - the harmonious relationship between human beings and God indicated by 75% engaging in *dharma yatra* pilgrimages and study of nature. HB HRT self-concept always adheres to *dharma yatra* or value of integrity. By upholding such value, HB HRT strongly avoid any dishonesty in competition to achieve successful career and believe that learning to advance knowledge to achieve such success is a form of worships to God. The third strongest cultural variable for HB HRT is *palemahan* – the

harmonious relationship between human beings and nature, indicated by 69.8% valuing Bali *shanti* (a peaceful Bali). This is evidenced by high HB HRT preference for peaceful work environment where all people feel calm and happy to complete their respective tasks without conflicts, or in simple term, Bali *shanti* (a peaceful Bali), which eventually affects HBHRT's motivation. So, based on the description of these cultural variables, a HB HRT is a person who feels *tresna* (love), shows friendliness, engages in *dharma yatra*-likes to study, and aspires to create Bali *shanti* (a peaceful Bali). These influence the HB HRT's competencies to be good and distinctive and to have outstanding quality to occupy the managerial positions.

However, there is a different way of understanding and applying the Balinese cultural values, which fundamentally affects the competency and impedes of HBHRT's work performance and stops them from achieving the managerial positions. This is mostly influenced by the physical, social, cultural, and educational environment in the place of the HB HRT's childhood origin besides the low exposure to the economies of tourism industry. These factors cause variations in the orientation toward cultural values, which affects the approach of their decision-making. The variations can be classified into three types: immutable, transitional, or mutable in relation to the five basic problems of human beings according to the theory of Kluckhohn and Strodtbeck (1961) described as follows:

1. The first problem concerning the character of human nature of HB HRT

In some cases, there are some HB HRT who misunderstand the conservative cultural values of *karma phala*, *punarbhawa* (reincarnation) and the *tembang* song phrase of *ede ngaden awak bisa, depang anake ngadanin* – which suggests that one should always be humble in this life, which then influence the attitudes and insights of decision-making process

in the work places. This misunderstanding leads to some perception, i.e. that life is bad (conservative), work only adds to a series of reincarnation (*Punarbawa / samsara*), the power as a leader can prevent one from achieving nirvana, and the *tembang* song phrase of *ede ngaden awak bisa* is interpreted as there is no need for competition. This interpretation translates to HB HRT having humble personality, not showing off despite of having good leadership skills, and avoid the competition to occupy the manager position. This no-competition and no-show off value indicator have popular response with a weight value 68%. However, there are some HB HRT who view that when life is bad still it can be transformed into good (cultural transition); these ones have the motivation and passion in working to improve the economic conditions. Strong response to doing good job and working optimally got a weight value of 70.7%, as well as indicators of doing work with all the ability has weight value of 64.5%. There are also many HB HRT that interpret that this life is good (cultural progressive), that all need to work enthusiastically with high creativity to perform well, to improve skills, and have high innovating initiative in the profession. Indicators of the ability to create and innovate have a strong response with a weight value 82.80%.

2. The second problem concerning the relationship of human beings to the nature and environment

HB HRT believe that nature is magnificent, an essential proof of God's power and grace in which human must submit to and respect (conservative culture), this is seen from the strong response to indicators of *dharma yatra* culture (pilgrimage and learn from nature) with a weight of 75%. Some HB HRT like to seek harmony from the nature (transition), so they strongly respond to cultural concepts of *karma phala* with a weight of 73.7% and *Asih* (feeling of love towards nature) with a weight of 68.9%. However, there are also HB HRT who see nature as a mystery to be solved

and to be ruled over as a gift from the God to mankind (progressive), by responding to the strong cultural concept of *dharma karya* with a weight of 73.4%. These three point of views can be seen from the way HB HRT interact with their natural and work environment, in which one or more will be applied appropriately to create the working environment with local talent that is based on the concept of *Tri Hita Karana*.

3. The third problem concerning human beings sense of space and time

One of HBHRT's personalities is to uphold the importance of the ancient culture value (conservative) as an orientation with strong patience and persistence. The HB HRT with such personalities are usually diligent workers who respond strongly to work with a smile (*tresna*) indicator with a weight of 79.1 %, work responsibly (*cucud*) indicator with a weight of 75%, and to the concept of *ngayah* culture with a weight of 56.9%. On the other hand, some HB HRT focus on the present (transition) during their effort to achieve success, these types are usually very resilient, respond strongly to the concept of *jemet* with a weight of 67.6%. Some other HB HRT look far into the future (progressive), select personal progress as their achievement, diligently fulfilling themselves with adding insights through education and training. They strongly respond to three indicators: 1) *jengah* culture (increasing knowledge, skills, experience and insight to advance) with a weight of 70.2%, 2) *karang awake tandurin* culture (hone themselves) with a weight of 68.4%, and 3) the cultural concept of *dharma karya* (work ethic and high creativity) with a weight value of 73.4%.

4. The fourth problem concerning work and work productivity

Some of HB HRT are still very conservative in their view of work, for them working is merely an attempt for survival (survival); therefore, are less interested in hard work. This is evidenced by the lack of response to the indicator 'working for unmet needs' with weight of 45.2%. But other HB HRT embrace transition culture and consider 'hard work to get status,

position, accession of power as a measure of achievement', thus reach the manager's position as a powerful symbol of high status. This can be seen from the strong response to the indicators of *cucud* culture with a weight value of 75%, the concept of *karma phala* with a weight of 73.7%, and cultural concepts *jemet* 67.6%. However, most HBHRT's orientation is progressive culture, working towards the highest achievement, producing work results, not the status, and lacking care for the manager position (weak motivational power). But when given such managerial task, they will perform successfully (do not want the competition). Such HB HRT strongly responds to *dharma karya* culture (work ethic high creativity) indicated by 73.4% weight value.

5. The fifth problem concerning the nature of human relationship to others

Some of HB HRT who emphasize on the importance of vertical relationships prefer to refrain themselves from expressing their personal opinion (*koh ngomong*). This can be seen from the strong response to indicators of *de cara goake ngadanin iba* culture- 'do not like to boast' and the *tembang* song phrase of *ede ngaden awak bisa, depang anake ngadanin*- 'one should always be humble in this life' with a weight of 74.1%. But there are also some of HB HRT who prefer to emphasize on horizontal relationships (collateral) between individuals. Which can be seen from the strong response to the indicators of *tat twam asi* culture with a weight value of 74.1% followed *asta brata* culture with a weight value of 71.8% and supported by *sagilik saguluk salulung sebayantaka* culture (united either in safety or in danger) with a weight value of 71.5%.

Another group of HB HRT believes in individual self-reliance, so their leadership style will be authoritarian. It relates to strong response of *asta brata* culture with a weight value of 71.8%, followed by *karang awake tandurin* culture indicator (hone themselves) with a weight value of 68.4%,

The Role of Cultural Values in Motivating the Competencies of Hindu Balinese Human Resources in Tourism to Gain Manager Level Positions in Rated Hotels in Bali and *jemet* culture with a weight of 67.6%, while *polos* culture (honest and forthright) has a weight of 61.2%. All of which correspond to strong response of *dharma karya* culture (work ethic with high creativity) indicated by 73.4%, and cultural concept of *tri kaya parisudha* (thoughts, words and actions that must be purified in order to be good and right) with a weight of 67.5%.

CONCLUSIONS AND RECOMMENDATIONS

The conclusions of this study indicate that HB HRT are equipped with good competences and capability of occupying managerial position at star-rated hotels in Bali. These are inseparable from their BCV background which is derived from the concepts of Hindu Balinese culture. With such unique qualities, most HB HRT has comparable competence and even superior when compared to non-Balinese human resources. HBHRT's BCV will be able to improve CuQ (*cultural quotient*) and SQ (*spiritual quotient*) as a stimulus for the growth of (*social quotient*), AQ (*adversity quotient*), CQ (*creativity quotient*), and XQ (*execution quotient*) that are based for HBHRT's LQ (*leadership quotient*).

However, a misinterpretation of the BCV, specifically about leaders controlling power can translate to low CuQ and SQ about the importance of the manager's position for some HB HRT. A special strategy is required to convince HB HRT about the importance of manager position for HB HRT by strengthening its CuQ and SQ. One approach is to give motivational programs for career development through internal development, such as programs to align the understanding of the role of leadership in their BCV, as contributing factor towards the improvement of living standard, the company's betterment, and the surrounding environment, ultimately fulfilling God's mission for human beings.

Based on this conclusion, we can derive a general theory that with the five criteria of competence specified earlier, as well as with the accurate and positive understanding of the BCV, there are prospective HB HRT for managerial positions. The HB HRT should continuously adapt and integrate Balinese and Hindu religious values with the values of tourism in the development paradigm of cultural tourism in Bali. With this theory, Bali will be able to produce native human resources with high CuQ and SQ, who are broad-minded and thoughtful to the dynamic needs for modern Balinese, and lead to new sets of intelligence as part of growing intelligence of leadership (LQ) in the tourism field in Bali.

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