

POSITION IMPROVEMENT STRATEGY FOR BALINESE TOURISM HUMAN RESOURCES TO MANAGER LEVEL IN RATED HOTELS IN BALI

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Abstract

Creating superior Indonesian tourism requires that it be managed by tourism human resources who are qualified and professional in their field. Pitana (2011) stated that Indonesian tourism human resources are of sufficient quality. On the other hand, Pangestu (2012) asserted that although national tourism has shown growth with increasing competitiveness rankings, yet Indonesian tourism is still inferior when compared to neighboring countries. Bali, as a quickly growing tourist region, has become a magnet for job seekers from other provinces, even foreigners. This, of course, is an ironic matter for local human resources in terms of competing to occupy managerial positions. Problems taken up were: 1) what are the obstacles faced by Balinese tourism human resources in order to be able to occupy manager positions at rated hotels in Bali, and 2) how is the strategy for increasing the number of Balinese tourism human resource manager positions at rated hotels in Bali. This research aimed to produce a model strategy for improving the position of Balinese tourism human resources to the level of manager at rated hotels in Bali. An exploratory sequential mixed method with qualitative to quantitative data was used through interviews with fourteen informants who are managers at rated hotels in Sanur, Nusa Dua, and Kuta and tourism practitioners and academics as well as questionnaires. Data analysis applied competence theory (Spencer & Spencer, 1993), hegemony theory (Gramsci, 1971), and motivation theory (Clelland, 1976). The research results show six informants stated that the number of Balinese tourism human resources who occupy manager positions is still low. Meanwhile, eight informants stated the opposite. The results of the research analysis are: 1) the cause of Balinese tourism human resources not being selected for manager positions are: (a) underestimation of Balinese tourism human resources; (b) low competitiveness; (c) politicization of positions; (d) adat (customary) commitments; and (e) lack of mobility. And, 2) a strategy to increase positions can be carried out by: (a) providing opportunities for achievement; (b) creating a cooperative atmosphere; and (c) providing opportunities for status improvement.

Keywords: Balinese tourism human resources, Strategy, Manager, Hospitality, Tourism, Research

Introduction

Tourism is an integral part of human life, especially related to social and economic activities. Over the past three decades, an increase in tourism activities has occurred in various countries (Ramdani, 2013: 1). The *Republic of Indonesia*

Act No. 10 of 2009 concerning Tourism defines tourism as a wide range of tourist activities that are supported by a wide range of facilities and services provided by the public, employers, and national and provincial governments. Based on this understanding of tourism, service is an essential matter in the tourism industry and is one of the tourists' demands. Pitana and Diarta (2009: 72) assert that human resources are one of the vital components in the development of tourism because practically every stage of tourism elements requires human resources to set it in motion.

On the other hand, Pangestu (2012) asserted that although national tourism has shown quite encouraging growth with increasing competitiveness rankings, Indonesian tourism is still inferior when compared to neighboring countries such as Singapore, Malaysia and Thailand (Politik Indonesia, 2012). The low competitiveness of Indonesian tourism human resources is also noted by Irwansyah (2011: 1). He points out that the current development of the tourism sector in Indonesia is facing fundamental problems caused by the low competitiveness of Indonesian tourism human resources which can be seen from the limited human resources, both in terms of quantity and quality.

The issue of the ASEAN Economic Community (Masyarakat Ekonomi ASEAN (MEA)), must also be anticipated as foreign workers will be free to enter Indonesia. This influx of foreign workers to Indonesia means that opportunities will be narrowed for employment of Indonesian tourism human resources working in the tourism industry. So, to compensate for these developments, Indonesia must be capable of producing high quality, skilled, and professional human resources. From a national perspective, Bali is the primary gateway for tourism economic activities in Indonesia. The rapid development of tourism in Bali has become a magnet for job seekers not only from local human resources, but also from outside of Bali and even foreign human resources who have their eyes on strategic positions. A greater challenge right before the eyes is the MEA.

Based on the results of research conducted by Putra et al (2013: 5), of the 13,844 local Balinese human resources working in the tourism field, only 1.79% occupy manager positions (senior managers, middle managers, and first-line managers). Of the 1,693 human resources from outside of Bali working in the tourism field, about 9.21% occupy manager positions (senior managers, middle managers, and first-line managers). Of the 80 foreign human resources working in the tourism field, about 70% occupy manager positions (senior managers, middle managers, and first-line managers). This data shows that the percentage of local Balinese human resources occupying manager positions is very low in comparison to human resources from outside of Bali – especially in comparison to foreign human resources.

Putra et al (2013: 6) state that the Balinese people must undergo a change of mindset and improve their competence in response to the increasing number of foreign workers occupying strategic positions in the tourism industry in Bali. Balinese tourism human resources should have an active role by becoming leaders or managers, not just be workers at the operational level who do not have any stake in each company's decisions. An article in the Bali Post (2015: 17) mentions that there are many human resources from outside of Bali who have taken job opportunities in tourism, such that many Balinese are unemployed due to competing without know-how. If sustainable tourism in Bali is desired, then

Balinese human resources, as the local residents, must be involved as active participants in the tourism industry because they are considered as those with the greatest understanding of the natural surroundings and local culture.

Statement of the Problem

Based on the description of the background issues mentioned above, hence the two main points proposed are as follows.

- 1) What are the obstacles faced by Balinese tourism human resources for being able to occupy manager positions at rated hotels in Bali?
- 2) How is the strategy for increasing the number of Balinese tourism human resources to manager positions at rated hotels in Bali?

Research Objectives

The research objectives can be divided into a general objective and a special objective, as follows:

General Objective

The general objective of this research was to produce a strategy model for improving the position of Balinese tourism human resources to the level of managers at ranked hotels in Bali.

Specific Objective

The specific objectives hoped to be achieved in this study were to:

- 1) Analyze the obstacles faced by the Balinese tourism human resources for being able to occupy manager positions in rated hotels in Bali.
- 2) Analyze the strategy for increasing the number of Balinese tourism human resources to manager positions at rated hotels in Bali

Literature Review

Position Improvement Strategy

Strategy originates from the Greek word *strategos* which means a way or tactic for winning something. Bryson (2001: 189–190) explains that a strategy can be viewed as a pattern of goals, policies, program actions, decisions, or allocation of resources. Next, ‘improvement’ means progress. In general, improvement is an attempt to increase the degree, level, and quality as well as quantity. Based on such an understanding, the meaning of ‘position improvement strategy’ in this research is an effort made to change the position to a higher level.

Balinese Tourism Human Resources

Balinese tourism human resources is one very important factor in the development of tourism in Bali, bearing in mind that tourism is a service industry, which in general involves human beings as its driving factor. From a national perspective, Bali is the primary gateway for tourism economic activities in Indonesia. Tourism is an aspect very close to and inseparable from the life of the people and development in Bali. Based on this outline, it can be concluded that Balinese tourism human resources is a potential in the Balinese people working in tourism businesses to realize their role as social beings aiming to achieve prosperity in life in a manner that is balanced and sustainable. In this study,

Balinese tourism human resources is limited to those of the Bali Hindu faith in order to find a link between *adat* (traditional customs) and the quality of Balinese tourism human resources.

Hotel Manager

A manager is someone who works via other people by coordinating activities in order to achieve an organization's goals. In a traditional organization structure (Robbins and Coulter, 1999: 217), managers are classified as senior managers, middle managers, or first-line managers. A hotel manager in the area of hospitality is the person who manages the daily operations of the hotel management. A hotel manager is responsible for the efficient and profitable operations for the company (Rozadika, 2013). Based on this understanding of a hotel manager, in this study a hotel manager is the person who manages the day-to-day operations in hotel management and consists of senior managers, middle managers, and first-line managers.

Rated Hotels in Bali

Based on the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia PM.53/HM.001/MPEK/2013 on Hotel Business Standards Article 1 paragraph (8), a rated hotel is a hotel that fulfills the criteria for a classification assessment as a one, two, three, four, or five-star hotel. Categorization of a hotel class is carried out by a standardized hotel business assessment, which is an evaluation based on basic requirements termed absolute criteria and provisional criteria. Article 1 paragraph (16) states that the absolute criteria is the main prerequisite covering all aspects of the products, services, and management of a hotel business which is determined by the Minister and must be fulfilled by hotel businesses in order to be certified.

So, what is meant by a position improvement strategy for Bali Hindu tourism human resources to manager level in rated hotels in Bali, is an effort that can be carried out for making an improvement of the potential of Bali Hindu people working in tourism businesses, especially in the hospitality field, in order to achieve success in their work so as to potentially occupy the highest positions in rated hotels in the Bali tourism regions consisting of Kuta, Nusa Dua and Sanur.

Competence Theory (Spencer, 1993)

A simple fundamental understanding of competence is an ability or skill (Syah, 2000: 229). Spencer (1993: 9–11) says that there are five types of competency characteristics, which are: (a) motives; (b) traits; (c) self-concept; (d) knowledge, and (e) skills. Spencer describes the characteristics of each competency, as follows:

- (a) Motives: The things a person consistently thinks about or wants that cause action. Motives drive, direct, and select behavior toward certain actions or goals and away from others, for example the need of achievement.
- (b) Traits: physical characteristic and consistent responses to situations or information. This statement was confirmed by Marshall (2003: 40) who says that a person's character is a characteristic that is rooted in them and reflects

their tendencies. A person's character may reflect self-confidence, self-control, and fortitude or hardiness.

- (c) Self concept: a person's attitudes, values, or self-image. According to Sidle (2007: 19–25) there are four properties that most, but not all, successful leaders possess, which are: intelligence, maturity and breadth, achievement drive, and integrity.
- (d) Knowledge: information a person has in specific content areas. Knowledge is a complex competency and includes information seeking and technical expertise.
- (e) Skill: the ability to perform a certain physical or mental task. This includes analytical thinking and conceptual thinking.

Spencer's Competence Theory can be used to discuss the two issues in the problem formulation which are about the obstacles faced by Balinese tourism human resources for being able to occupy manager positions at rated hotels in Bali and about the strategy for increasing the number of Balinese tourism human resources to manager positions at rated hotels in Bali. These two issues can thus be looked at from motives, traits, self-concept, knowledge, and skills.

Motivation Theory (McClelland, 1976 in Robbins, 2001)

Motivation originates from the Latin word *movere* meaning an impulse, desire, cause, or reason for someone to do something. McClelland (1976) put forth Achievement Motivation Theory which is that human beings essentially have an ability to excel beyond the abilities of others (Robbins, 2001: 173). This theory contains an assumption that the need for achievement differs and is distinguishable from other needs. According to McClelland, there are three types of human needs, namely the need for achievement, need for power, and need for affiliation. Thus, McClelland's Motivation Theory can be used to discuss the second issue in the problem formulation about the strategy for increasing the number of Balinese tourism human resources to manager positions at rated hotels in Bali.

Hegemony Theory (Gramsci, 1971)

The theory about hegemony put forth by Antonio Gramsci (1971: 244) is essentially an attempt to lead people towards evaluating and scrutinizing social problems within a specified framework. Hegemony Theory stresses moral consciousness. According to Gramsci, hegemony is a topic of intellectual and moral leadership and typically has a positive nuance. In Balinese social life, for example, there is *swadharma* (carrying out obligations) as a member of a unified *Desa Pakraman* (traditional customs village). Each *Desa Pakraman* has *awig-awig* (regulations) which are absolute or must be followed by each Balinese person as members of their respective social communities and bound by *adat istiadat* (customs and manners). Sanctions for violations against *awig-awig* are of a customary or religious nature, such as: verbal warning, *kesepekang* (exclusion), dismissal from a position or fines.

In the present context, Balinese people are experiencing a dilemma in living out their lives as members of their *desa adat* (traditional customs) villages who, on the one hand, are required to offer *ngayah* (socio-religious charitable donation

or volunteer work) and on the other hand must work with time dictated by the hotel or other business. Absence from *ngayah* activities can lead to customary fines or social sanctions, yet diligent *ngayah* can lead to being penalized in the workplace due to absenteeism. Based on this phenomenon, the Hegemony Theory can be used as a blade to address the obstacles faced by Balinese tourism human resources in their attempts to occupy manager positions in rated hotels in Bali and for tourism in Bali now and in the future.

Conceptual Framework

The following chart clarifies the research model.

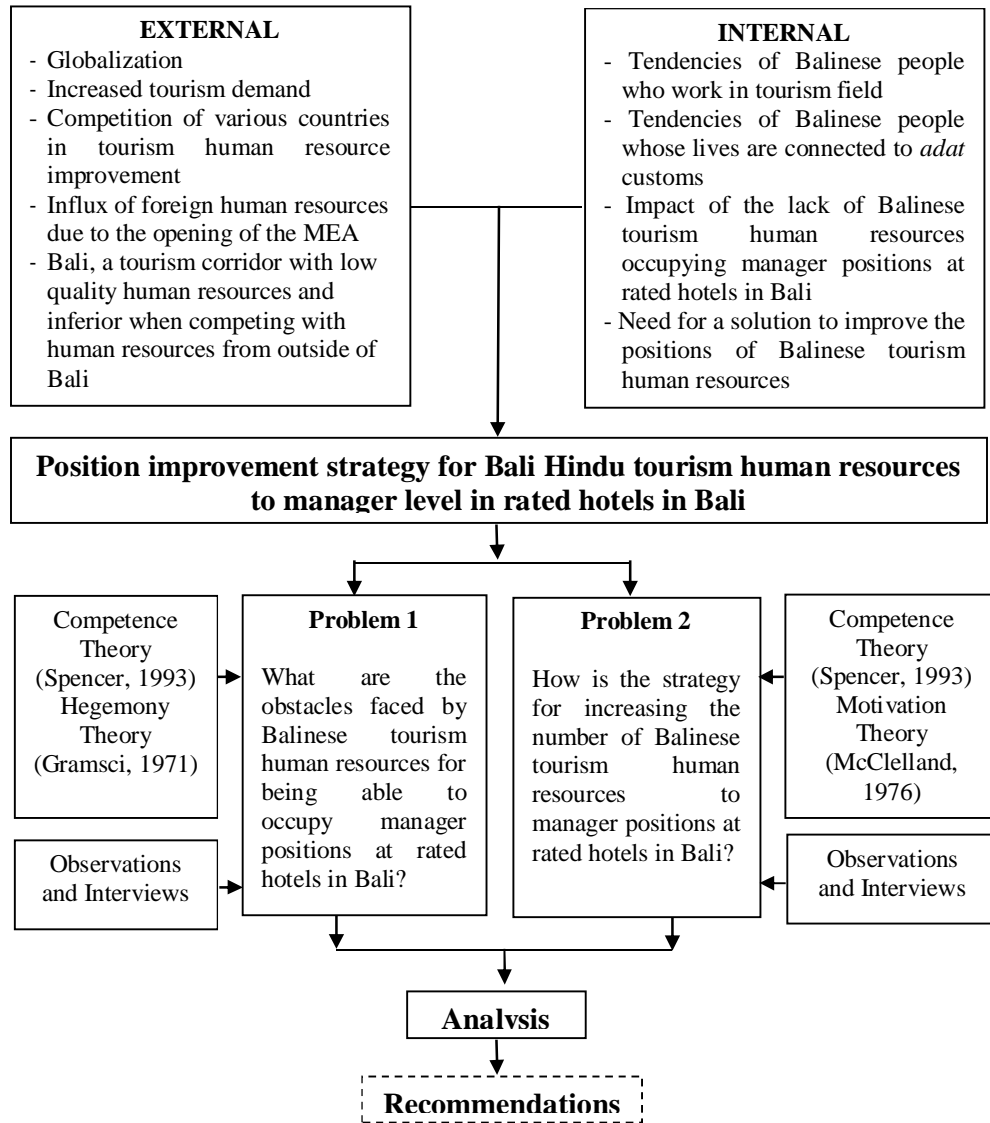


Figure 1
Conceptual Framework

Methodology

Research Method

This study used a descriptive interpretative approach. According to Umar (2008: 21), the descriptive method is one that aims to describe the nature of something that is ongoing at the time of the research and examines the causes of a particular symptom. Suryabrata (2003: 19) explains that descriptive research aims to make an illustration in a systematic, factual and accurate way from facts and properties of the population or a particular region.

Research Locations

In this study, the focus is on locations in the well-known tourist areas of Bali, which are the Sanur tourist area located in Denpasar as well as Kuta and Nusa Dua located in the Badung regency. The choice of these three locations is based on the characteristic tourist regions visited by many tourists, resulting in a development in the tourism field that is quite specific. Sanur was selected as a tourism region with beautiful sand beaches. Kuta is an area that has become a main surfer destination due to its beautiful beaches and famous waves. Just like Sanur, the strategic location of Kuta makes it a dense and growing tourist area. Meanwhile, Nusa Dua is a tourist area with white sand beaches, rated hotels, and rapid tourism development.

Method of Data Collection

The type of data used in this study is qualitative. Based on the sources, the data can be divided into primary data and secondary data. The primary data was obtained from observations and interviews with informants to obtain information that supports the research. Informants were interviewed such as hotel managers, hotel owners and tourism experts who have indepth knowledge about the development of tourism in Bali. Secondary data was primary data which had been further processed and presented by the primary data collectors or others, for example, in the form of texts or tables. This data, whether from documents, articles and journals, was used to support the primary data information.

Results and Discussion

Analysis of the obstacles faced by the Balinese tourism human resources for being able to occupy manager positions in rated hotels in Bali.

Obstacles faced by Balinese tourism human resources can be seen in the following descriptions:

Underestimation of Balinese tourism human resources' competency

Bawa et al (2001: 42–43), through their research results, revealed that the competency of Balinese tourism human resources is only from the innate aspect of personal qualities and human relations such as their ability to cooperate with others which is only needed at the operational level. This is why Balinese tourism human resources are rarely selected to occupy manager positions in rated hotels in Bali. This was also expressed by Redianis, the General Manager of the Hotel Rama Garden Kuta, through the following statement:

“In general, people, businesses or hotel executives have underestimated Balinese tourism human resources. They are considered incapable or incompetent. This is what causes the low number of Balinese tourism human resources who occupy manager positions in rated hotels in Bali.”

(Interview with Redianis, 11 May 2015)

Unlike the case with the research results of Bawa et al (2001), several sources interviewed expressed different opinions related to Balinese tourism human resources' competency. The following are some statements from sources such as Suasti as the Human Resources Manager (HRM) of The Haven Seminyak Hotel; Darta as HRM of the Santika Siligita Nusa Dua; and Yogi Artini as the Assistant HRM of the Ritz Carlton Nusa Dua:

“Currently, Balinese tourism human resources have already begun to advance and have already started to become competitive in the world of tourism. This can be seen from the number of Balinese tourism human resources who have occupied manager positions in a variety of rated hotels in Bali. Moreover, some have already successfully occupied General Manager positions.”

(Interview of Suasti, 13 May 2015)

“Many experts have stated that the number of Balinese tourism human resources who occupy manager level positions is low because firstly research is conducted. Now Balinese have already begun to advance. Tourism schools in Bali have also begun to be good and graduated many managers.”

(Interview of Darta, 20 May 2015)

“Now it can be said that the number of Balinese tourism human resources who occupy manager positions at rated hotels in Bali is already in balance with the number from outside of Bali as well as foreigners. Moreover, there is even a tendency that there will be an increasing number of Balinese who occupy manager positions. This is because Balinese tourism human resources are now open minded and thinking more broadly, which is different from before when they generally just nodded alone or said *nggih* (yes). Now they have begun to think more broadly about things to come.”

(Interview with Yogi Artini, 19 June 2015)

So, based on the results of this study, it can be concluded that obstacles faced by the Balinese tourism human resources for being able to occupy manager positions in rated hotels in Bali is caused by a perception that they are less competent or do not meet the competencies to become a manager. When in fact the competence of Balinese tourism human resources is quite good and has met the criteria for becoming managers even though there is one unmet criteria, which is a lack of motivation in working on themselves. The selection of human resources from outside of Bali as well as foreign human resources in tourism is because the businesses consider them to be superior when compared with Balinese

tourism human resources. Table 1 describes the opinions of fourteen sources related to the advantages of human resources from outside of Bali or foreign human resources.

Table 1
Advantages of Tourism Human Resources From Outside of Bali or Foreigners Compared to Balinese Tourism Human Resources

No	Hotel	Informant	Explanation
1	Rama Garden Hotel, Kuta (3-star)	Ni Luh Redianis	Competence same, only more confident and dare to debate more than Balinese tourism human resources.
2	The 101 Legian, Kuta (3-star)	Dewi Mas	Provide hotel image and able to provide international services
3	Amaris Hotel Legian, Kuta (4-star)	Gede Cristiawan	More courage to receive challenges than Balinese tourism human resources
4	The Haven Seminyak, Kuta (4-star)	Ketut Suasti	More committed than Balinese tourism human resources
5	Souverign Tuban (4-star)	Wayan Nawa	Human resources from outside of Bali are coarser but more logical
6	White Rose, Kuta (4-star)	I Made Sudarna	Highly motivated and more likely to comply with Standard Operational Procedures than Balinese tourism human resources
7	Grand Ina, Kuta (4-star)	Agung Wibawa	The only surplus is their foreign language skills; the rest is the same as local human resources
8	Keraton Jimbaran, Kuta (4-star)	Kesawa Putra	Have good knowledge and ability to overcome problems, good language skills and discipline in compared to Balinese tourism human resources
9	Santika Siligita, Nusa Dua (3-star)	Putu Darta	Can be used for hotel image
10	Amartera Villa, Nusa Dua (4-star)	Made Alit	Willing to be assigned anywhere, have a good information accent and an independent spirit compared to Balinese tourism human resources
11	Grand Aston, Nusa Dua (5-star)	I Ketut Subadra	Can be used for hotel image
12	Ritz Carlton, Nusa Dua (5-star)	Yogi Artini	Have something more advanced from their country such that it can be studied by the company
13	Griya Santrian, Sanur (3-star)	Wayan Tamiarta	Able to make an investment or make the hotel develop; have good language skills, have a vision and mission
14	Mercure Resort, Sanur (4-star)	Adhi Wistawan	Foreign human resources or from outside of Bali have a strong ability to compete

Based on Table 1, the advantages of tourism human resources from outside of Bali or foreigners such that they are selected to occupy managerial positions at rated hotels in Bali, based on interviews with fourteen sources, is because most

Balinese and Indonesian people have a mindset that Balinese tourism human resources lack competence. Yet, according to the fourteen sources, Balinese tourism human resources have equal and even sometimes superior competence compared to human resources from outside of Bali or foreigners. The advantages of those from outside of Bali or foreigners is that they dare to debate, are more likely to comply with Standard Operational Procedures, and are able to make an investment or make the hotel develop because they already have experience in international networks and have good language skills.

Politicization of Positions

The existence of international chain hotels is very well known in Bali as their presence is regarded as capable of boosting Bali as a destination through the provision of international standard accommodations. According to Chair of the Association of Indonesian Hotel and Restaurant (PHRI) Badung branch, Rai Surya Wijaya, usually those chain hotels' top managers must be foreign human resources as it is already an agreement or contract between the owner with the management. So, maybe that is one of the obstacles causing the low number of Balinese tourism human resources occupying manager positions in rated hotels in Bali, especially in 5-star hotels. The same matter was expressed by the Chair of the PHRI Bali branch Oka Artha Ardhana Sukawati as follows:

“In 4-star and 5-star level hotels, Balinese tourism human resources are rarely placed at the manager level; moreover almost none are in the general manager position. If a Balinese tourism human resource does become a general manager, that would only be in a hotel in the national network such as the Putri Bali, Bali Beach, or Patra Rajasa hotels. Meanwhile in the international networks such as the Bulgary, Ritz Carlton, and Hyatt hotels, usually who is designated as the general manager is a person in the international network which is a foreign human resource.”

(Interview of Oka Artha Ardhana Sukawati, 26 June 2015)

The statements of these two figures in the tourism field indicate that one of the obstacles for Balinese tourism human resources occupying manager positions is due to the politicization of positions or opportunities not being given to local human resources, meaning Balinese tourism human resources, for manager positions. This is related to their not participating in the international network management. Based on this explanation, it can be said that the politicization of positions is one of the obstacles faced by Balinese tourism human resources for occupying manager positions in rated hotels in Bali. But, this obstacle has been minimized with efforts by hotels to apply the 'local talent' concept. As hotels located in Bali, it is appropriate if the management applies the 'local talent' concept so that Balinese tourism human resources are actively involved in the development of tourism in their region. With the development of this 'local talent' concept, the company or hotel has helped the government to improve the people's living standard and helped the people of Bali in maintaining their cultural identity.

Link to adat (traditional customs)

Chair of the PHRI Bali branch Oka Artha Ardhana Sukawati revealed that:

“The lack of Balinese tourism human resources chosen for manager level positions at rated hotels in Bali is caused by the lack of opportunities given to them. In fact, there are hotels in Kuta that clearly and openly say they do not want to use or recruit Balinese tourism human resources for working at their hotels because there is an image that they are incompetent due to being interrupted by *adat* (traditional customs).”

(Interview of Oka Artha Ardhana Sukawati 26 June 2015)

Winata (2014: 6) expressed that the *adat istiadat* (customs and manners) in Bali are a causal factor for Balinese tourism human resources' lack of commitment. Balinese society is very strong in maintaining and obeying the *adat istiadat* inspired by Hinduism. Adherence to the Balinese culture's *adat* (traditional customs) can be seen in daily life in the family and in the societal life which is in the *Desa Pakraman* (traditional customs village). Balinese society considers *adat* and culture as very important and that it may not be abandoned. It is not wrong if there is an issue circulating that Balinese tourism human resources are second-positioned by companies because they are viewed as often taking leave or absent due to *adat* affairs.

When examined more deeply, the Balinese have a passion to maintain the existence of their culture by participating in *adat* (traditional customs) activities such as *ngayah* (socio-religious charitable donation or volunteer work). *Ngayah* is one of the energies of culture that has been internalized in the lives of Balinese society such that a very close relationship has been established between Balinese society with *adat* customary and religious activities to a level that cannot be ignored. But the spirit for this *ngayah* is sometimes seen as a burden for some Balinese people as it causes an inability to balance work and *adat* obligations. This inability is also because Balinese society is undergoing a transition period from a traditional way of life towards development that stems from a modern nature including the advent of tourism. However, an appropriate management strategy has not yet been created to balance the needs of *adat* to those of jobs. Furthermore, previously, conservatives were still very rigid with regards to *adat* customs which made it difficult to synergize with the needs of the times.

Studies published a few years ago on Balinese human resources actually explain that the *adat* customary activities affect their work performance. But in this current era, the tendency is that traditional leaders in various regions of Bali have implemented *awig-awig* (regulations) that are synergized with the orientation of communities to meet their needs and also the times. Through *adat* policies nowadays that have synergized with the needs of society, an opportunity is provided for Balinese people to develop their careers to become managers. So, the view that Balinese tourism human resources often take leave can be dissolved by the ability of Balinese society today in balancing their *adat* (traditional customs) activities and jobs.

An Improvement Strategy For Balinese Tourism Human Resources So as to Be able to Occupy Manager Positions in Rated Hotels in Bali

There are various strategies that can be used as an effort to improve the positions of Balinese tourism human resources so as to be able to occupy manager positions at rated hotels in Bali. One such strategy is that of motivation. A person's behavior begins with a particular encouragement or motivation. People who have high motivation will be spurred to work harder and more vigorously because they see work as not just a source of income but rather as way to develop themselves and to serve others. Based on the Motivation Theory presented by McClelland (1976), there are three types of human needs, namely the need for achievement, need for power, and need for affiliation.

The results of interviews with fourteen informants – who are Balinese tourism human resources working in rated hotels in Bali in Sanur, Nusa Dua and Kuta – show that the motivation to work is to meet the needs of achievement. By this, an effort that can be made so that Balinese tourism human resources are able to occupy manager positions at rated hotels in Bali, is a strategy that gives motivation to excel as follows.

First is self-motivation. Balinese tourism human resources should be continuously motivated to develop themselves, have extensive knowledge, and continuously hone their abilities. They should always try to improve their capabilities; look for good mentors for the betterment of themselves; and regularly attend seminars held by specific communities. Also self-motivate so as not to be afraid to go abroad by giving many examples of Balinese who have done so and are already successful. With all its consequences, they must dare to distance themselves from their *adat* (traditional customs) environment, if it inhibits them, in order to advance. They need to manage their time well during their productive years and pursue their careers as high as possible. Also use their youth years to study and to seek new experiences. When they feel satisfied with that period, then, return to their *adat* (traditional customs). By this they will be able to balance their lives. Self-motivation of Balinese tourism human resources is so that they can feel confident and more assertive in seizing the opportunities for existing positions. By boldly demonstrating their abilities, they should be able to determine the vision and mission of their work, thereby growing a professional integrity in their work and obtaining the hoped for results.

Secondly, the company also provides motivation, meaning the employees must often be given examples of good and professional work through regular training and operational meetings as well as increasing cross training. Also, hold workshops with detailed material for the career development of their employees. The material should be conveyed in a manner that the employees can understand the company's targets so as to progress in tandem with employees' targets. In addition, information about the company as an example and job descriptions should be given so that employees can know which job is suitable for them. Hotels or companies also need to conduct yearly achievement evaluations which include the giving of gifts or rewards in the form of money or a certificate, and holding a gathering, evaluation, and briefing. A training provided should be based on the results of these evaluations in order to not be gratuitous or incongruous in relation to the target.

Third is motivation by the government. This includes establishing affordable tourism schools and improving the quality of existing schools as well as the quality of the lecturers. Students and teachers should be provided opportunities for training abroad. The government should also open up opportunities for Balinese tourism human resources to have careers in hotels. Also, establish regulations that benefit local tourism human resources such as standard labor certifications and limitations on foreigners working in the tourism sector. The government needs to update information on all layers of the tourism industry and embrace various levels of the tourism industry for attending trainings and seminars. Also, promote competitions in the field of tourism.

Fourthly is motivation from tourism education institutions. Motivation needs to be embedded about the need to acquire new knowledge for self-development by reading, attending trainings, entrepreneurship seminars or formal education. Educational institutions should hold job fairs in order to put government instructions into practice so that they not only generate Balinese tourism human resources who are professional, but also graduates who are not a burden for society or the government. Job fairs help the government to provide job opportunities and help graduates from Indonesian institutions of higher education to obtain employment opportunities. By this, people, especially investors, can have faith in the quality of graduates in Indonesia, particularly in Bali, who are capable of occupying important positions in a company.

Lastly is motivation from the *adat* (traditional customs) communities and leaders that do not inhibit citizens who want a career. Traditional *adat* leaders should adapt themselves to changes and not force-feed society with *adat*. Rather, the power of traditional leaders should be one of establishing good communications with the *krama* 'citizens'.

Conclusions

There are various causes or obstacles faced by Balinese tourism human resources for being able to occupy manager positions at rated hotels in Bali. In summary these are: 1) underestimation of Balinese tourism human resources' competency; 2) human resources from outside of Bali or foreigners who are considered more superior to Balinese tourism human resources; 3) politicization of positions; 4) Balinese tourism human resources' link to *adat* (traditional customs); and 5) Balinese tourism human resources' lack of mobility.

There are various strategies that can be used as efforts to improve the positions of Balinese tourism human resources so as to be able to occupy manager positions at rated hotels in Bali. One of the strategies that can be carried out is by the giving of achievement motivation by the Balinese tourism human resources themselves; and being motivated by businesses, the government, tourism educational institutions, and by *adat* (traditional customs) communities and their leaders.

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