

Structuring the Organization for the Management of Religious and Cultural Tourism Objects of Bukit Kasih Toar Lumimuut Minahasa, North Sulawesi Province

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Abstract

Organizational arrangement is needed so that the organization runs well and can make adjustments to the existing environment. Organizational structuring in the tourism sector is carried out not only for the benefit of tourism development but also related to the community and the environment where the tourist attraction is located. The research design used is qualitative, data collection is done through interviews, observation and secondary data collection. The process of data analysis is carried out from entering the research field to making conclusions with an interactive model. Research findings that organizational development in the management of tourism objects is related to the arrangement of human resources, the arrangement of the management organizational structure, the arrangement of infrastructure and technology of tourism objects, the arrangement of the natural environment around the tourist objects and the arrangement of the socio-cultural community.

Keywords: Organizational Arrangement, Organizational Resources, Social and Culture

Introduction

Bukit Kasih is one of the religious tourist attractions in North Sulawesi Province. Bukit Kasih is located about 50 KM south of Manado, precisely in Kanonang Village, Minahasa Regency. Bukit Cinta is an unspoiled sulfur hill with beautiful natural scenery. The hill of love, which was previously called the Hill of Prayer, was inaugurated in 2002 by Drs AJ Sondakh as the Governor of North Sulawesi Province at that time. Bukit Kasih Kanonang apart from being a natural tourist attraction is also a symbol of tolerance between religious communities in Indonesia. This can be seen from the infrastructure built to increase tourist attraction, namely the 22 meter high monument with 5 sides. Each side is carved with relief symbols of five religions written about the teachings of love. That is why Bukit Kasih because this place creates a sense of harmony between religious communities. In Bukit Kasih there are also five houses of worship, one Catholic Church, one Protestant Church, Buddhist Temple, Mosque and Hindu temple.

The Bukit Kasih tourist attraction in Kanonang Village, Minahasa Regency Based on the Regional Regulation of North Sulawesi Province Number 5 of 2005 is called the Bukit Kasih Toar Toar

Lumimuut tourist attraction and is managed by the Bukit Kasih Toar Cultural Religious Tourism Object Management Agency, North Sulawesi Province. The land status of the Kanonang Minahasa Religious tourism object in North Sulawesi Province is state land and North Sulawesi Province land with an area of 216,620 m².

The Bukit Kasih Toar Lumimuut Tourism Object has provided benefits for the Kanonang community because the community has the opportunity to do business. Various businesses are engaged in by the community, namely selling boiled corn, incised beans, opening a restaurant, massaging, selling souvenirs, many people also choose a new profession, namely being a traveling photographer. This is in line with the existence of a tourist attraction which is also a supporter of the country's economy and society (Kawatu et al, 2020). However, the arrangement of Bukit Kasih is still not good because there are many souvenir traders, sellers of sorghum and boiled corn that roam and disturb the comfort of tourists, so the government's attention is needed to provide a special place for the sellers so that they do not disturb the comfort and beauty of Bukit Kasih (Rawis et al., 2010).

In its development, it shows that the Bukit Kasih tourist attraction is not what it used to be. The available facilities are no longer maintained, there are no additional facilities, the managers at the tourist attraction locations are not clear until the arrangement of all resources does not occur. Seeing the current conditions, if improvements are not made, over time the Bukit Kasih tourist attraction will become a memory. So for researchers it is considered necessary to make improvements in terms of organizational arrangement.

Conceptually, organizational structuring will relate to structural design, restructuring, downsizing or organizational development. From the various studies that have been reviewed, it can be seen that when we explore organizational arrangements, we will make arrangements for existing resources. The resources referred to here are human resources, facilities/facilities to finance. In addition, organizational structuring will also be related to tasks, strategies, organizational structure, technology and culture.

The North Sulawesi Provincial Tourism Office as a regional work unit authorized to manage the Bukit Kasih tourist attraction should take steps to improve in terms of structuring the Bukit Kasih management organization. An assumption that is built on the facts of the problem is that the North Sulawesi Provincial Tourism Office does not have enough knowledge and willingness to organize organizational arrangements. Through this research, Sam Ratulangi University as a well-known academic institution in North Sulawesi Province seeks to contribute to problem solving through academic recommendations that will be obtained from this research.

Ruhana (2009) stated that organizational restructuring is indeed a necessity, if the organization faces challenges caused by organizational change. Structuring the organization is an effort so that the organization can have the ability to achieve its goals. Therefore, organizational structuring is a process of change that is carried out consciously and planned and involves all components of the organization. Organizing for the planned changes will make the organization run efficiently and effectively.

Conceptually, there are at least one to four organizational changes in order to increase effectiveness, namely human resources, functional resources, technological capabilities and

organizational capabilities as stated by Jones (2007); Ruhana (2009). Winardi (2004) suggests that organizational development includes a series of actions by the top management of an organization, with the participation of organizational members, in order to carry out the process of change and development within the organization concerned, from the conditions that are currently in effect, through a process that takes place in time, can be carried out in various ways. changes, until finally a more satisfactory condition is achieved and more in line with the demands of the environment. Hellriegel & Slocum (1998) suggested a model of organizational structuring through six variables, namely People (humans), Culture (Culture), Task (Task), Technology (Technology), Design (Design) and Strategy (Strategy). Meanwhile, Kartiwa (2001) puts forward the concept of institutional arrangement with basically 4 (four) dimensions, namely: Apparatus Resource Capability, Regional Potential Ability, Ability to Establish Cooperation Between Regions/private parties and organizational culture. In structuring the organization, the dimensions of human resources and technology need to be prioritized (Ruhana, 2009).

Methods

The object of this research is the organizational arrangement for the development of tourism objects by taking the location at the Bukit Kasih tourist attraction. The determination of the object of this research is based on the problem of management of the Bukit Kasih tourism object which is not good as a result of the unorganized management of the organization which has an impact on the poor facilities of the tourist attraction. This study uses a qualitative design to reveal the organizational arrangement pattern of the Bukit Kasih tourist attraction. So that data collection is done through interviews, observation and secondary data collection. The data obtained from the field were analyzed.

The data analysis process was carried out since entering the research field. This includes understanding the background of research and preparation of researchers, entering the location and object of research, organizational arrangement for the development of the Bukit Kasih tourist attraction. Conduct in-depth observations about research problems associated with existing phenomena. Conducted in-depth interviews with informants about organizational arrangements for the development of Bukit Kasih tourism objects including the obstacles and challenges faced in this organization. Furthermore, editing, reducing and classifying all recorded facts, data and information in their entirety. Editing as well as data reduction here includes the process of selecting, focusing, simplifying, abstracting and transforming the raw data in the field notes. Classifying is grouping data, facts and information according to categories, properties and other attributes, performing triangulation and other data validity checking techniques. The data analysis phase ends with making conclusions. The process of making conclusions begins when the first data is collected as a starting point that is still open to possible changes. Making conclusions in the form of formulating categories, properties, attributes, providing interpretations and providing explanations to answer research problems and formulating propositions to make it easier to describe organizational structuring models for the development of Bukit Kasih tourism objects.

Results and Discussion

The basis for the policy for managing Bukit Kasih tourism objects is the Regional Regulation of North Sulawesi Province Number 5 of 2005 dated December 29 regarding the Management Agency for Religious Tourism Objects of Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa, North Sulawesi Province. The Bukit Cinta tourism object, Toar Toar Lumimuut, is directly managed by a management body established by the Governor's Decree through the Tourism and Culture Office of North Sulawesi Province. In its management, it involves the village government in the vicinity of the tourist attraction, namely the Village Governments of Kanonang Satu, Kanonang Dua, Kanonang Tiga, Kanonang Empat and Pinabetengan Villages. All facilities in this tourist attraction in the procurement and maintenance are under the authority of the Tourism and Culture Office of North Sulawesi Province.

The Management Agency for Religious and Cultural Tourism Objects of Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa of North Sulawesi Province was given the task of compiling a work program; manage, maintain and supervise the Bukit Kasih cultural religious tourism object; conduct legitimate fundraising; give consideration to the relevant agencies in terms of development related to the management of the Bukit Kasih cultural religious tourism object; provide periodic reports to the Governor with a copy of the Regent technically operational; forming working groups in accordance with the work program to be implemented. To carry out this task, the Management Agency for Religious Tourism Objects of Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa Province of North Sulawesi Province has various coordination and consultative functions, both internal and external; information center and coordination of programs related to the management of Bukit Kasih's cultural religious tourism object; as a driving force so that the management of the Bukit Kasih cultural religious tourism object can obtain maximum results. Based on the Decree of the Governor of North Sulawesi Number 215 of 2015 the membership of the Management Board for Religious Cultural Tourism Objects of Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa of North Sulawesi Province is 7 people which structurally consists of the head of the agency, deputy head of the agency, secretary, treasurer and assisted by three members. The scope of activities of the Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa Cultural Tourism Object Management Agency, North Sulawesi Province, is on community economic empowerment, promotion of tourism objects, maintenance of facilities, security and cleanliness, procurement of facilities as well as monitoring and evaluation activities.

Taking into account the existence of an organization that manages the Bukit Kasih tourist attraction and the current pattern of tourism development, it becomes a must for the development of a management agency organization to target the activities of the management body as mandated by the policy. Based on the theoretical concept of organizational development and institutional development, several things can be put forward to develop an organization that manages the Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa tourist attraction, North Sulawesi Province, namely in the arrangement of human resources, structuring the management organization structure, structuring infrastructure and tourism object technology, structuring the natural environment around tourist objects and structuring the socio-cultural community.

The management of my human resources is focused on staff in the management agency and the community who carry out business activities at tourist attractions. Structuring human resources is done to get the right resources, professional and have good work skills so that the organization can run well too. The problem of resource management needs to pay attention to aspects of quality, quantity and distribution and professionalism. Meanwhile, to get good human resources, a standard of position competence and work ability of the employee is needed (Purnamasari et al, 2019). So it is considered appropriate to make arrangements in order to increase the ability and number of human resources in charge of managing tourist objects and the ability of their employees so that in managing tourist objects they understand their duties in accordance with applicable regulations (Rachman, 2016).

This arrangement pattern is carried out to strengthen the potential and ability of staff in managing tourist objects. Problems seen in tourist sites where staff are not optimal in carrying out their duties, information center is not functioning, entrance fees are not clear, parking areas are not arranged and places of worship and pavilions are not clean at tourist sites as a form of the inability of employees to carry out their duties in a healthy manner. This situation is also indicated by the lack of control from the leadership or from the Department of Tourism and Culture of North Sulawesi Province on the implementation of the duties and functions of employees. Employees were also found not to understand the history of the Bukit Kasih tourist attraction, employees were also less able to provide explanations to visitors about the existence of this tourist attraction. These real weaknesses are part of the quality of human resource management. It must be admitted that one of the comforts and satisfactions will be obtained by the visitors when there is good communication from the manager to the visitors (Purwanti, 2015). The management is able to provide precise, correct and clear information to visitors regarding the existence of tourist objects. Therefore, it is necessary to organize employee resources at this tourist attraction to make it better.

The arrangement of human resources in relation to the management of the Bukit Kasih tourist attraction is not only for employees. However, it must also be done for people who are active/trade in tourism objects every day. Courtesy in offering merchandise and ways of communicating are important things to do with the arrangement. The attitude shown by the merchant must be recognized as an evaluation material for visitors at a tourist attraction. Friendliness and politeness in selling are important things in attracting tourists to visit tourist sites.

Resource development for traders also needs to be carried out in the context of developing the ability to develop businesses that support tourism for the community. This is in line with one of the scopes of activities of the Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa Cultural Religious Tourism Object Management Agency, North Sulawesi Province, namely in terms of community economic empowerment. The presence of tourist objects is also expected to improve the economy of the surrounding community. This needs to be done by the Provincial Government of North Sulawesi through the Department of Tourism and Culture. Improving the economy of the community around tourism objects can be done through creative business development training based on the local potential of the community as well as in efforts to increase capital knowledge and business development (Kumaat, et al 2019). Training can also be

done as in English for traders because there are also visitors from abroad who often visit. Various activities to develop the ability of the merchant community to support the smooth management of the Bukit Kasih tourist attraction as well as in an effort to make the community have the ability to develop their potential to become independent and develop (Rontos, et al 2018).

Another aspect that is considered important for structuring is structuring the organizational structure (number of employees, workload, authority and responsibility). The Management Agency for Religious and Cultural Tourism Objects of Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa of North Sulawesi Province structurally consists of a head of the agency and is assisted by the deputy head, secretary, treasurer and three members. Taking into account the existing structure, it can be said that the tasks, functions and scope of activities mandated in the Decree of the Governor of North Sulawesi Number 215 of 2015 cannot run well.

Organizations are formed not only as a place for people to gather, but through the organization of a cooperative process that is efficiently and effectively carried out to achieve goals. Through this organization, people are placed according to their abilities and expertise, given the responsibility to do the work as the position attached to the structure (Suabi, 2017). A healthy organization is an organization that can carry out properly and correctly the main tasks and functions. The organization is also structurally spread out the workload to all employees in the organization. Therefore, an organizational structure is needed that not only describes the positions of leaders and subordinates but also becomes a medium in distributing the three main points, functions and scope of activities of the Bukit Kasih Cultural Tourism Object Management Agency, Toar Lumimuut Kanonang Pinabetengan Minahasa, North Sulawesi Province.

As a public organization, the Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa Cultural Tourism Object Management Agency for North Sulawesi Province is ideally designed not too big. The organization must be lean but able to move and adapt quickly as demands occur in tourism development. The organization must also structurally describe the principles of unity of purpose, unity of command, division of work, clarity of hierarchy which is expected to ensure the achievement of the organization's vision and mission in an efficient, effective, accountable manner in serving the community and carrying out development tasks as in tourism development (Suabi, 2017).

The next arrangement that needs to be done in the management of the Bukit Kasih tourist attraction is the arrangement of the infrastructure and technology of the tourist attraction. Structuring infrastructure is related to supporting facilities starting from roads leading to tourist sites to existing facilities at tourist objects. Infrastructure development in addition to supporting the smooth running of tourism activities also supports community activities (Pratiwi, 2013). Bukit Kasih Kanonang is a natural tourist attraction as well as a religious tourist attraction. Therefore, the existing infrastructure in the tourist attraction must also be able to preserve nature and describe the religious nuances as meant by Bukit Kasih. The facts on the ground show that places of worship are often locked or not cleaned, there are no officers provided to guide tourists in carrying out their worship, which is something that needs to be repaired.

Organizational arrangement is also concerned with the use of technology in promoting and introducing tourist attractions. Until now, there is no official website for the Bukit Kasih tourist attraction that can be used as a medium for the public to get to know and get information. The

use of technology in terms of new media must be carried out by the manager. The use of technology will also be able to support employee work operations because providing technological equipment and facilities is something that is useful as a strength for the organization. (Thaha, 2009). Because the published information about the existence of tourist objects will make it one of the attractions of the community to come to visit the tourist attraction (Kawatu, et al 2020). The use of new technology facilities is the implementation of the right communication strategy in understanding the current state and changes in tourism development and the challenges that exist (Purwanti, 2015).

Structuring in managing tourism objects also needs to pay attention to the preservation of nature. The arrangement of the natural environment around the tourist attraction in this study is not an effort to explore nature. However, it is more to function the natural potential that is owned in supporting tourism. Like the natural potential that exists in Bukit Kasih, namely hot water and sulfur. The characteristics of natural hot springs should be highlighted, not made like modern pools like those found today. The manager should design a bathing model that blends with nature so that local wisdom can be seen that is different from other regions. It must be admitted that the hot springs from nature are not only in Bukit Kasih. However, it will be interesting when this tourist attraction maintains the authenticity of nature without any modern touches in terms of infrastructure development such as concrete bathing and so on. The nuances of Minahasa as depicted in the toar and lumimuut should be highlighted in this tourist attraction. This is considered important in addition to maintaining the natural sustainability of the tourist attraction as well as in an effort to show the specificity of this natural tourist attraction. This is because the development of tourism objects in improving the local economy is part of efforts to develop natural and cultural conservation of the community.

The arrangement that also needs to be done is the socio-cultural arrangement of the people around the Bukit Kasih tourist attraction. The people who live around the tourist sites are the people in Kanonang One to Four Villages and the people of Pinabetengan Village. Culture will help organizations understand people's behavior because culture will regulate the nature and form of organizations to monitor and control people in the organization (Thaha, 2009). The strengthening of social and cultural aspects is also related to community institutions. Togetherness in village communities, mutual cooperation culture and forming tourism-aware community groups (Asbudi, et al. 2019) can be important in organizational structuring from social and cultural aspects

Culturally, the people in these four villages are ethnically Minahasa with sub-ethnic Tountemboan. The Tountemboan ethnic group is known for its friendly and sociable people. This local wisdom of the community is what the local community should maintain in supporting the development of tourism objects. Minahasa, which is rich in cultural arts, needs to be developed to support the existence of tourist objects. Structuring in social and cultural terms is also an effort to anticipate the emergence of new tourist objects that have similarities in terms of facilities (Santoso, et al 2015). With the specificity possessed by the Bukit Kasih tourist attraction from the cultural aspect, it will make this tourist attraction still in demand. Various dances which are the wealth of the Minahasa tribe and other forms of traditional games can be developed in the villages around the tourist attraction. These forms of arrangement from the social and cultural

aspects will add to the wealth of Bukit Kasih's tourism potential. So that this tourist attraction will grow and make the surrounding community empowered socially, culturally and economically.

Conclusion

Understanding the organizational arrangement for managing tourism objects is broader than understanding the formal organizational arrangement. This is due to the fact that the manager of a tourist attraction does not only run the organization in an effort to achieve its goals, but also has to pay attention to the preservation of nature and the socio-cultural environment of the local community. The development of the Bukit Kasih tourism object management organization by the Bukit Kasih Cultural Religious Tourism Object Management Agency, Toar Lumimuut Kanonang Pinabetengan Minahasa, North Sulawesi Province has not yet been carried out according to the duties, functions and scope of activities. The model for developing tourism object management organizations is structuring human resources, structuring the management organization structure, structuring tourism object infrastructure and technology, structuring the natural environment around tourist objects and structuring the socio-cultural community.

The arrangement for managing the Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa tourist attraction in North Sulawesi Province is carried out for the sustainability of nature conservation and optimizing regional assets in order to provide benefits for the welfare of the community in a sustainable manner. The Bukit Kasih Toar Lumimuut Kanonang Pinabetengan Minahasa Cultural Religious Tourism Object Management Agency, North Sulawesi Province, was given the responsibility to manage and develop this tourism object as a forum for cooperation from the provincial government in collaboration with the community and related agencies.

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