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## **STRATEGY OF HUMAN RESOURCES' EMPOWERMENT ON THE EFFORT TO OPTIMIZE THE CAPITAL HUMAN POTENTIAL OF "BALI MANDIRA BEACH RESORT & SPA"**

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### **ABSTRACT**

Bali Mandira Beach Resort & Spa is located in the tourist area of Legian, this resort has beautiful views of the beach and sea. Bali Mandira Beach Resort & Spa is a resort that stands for quite a long time and is considered a classic Bali hotel because it has a typical Balinese architectural building having 191 rooms, famous for the friendliness of its staff and complete modern facilities, dedicated to ensuring a comfortable vacation at Bali Mandira Beach Resort & Spa. In accordance with Bali's plan, Mandira Beach Resort & Spa enters the classification towards the five-star period of 2018 - 2020 and realizes the importance of human resources as human capital. From research and in-depth discussion shows that the old strategy did not go well and there were some improvements. The strategies of Bali Mandira Beach Resort & Spa that are not running include: developing and improving the quality of human resources, one of which is through training programs both internally and externally, improving the quality of property, building an image brand. To run an old strategy that focuses on developing and improving the quality of human resources, efforts are made to optimize the potential of human capital with HR empowerment strategies.

### **KEY WORDS**

Human Capital, Empowerment of Human Resources, Five Star Hotels.

Human resources (HR) are the most important assets in an organization or company. Humans are dynamic resources and have a value far beyond the equipment, technology and systems of the organization or company. Maximum human empowerment will enable companies to be able to compete by producing efficiency and effectiveness. Bali as a tourism destination must be able to empower human resources by optimizing human capital, so that tourism in Bali in particular and Indonesia generally becomes better.

Gaol (2014: 697-698) explained that to carry out the company's vision needed human resources which are strategic central factors. Currently, there has been a change in outlook regarding various resources that are strategic for the company. The change is from the dominance of physical resources (tangible assets) towards intangible assets (intangible assets). Increasing competence among companies is then the competency of human resources (HR) owned by each company. The successful development of tourism's image is inseparable from the accommodation facilities or hotels as supporting sectors.

The motto of the Bali Mandira Beach Resort & Spa is "Do the Right Thing with Everything Interaction" (doing the right thing in every interaction). The mission of the Bali Mandira Beach Resort & Spa is to engage deeply and empower our employees continuously to create an extraordinary experience, loyal to identity, combined with Balinese hospitality, creating an unforgettable experience for guests maximizing the potential of the resort for owners and being the preferred workplace offers a foundation for employees to reach their potential.

Bali Mandira Beach Resort & Spa is a limited liability company or PT engaged in services and accommodation. This five-star hotel is the most luxurious hotel with various additional facilities and multilingual services available. Five-star hotels give priority to service, guests who come are welcomed and given a welcome drink and when in the room given a wine list to choose from. The classification of hotels in Indonesia is carried out by conducting a review every 3 years conducted by the Tourism Business Certification Institute (LSU) by

considering several aspects, ranging from the number of rooms, facilities and equipment provided, the processing system model, and the service motto.

The strategy of empowering human resources that supports efforts to optimize the potential for human capital at Bali's Mandira Beach Resort & Spa is very important in entering the classification transition from four star to five star. For this reason, employees are required to have the skills, knowledge and attitude of professionalism at work. Employee data of Bali Mandira Beach Resort & Bali Mandira Beach Resort & Spa has employees whose work period is up to decades. From employee data based on position, age and length of work it can be concluded that the age of employees at Bali Mandira Beach Resort & Spa is the average productive age. To improve the quality of employees of a company conducting competency tests as well as the Bali Mandira Beach Resort & Spa. The competency test at Bali Mandira Beach Resort & Spa has not been conducted evenly in each department and there are competency test certificates that are no longer valid.

The strategy of empowering human resources that support efforts to optimize the potential for human capital at Bali Mandira Beach Resort & Spa is very important in entering the classification transition from 4 to 5 stars. Therefore, employees who have the skills, knowledge and professionalism in working are required. . The company will be able to implement the right strategy if the company knows the obstacles that occur in human capital. The total number of Bali Mandira Beach Resort & Spa employees is 409 of which there are 273 permanent employees and the rest consists of 176 contract workers, 40 Casual Workers, 14 outsourcing Workers, 39 Daily Workers and Training as many as 43 people.

## LITERATURE REVIEW

Tourism is a strategic industry that is regulated in Law No.10 of 2009 on Tourism explaining the role of hotels is one of the businesses providing accommodation that provides lodging services in tourism management in addition to villas, tourist huts, campsites, caravan stops. According to Law No. 10 of 2009 concerning Tourism, certification is the process of granting certificates to tourism businesses and workers to support the improvement of the quality of tourism products, services, and tourism management. Based on the Government Regulation of the Republic of Indonesia No. 52 of 2012 concerning Competency Certification and Business Certification in Tourism Article 2, Competency Certification in Tourism aims to provide recognition of the competencies of the workforce, and improve the quality and competitiveness of the workforce.

Republic of Indonesia Government Regulation Number 52 of 2012 concerning Competency Certification and Business Certification in the Field of Tourism regulates Competency Certification which must be followed by all workers who work in the field of tourism, both domestic and foreign workers. In Article 11 paragraph (1) it is written that Competency Certification in the Field of Tourism is mandatory. The Competency Certificate is valid for 3 (three) years and if the certificate exceeds the validity period, the relevant workforce can extend the certificate through the Tourism Professional Certification Institute.

Fandi Tjipto (2000: 128) states that: "Empowerment is the participation of employees who are useful in work".

According to Aileen Mitchell Stewart translated by Agus M. Hardjana (2006: 22) states that: "Empowerment is a practical and beneficial way for employees and companies". According Atmosoeparto (2002: 64) "Empowering human resources with learning activities can realize employees who have advantages and achieve the goals of the company". Employees are very important to participate in training / learning so that their strengths are known so that they can be used to achieve goals or overcome problems that occur in the company.

Human capital management (HCM) is the total development of human potential that shows the value of the organization. HCM discusses how to create organizational value through its members. The basic difference between Human Capital Management and Human Resource Management is Human Capital Management, humans are considered as assets, not a source of expenditure. Humans are a significant source of expenditure and must be

managed by Armstrong (2012). In an organization normally human capital is always associated with the skills and expertise of a person in an organization. Gaol (2014: 696) states that the notion of human capital is knowledge, expertise, abilities and skills that make people (employees) the capital or assets of a company.

According to Sharma (2013), other things that include human capital character, attitude, health and self motivation. Sharma also stated that knowledge is an asset (an intangible factor) that contributes to employee performance. The term human capital is different from intellectual capital, although by definition they are the same. According to Chatzkel (2004) with knowledge, skills and abilities possessed by employees who are able to provide benefits to the company is a way to maintain and develop human capital.

A good HCM is able to create an atmosphere of learning, mutual understanding and participation in the organization. To be able to provide added value within the organization, it is necessary to implement HCM policies. It is important to note the assessment of qualitative and quantitative data and to be used to analyze future outcome predictions of organizational circumstances and objectives. To obtain this situation, human capital and human capital management strategies are needed, analysis of human resources management, analysis of existing data and continued with human capital assessment and reporting and then the data obtained is analyzed for human capital management policy making.

Bontis et al (1999) define: "Human capital is a human factor in organizations; combined intelligence, skills and expertise that give organizations a distinctive character. The human elements in sustainable organizations are employees who are given motivation in the ability to learn, change, innovate and provide creative encouragement.

Fitz-ens, (2000) illustrates that, the ability of human capital is a combination of the following factors:

- Characteristics of a person in carrying out his work in the form of: intelligence, energy, positive behavior, reliability, and commitment;
- The ability possessed by someone to learn, develop their talents, imagination, creativity, and the ability possessed to solve a problem object;
- Motivation of a person in various forms such as sharing information and knowledge, enthusiasm for group work and goal orientation;
- Human capital has the biggest contribution in the development and growth of an organization.

## **METHODS OF RESEARCH**

This research was conducted with a descriptive qualitative approach. The use of these methods and approaches is in accordance with the main objectives of the study, namely to study, describe, analyze data, and information according to their needs. In qualitative research do not use the term population but use the object of research as a "social situation" or social situation consisting of three elements including places, actors and activities. Determination of the sample in this study using purposive sampling is the method of determining the sampling with certain considerations. This particular consideration is determining the person who is considered the most knowledgeable and can provide more complete data on Bali Mandira Beach Resort & Spa Hotels.

In this study primary data included the results of in-depth interviews with resort managers, human resources managers, Sales & Marketing managers and several employees of Bali Mandira Beach Resort & Spa. Secondary Data is data that already exists or that is already available through publications and information owned and issued by Bali Mandira Beach Resort & Spa, data obtained from data collection techniques that support primary data, such as: tables, notes, e-mail / WA, photos and others. In secondary data research obtained from observations and document studies, as well as from literature studies.

Additional data sources that serve as complementary primary data which include: Field notes are notes obtained by researchers from the direct observation of researchers and are processes in situations, processes and behaviors related to empowering human resources to

optimize the potential for human capital at Bali Mandira Beach Resort & Spa. Documentaries such as: internet, profile of Bali Mandira Beach Resort & Spa. Data collected by Documentation Observation, and Interview This research is a descriptive study, more of a descriptive nature of the results of interviews and documentation studies. The data obtained will be analyzed qualitatively and described in descriptive form.

Testing the validity of the data in this study uses the method of triangulation, which is the method of checking the validity of data that utilizes something else in comparing the results of interviews with the research object. The data analysis of this research is qualitative descriptive analysis, meaning that the researcher analyzes the data, understands and interprets any data or facts obtained from interviews and literature review arranged in the text that has been analyzed through interpretation in order to obtain meaning. Activities in qualitative analysis are carried out interactively and continue continuously until the data is complete.

## **RESULTS AND DISCUSSION**

Bali is one of the places of tourism in Indonesia that is interesting, unique and worth visiting. The variety of natural and cultural beauty in Indonesia can be a special attraction for local and foreign tourism. Bali is a favorite tourist destination not only in Indonesia but throughout the world.

Tourism has become one of the industries that provides economic growth in Bali, Bali as a tourist destination has always made the trade sector, hotels and mainstay sectors of the province of Bali, so it can be said that the level of the Bali economy is highly dependent on the development of sustainable tourism, therefore the tourism industry in Bali must be able to provide the best service by optimizing its human capital. For Bali Mandira Beach Resort & Spa understands that human resources have an important role so efforts to optimize human capital are very important by creating a better work environment, being able to take strategic decisions, more effective problem solving and more optimal results.

Human Capital is playing a strategic role to facilitate the growth of existing human resources in the company to achieve goals. Human Capital not only utilizes the capabilities of the employees in it, but also provides optimal added value to the human resources within the company. Human Capital puts people as working capital that is very important in the company.

In the results of this study on the strategy of empowering human resources in an effort to optimize human capital entering the qualification transition from 4 stars to 5 stars is the development and improvement of the quality of human resources with training programs both internal and external, but apparently this strategy does not work well even cause irregularities in overall operations, especially human resources that appear in the decline in property operation, because the old management is over confident and uses an autopilot system that requires an obsession with efficiency, speed, leanness and control. So that the owners make changes to management which was originally only managed by the operation manager under the owner. But now under the owner in the organizational structure there are General Manager (GM) and Resort Manager who heads all first line managers, supervises and is responsible for all activities of first line managers, sets targets to be achieved by each department, carries out the instructions conveyed by GM and then forward to the Manager, answer to the General Manager, submit reports made by the managers, take over the GM's duties if at any time GM is unavailable.

In the results of this study the individual abilities of the employees are indeed not evenly distributed, although it is said that Bali Mandira Beach Resort & Spa employees are competent and have good knowledge and skills or meet the requirements needed to do the work, but in the face of changes- changes that occur and competition in the tourism industry optimization of human capital is needed. In this case there is no data that can accurately describe the percentage and level of individual capabilities of the company. Researchers argue that this is because there is no measurement or appraisal system that can measure or describe employee competencies. Because when talking about knowledge and skills it

means talking about an employee's competence. From one of the other sources said that the personal ability of employees at this time can not be measured with certainty, this confirms the data and information that has been obtained previously. Other data states that the absence of tools or assessments of employee ability makes no accurate data to describe the ability of each employee in each field.

Based on research conducted at Bali Mandira Beach Resort & Spa which has a business plan towards 5 stars, it can be seen that Bali Mandira Beach Resort & Spa shows improvement and can undergo previous strategies that did not work. Bali Mandira Beach Resort & Spa focuses on strategies:

- Development and improvement of the quality of human resources, one of which is through internal and external training programs;
- Improve property quality;
- Build an image brand.

Bali Mandira Beach Resort & Spa in conducting its work program there are several obstacles, namely having HR whose skills are not optimal, improvement of human resource empowerment strategies that have not been going well. Basically, independent employees in doing their jobs and the quality of their work is also good, but there are a number of things that need attention and are evaluated in terms of training, which lately has not been able to go according to plan. There are some employees who do not want to improve their quality, training is only attended by a few employees who realize the importance of training, other obstacles are training during high season. Training is very minimal and not controlled or the value is low.

The implementation of rewards and punishments that do not work, where the appraisal program or employee appraisal is not carried out professionally so that for employees who do not perform or have no impact, bonuses are paid even though bonuses should adjust their appraisal results. The new management has prepared a number of specific strategies that will be implemented starting in 2017 and have shown results and strategies that were not working now. Bali Mandira Beach Resort & Spa applies a KPI (Key Performance Indicator) system created by the resort manager, starting this year and will only be visible in 2020. In the KPI system here there are aspects of work results and behavioral aspects of work aspects including internal business processes, customer relations, human development and finance.

The importance of the role of HR in company activities, the company should need to manage HR as best as possible, the key to a company's success is not only in technological excellence and available funds but also its human factors. There are still many companies that have not implemented an optimal human capital approach. Human Capital as an invisible asset has an important role in helping decisions to focus on human development in order to improve organizational quality. Some things that get special attention from Bali Mandira Beach Resort & Spa towards five stars for their employees are:

According to (Handoko, 2007) the length of work is the length of time to carry out an activity. The period of work is the length of time that the workforce works in one place (Tarwaka, 2010). According to Siagian (2009) states that the work period shows how long a person works in each job or position. According to previous research conducted by Martha Indah Hadiyani (2013) there are employees who have weak, moderate and strong organizational commitment, this can be seen from the years of service of employees.

Previous research conducted by Selvia Aprilyanti (2017) factors directly related to work productivity are age and years of service. According to (Koesindratmono, 2011) the length of time or length of time someone works in an agency, office, and so on is the period of work. Bali Mandira Beach Resort & Spa has employees whose tenure is fairly long. This affects work productivity and employee work commitments, employees who have a long working period at the productive age have a strong commitment to the organization.

Productive age population is the age that produces goods and services. BPS takes the age of 10 years and above as the working age. However, starting from 1998 started using the age of 15 years or older than the working age limit in the previous year (Subri, 2003). Age is the length of time a person lives (Hoetomo, 2005). According to Hurlock (1998) a

person will be more mature in thinking and working with getting enough age. Previous research conducted by Luh Sri Kumbadewi (2016) states that employees who work at a productive age will be able to work better. In a previous study conducted by Zakaria Firmansyah (2015) showed that together Age, Education, and Wages had a positive and significant impact on labor productivity. Employee age can affect the work done by Muhammad Yasin and Joko Priyono (2016). It is necessary to evaluate the age of Bali Mandira Beach Resort & Spa employees to maintain employee productivity so that they are able to work better and provide benefits to the company.

The level of education is related to the process of developing and improving the quality of human resources. According to Handoka (2012: 126) states. Education is a capital for someone to develop themselves, through formal education employees can improve their abilities. According to Stephen Robbin (2007: 38) the ability (ability) or the capacity of a person to do various tasks in a job, which is determined by two factors whose intellectual abilities and physical abilities are called competencies. According Sedarmayanti (2008: 126) someone who has basic characteristics, has direct influence and has a very good performance. (Hasibuan, 2014) states that performance is the result of work done by carrying out the tasks assigned to it based on skill, initiative, experience, and sincerity, as well as time. According to the results of research I Wayan Indra Putra, I Wayan Suwendra, I Wayan Bagia that the level of education affects employee performance. According to Mathis (2002), to achieve company goals requires a process where people achieve certain abilities called training.

Voegtlin et al., (2015), showed the influence of training on the empowerment of its employees. The results of the research by Vindy Alvionita, A.H.G. Kusumah, Sri Marhanah based on the level of experience, scope and linearity there are two characteristics of hotel employees, there are those who state that Tourism Competency Certification is beneficial and employees who state that Tourism Competency Certification is not useful. In a study conducted by Dian Rahma Aulia and Ari Darmawan (2018) stated that for the survival of the company required competency training as a process of employee development to improve employee performance. The results of this study indicate that training needs to be improved both internally and externally at the Bali Mandira Beach Resort & Spa so that employee competency increases, therefore it is necessary to pay attention or evaluate the education level of the employees.

## **CONCLUSION**

To support the business plan of Bali Mandira Beach Resort & Spa towards 5 stars there are several things to do including: conducting a thorough review and implementing a program to improve the quality of human resources of Bali Mandira Beach Resort & Spa. Mapping of talent and ability of employees as well as the implementation of employee training programs along with some improvements automatically brand image / image and raise the level of stars. Implementing employee performance appraisals more objectively, implementing reward and punishment that are managed professionally. The strategy of empowering human resources in an effort to optimize Human Capital to support business plans towards five stars, Bali Mandira Beach Resort & Spa focuses on training and improving the quality of its human resources by conducting internal and external training. The obstacles that occur during training are the time of training during high season, the lack of awareness of the individual employees of the importance of training, age factors, years of service and level of education requires them to catch new things so that they need professional trainers and understand what employees need.

Bali Mandira Beach Resort & Spa continues to evaluate and control and maintain the image and rating of the hotel so that it excels in competing in the tourism industry despite improvements. Bali Mandira Beach Resort & Spa continues to evaluate and control its human resources such as increasing the professionalism of appraisal programs or employee assessments carried out professionally so that bonuses are given to employees who have good performance and punishment for employees who make mistakes. Employee

recruitment in accordance with the level of education and skills needed at Bali Mandira Beach Resort & Spa in terms of objective assessment. Improve and implement training calendars, paying attention to employee competency test certification.

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