

## Community Empowerment and Planning for Coastal Traders in the Matahari Terbit Beach, Sanur Kaja Traditional Village, Denpasar, Bali



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**ABSTRACT:** Bali tourism is starting to revive after being devastated by the COVID-19 pandemic. This can be seen from the increase in foreign tourist arrivals and wisdom and hotel occupancy rates. The Sanur area is one of the attractive tourist destinations. But the COVID-19 storm has changed the behavior of hotel employees. Common things that are altruistic in nature in employees have decreased. Polite and considerate behavior towards colleagues aimed at preventing work-related problems has also decreased. This situation is still ongoing even though employees know that the government has started to relax the mask policy, but WHO has not yet declared the end of the COVID-19 pandemic. The human resource (HR) managers of hotels in Sanur strive to develop an empowering environment that allows all employees to contribute to their peak performance. HR can be optimized through a behavior, namely organizational citizenship behavior (OCB). This behavior displays employee altruism, courtesy, sportsmanship, awareness, and benevolence. OCB is one of the measures of organizational success because although it is abstract, OCB with the concept of helping and friendliness that tends to go unrecognized actually contributes positively and is able to increase organizational effectiveness.

**KEYWORDS:** Optimization, Human Resources, OCB

### INTRODUCTION

Based on this declaration, each country must report updates on the pandemic situation in its country, actions taken, monitoring of variants, and includes vaccinations for each country. Currently Almost three years have passed since the world was hit by the COVID-19 pandemic. Through handling health protocols and vaccinations, people's lives are now normal. The rules for using masks are starting to be relaxed. Likewise with domestic and international travel regulations. Data on cases in Indonesia is also decreasing. This of course makes Bali tourism enthusiastic again. According to the Governor of Bali, foreign tourists (foreign tourists) have started to fill Bali. In fact, as of June 2022, 7,000 foreign tourists have visited every day, although this is still far less than the policy (domestic tourists) who are recorded as coming by air, which is above 11,000 people per day, while those who come by land are above 10,000 people per day. Hotel occupancy rates have reached 70-90%. Restaurants that were closed during the pandemic are now open and busy again. Likewise, travel or travel agencies have resumed operations. The roads have started to become congested, especially in Badung and Denpasar (accessed on 20 November 2022 via <https://www.idxchannel.com/economics/pariwisata-mulai-bergairah-7000-wisman-puasi-bali-every-hari>).

The city of Denpasar includes the Sanur area which promises calm and tranquility for tourists. The white sandy coast of Sanur is the main attraction of this tourist attraction in Bali. The nuance is different from Kuta beach which offers sunset views because the beach faces west, while Sanur offers views of the sunrise. Sanur Beach does have a beautiful panorama from earlier times. During the kingdom, a king once reigned because of the beautiful nature, as evidenced by the discovery of the Belanjong inscription in the area south of Sanur beach. Likewise, in the colonial era, a Belgian painter named Le Mayeur was fascinated by the beauty of Sanur. The charm of Sanur has made it a tourist attraction which has now developed into a tourism area with the construction of various accommodations, restaurants and other supporting facilities.

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because the beach faces west, while Sanur offers views of the sunrise. Sanur Beach does have a beautiful panorama from earlier times. During the kingdom, a king once reigned because of the beautiful nature, as evidenced by the discovery of the Belanjong inscription in the area south of Sanur beach. Likewise, in the colonial era, a Belgian painter named Le Mayeur was fascinated by the beauty of Sanur. The charm of Sanur has made it a tourist attraction which has now developed into a tourism area with the construction of various accommodations, restaurants and other supporting facilities.

Every hotel human resources (HR) manager definitely wants success in managing human resources in hotels. They must fulfill several factors to achieve this success which are related to developing the potential of hotel employees. Hotel HR management or management is not just about the number of employees. HR must pay attention to the quality of the workforce. Hotel employees who are qualified and have high potential will produce good performance.

According to KBBI (2015:628) optimization comes from the word optimal meaning best, highest, while optimization means a process of increasing or increasing the attainment of the expected goals in accordance with predetermined criteria. Optimization is usually done if someone wants the work to be optimal and efficient. To achieve this goal, work actors will take several strategic and profitable steps. Based on the results of initial interviews, it is known that currently hotel HR managers in Sanur are trying to develop an empowering environment that allows all employees to contribute to their peak performance. Individual behaviors displayed in the workplace cover a wide range from individual, competitive, to altruistic people who do more than is required, and who are willing to go the extra mile, not only for themselves, but also to support others. This became a tough challenge during the COVID-19 pandemic, where employees did not want themselves to be exposed to the virus by maintaining distance between fellow employees and limiting interactions with each other in the work environment.

As previously explained, HR is an important factor in an organization, HR can be optimized through behavior, namely organizational citizenship behavior (OCB). This behavior displays the employee's altruism, courtesy, sportsmanship, conscientiousness, and benevolence. OCB has become one of the tools for measuring organizational success because even though it is abstract, OCB with the concept of helping and pleasingly satisfying is not recognized as having a positive contribution and is able to increase organizational effectiveness (Podsakoff et al. 2000; and Ehrhart, 2004). Why is OCB important? Hotel employees who demonstrate helpful behavior, show a high level of tolerance, or promote the hotel are perceived by their managers as motivated, engaged, and committed to the company's success.

### **LITERATURE REVIEW**

#### **HR Optimization**

According to KBBI (Ministry of National Education, 2015:558) optimization is a process of finding the best practices carried out to achieve maximum and ideal results by making the best possible use of existing resources. Human resource management is one area of general management which includes aspects of planning, organizing, implementing and controlling. This process is found in the functions/fields of production, marketing, finance and personnel. The term management means a collection of knowledge about how human resources should be managed (Rivai, et al., 2018:4). The aim of human resource management is to increase the contribution of productive people in the company through a number of ways that are strategically, ethically and socially responsible.

#### **Civic Organizational Behavior**

Organizational citizenship behavior or organizational citizenship behavior (OCB) is extra individual behavior, which cannot be directly or explicitly recognized in a formal work system, and is able to increase the effectiveness of organizational functions. Organizations believe that to achieve excellence they must strive for the highest individual performance, because basically individual performance affects the performance of the team or work group and ultimately affects the performance of the organization as a whole.

### **METHOD**

This research is a study using a qualitative approach. Sampling in this research was carried out using a purposive sampling technique. The data collection technique in this research uses the triangulation method and qualitative data analysis. In this research, the desired results obtained by researchers are to find out the extent to which employees understand OCB and how to optimize human resources through OCB. The research object is OCB, while the research subject is the resource person. Determining the subjects of this research used purposive sampling where the sampling technique was chosen based on certain criteria that had been determined by the researcher (Sugiyono, 2016). The data analysis techniques and procedures used in this research are qualitative data analysis techniques, namely data analysis using the Miles and Huberman model whose phenomena

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are the main findings from interviews through 3 simulation activity flows consisting of data reduction, data presentation, and conclusion drawing. In this research, the validity of the data used is using the triangulation method to determine the reliability of the data.

### **RESULTS AND DISCUSSION**

#### **Hotel Business in Sanur In The Post-Pandemic Era**

Tourist visits are not, for example, in previous years, which according to records were above 4 million visits. In 2020, foreign tourist visits could only remain at 1,069,473 visits. In 2022, Bali tourism will begin to show its strength again. Tourism is slowly recovering after the official opening of the international entrance to Bali. Tourist arrivals in 2022 were recorded at 2,155,747 visits, an increase of four million percent (4,226,854.90 percent) compared to 2021 which alone brought 51 visits. This implies that even though the pandemic was not the case in the previous year, Bali's tourism performance in terms of foreign tourist arrivals has shown an improvement.

#### **Understanding of hotel employees in Sanur towards *Organizational Citizenship Behavior***

In terms of terms, OCB is of course familiar to students. However, the term OCB sounds foreign to hotel workers. The results of interviews with several hotel employees in Sanur showed that they had never heard of the term OCB, so it was necessary to provide an explanation of the meaning of OCB. Based on the results of interviews, it shows that generally hotel workers in Sanur have implemented OCB well at both individual and organizational levels. OCB-I (individual) is behavior that directly provides benefits to other individuals and indirectly also contributes to the organization. OCB-O (organizational) is behavior that provides benefits to the organization in general, for example attendance at work exceeds applicable norms and obeys existing informal rules to maintain speech. At the individual level (OCB-I) hotel employees in Sanur do not mind donating time to give advice, teach new skills and share new knowledge to co-workers, help new employees with job orientation, listen seriously when co-workers have work problems, offering suggestions to co-workers in improving work methods, and helping co-workers who also have a lot of work to do.

#### **Optimizing Human Resources *Organizational Citizenship Behavior* among Hotel Employees in Sanur**

Optimizing human resources through OCB for hotel employees in Sanur can be done as follows: *Altruism*. Yen and Neihoff (2004) stated that altruism will help teamwork and cooperation, thus providing opportunities for employees to increase their own knowledge. Interaction and good relationships in a work environment have a big influence in directing altruistic behavior among people in that work environment. In domestic life, for example, parents who behave altruistically are likely to make their children behave altruistically both at home and outside the home. Hotel employees who behave altruistically can add value to themselves in the work environment which has an impact on co-workers who will be more interested in working together there because they are considered people who like to help. Altruistic behavior will also create a debt of gratitude, so that when an altruistic hotel employee needs help, other colleagues will not hesitate to immediately provide assistance. People who behave altruistically will feel happy and satisfied with themselves which appears after doing good deeds. Altruism can release negative feelings and stress in a person, because he can feel grateful that there are people who have it harder than him. For example, this feeling makes someone want to carry out an act of altruism.

*Caution*. According to Organ (1988), conscientiousness is associated with employee behavior, for example asking for time, maintaining work attendance, and following rules. They assume themselves to be part of the organization and therefore they know the boundaries and responsibilities of their responsibilities. Sharma and Jain (2014) stated that conscientiousness is spending sufficient time and effort to apply their formal job description for the sake of individual and group efficiency. In addition, Redman and Snape (2005) call conscientiousness those who persist in discretionary behavior in the form of compliance with organizational rules and regulations, even without supervision from authorities or co-workers. Those who have this trait will work extra, complete tasks before the deadline and avoid unnecessary rest time (Ehtiyar et al., 2010). Yen and Niehoff (2004) stated that careful employees will always be informed and updated with the latest knowledge about the products or services offered.

He continued, conscientiousness helps provide direction to produce targeted and desired behavior in the organization, so this determining factor is considered important for OCB (King et al., 2005). Awareness is a dimension that shows the desire of hotel employees to follow the rules, not arrive late and rest on time. Conscientiousness is related to the ability to focus on goals and achieve those goals. Hotel employees who are conscientious basically mean being careful, organized, responsible and reliable. Hotel employees with conscientiousness are seen to have ambition and have control over the work or social environment, they think before they act, plan, obey orders, organize well, restrain pleasure, and prioritize tasks. In contrast, people who have low conscientiousness usually act carelessly, are directionless, messy, unfocused, easily distracted, and unreliable. Employees who

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have conscientiousness are employees who are responsible, persistent, reliable, and achievement oriented. Basically, each individual in an organization has personal goals which may be different or contrary to those of other individuals. However, all of these individuals are united in one organizational forum, so this conscientiousness dimension is important for employees to have. To increase accuracy, hotel employees can imagine a goal, the path to that goal, and the obstacles that may be encountered along the way. OCB can save resources owned by management and the organization as a whole. If employees go to great lengths to help each other in resolving problems in a job, there is no need to involve managers. In this way, managers can use their time to carry out other tasks, for example making plans. Employees who have high conscientiousness can increase their abilities and independence with existing resources, so they are able to accept greater responsibilities given to them by their managers. This means more time for managers to do more important tasks. Existing employees who help new employees in training and conducting work orientation will help the organization reduce costs for these purposes.

*Sportsmanship.* Sportsmanship refers to the actions of members when facing unexpected inconveniences that occur in the organization without any complaints but still doing their best (Ehtiyar et al., 2010). This type of employee usually spends time completing work without complaints and grumbling (Sharma and Jain, 2014). The view of Nielson et al. (2014), namely that employees want to be more tolerant, not work excessively, and feel positive when facing work problems, which means they will not easily complain when these problems arise at work. Öztürk (2010) also defines this factor as indicating a positive attitude and loyalty towards the company, without paying attention to its negative aspects. Podsakoff and Mackenzie (1997) stated that sportsmanship can increase team morale and have an effect on reducing turnover rates. Refraining from spreading gossip and rumors in the office is an example of sportsmanship. Youssef and Luthans (2007) stated that sportsmanship employees are people with a high future focus who tend to think about improvements in the future, so they are less likely to complain about current problems. They also see everything in the bigger picture, making them less likely to overreact to negative things. Setting an example to other employees by displaying sportsmanship behavior, for example not complaining about small problems, will foster loyalty and commitment to the organization. Helping behavior can increase morale and cohesion as well as feelings of belonging among group members, thereby improving organizational performance and helping organizations attract and retain good employees.

*Civil virtue.* Organ (1988) defines civic virtue as supporting an organization's policies as well as participating in its activities. This dimension shows that employees are responsibly involved and support the strategy, volunteering to serve on committees or attending functions organized by the organization (Sharma and Jain, 2014). These civic virtues are very concerned with the image and reputation of the organization (Redman and Snape, 2005). They consider them to have high interest and loyalty to the organization (Polat, 2009). Nielson et al (2014) highlight that this behavior usually includes providing positive criticism or suggesting solutions to problems. Attending non-obligatory meetings and keeping up with current events in the organization are some examples of this behavior (Organ, 1988). A high level of civic virtue will take an interest in activities that help grow the organization's image. Therefore, civic virtue was found to have a significant contribution in determining OCB (Jacqueline et al., 2004). The civil virtue here is the behavior of hotel employees in Sanur who show curiosity about the sustainability of the organization. This behavior becomes an effective means of coordinating work group activities. Hotel employees who display civic virtue behavior such as participating and actively participating in meetings/meetings will help coordination among group members which ultimately potentially increases the effectiveness and efficiency of the group. This behavior can increase manager productivity. Employees who display civic virtue behavior will help managers obtain valuable suggestions and/or feedback from these employees to improve the effectiveness of their department or division. Polite employees, who avoid conflicts with co-workers, and have a high level of responsibility will help managers avoid management crises.

*Politeness.* Politeness is considered as avoiding the occurrence of problems and taking necessary actions to reduce the impact of problems in the future (Muthuraman and Al-Hazi, 2017). Shanker (2016) also highlights courtesy as a type of behavior in which employees inform their coworkers about changes that may directly or indirectly affect their work, thereby helping them in better preparing for problems that may arise in the future. Podsakoff et al. (2000) states that employees who practice politeness have less intergroup conflict and less time to deal with conflict management activities. Employees who have high levels of politeness will always show behavior that can prevent themselves from causing problems, so they must be more careful in carrying out any actions that could harm their co-workers. Dimitriades (2007) considers politeness to help avoid relationship problems in the workplace. Our respect here refers to the behavior of hotel employees in Sanur which aims to avoid work-related problems with other employees. Politeness means polite and friendly co-workers with the same respect, for example treating yourself, so that work problems can be avoided. Employees who display polite behavior towards coworkers will reduce conflict within the group, resulting in less time spent resolving management conflicts. Showing polite behavior, for example sharing information about work with members of other departments, will avoid the emergence of problems that require time and energy to resolve. Problems that can occur in the front office must be anticipated as early as possible, so that they do not involve other department

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employees and cause organizational losses. Civility becomes an effective means of coordinating work group activities in organizations.

### Benefits of Optimizing Human Resources through *Organizational Citizenship Behavior* for Hotel Employees in Sanur

Optimizing human resources through OCB for hotel employees in Sanur has several benefits as follows. *Troubleshooting*. The results of this research show that there are employees who anticipate so that errors do not occur by providing suggestions, improving work, sharing knowledge, and so on. OCB behavior carried out by hotel employees in Sanur is able to overcome the problems that occur. The main problem in hospitality is guest complaints or complaints because hotels provide services or services to guests which are assessed by guests whether they are in accordance with their expectations. The guest is king, a term often heard. When employees work in a hotel, employees must serve hotel guests or customers well so that they are willing to stay at the hotel for a long time. Guests staying at the hotel can come from within the country or abroad. For example, the front office is a department whose activities are mostly related to the hotel's operations, so it receives more complaints from guests.

*Decision making*. The research results show that the OCB behavior of hotel employees in Sanur has proven that they make the right decisions, so that problems do not spread and cause new problems. Complaints that occur can be anticipated and resolved properly. Through optimizing OCB, you will get some important information related to a problem. This can be used by stakeholders to resolve a problem well and quickly. *Save resources*. Optimization is a process to carry out an activity as efficiently as possible with optimal results, therefore, this process will be able to provide savings in the use of resources. In the business world, of course this will be very profitable. The research results show that hotel employees in Sanur who carry out OCB behavior can save costs in the use of human resources. Optimization is carried out by empowering human resources who have the same skills or abilities in different divisions. Sharing new knowledge, providing suggestions for work improvements, delaying meal and rest time to complete work implies saving human resources.

### CONCLUSION

Based on the research results that have been discussed, the following conclusions can be drawn: hotel employees in Sanur's understanding of organizational citizenship behavior is a term that sounds foreign. They have never heard of the term OCB, so it is necessary to provide an explanation of the meaning of OCB. After that, they understood the definition, then the understanding of OCB was explored based on their experience in the organization through the indicators. In practice, hotel employees in Sanur actually often do OCB. Optimizing human resources through organizational citizenship behavior among hotel employees in Sanur can be done at the individual and organizational levels. At the individual level (OCB-I) hotel employees in Sanur do not mind donating time to give advice, teach new skills and share new knowledge to co-workers, help new employees with job orientation, listen seriously when co-workers have work problems, offering suggestions to co-workers in improving work methods, and helping co-workers who also have a lot of work to do. At the organizational level (OCB-O) hotel employees in Sanur carry out extra work voluntarily, carry out work on holidays or weekends, attend work-related meetings/meetings on weekends, postpone meal and break times to complete work. Optimization of the OCB dimension is altruism which refers to the extent to which a hotel employee is 'kind' to help other hotel employees.

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