



# THE ROLE OF TOURISM ENTERPRISES IN THE APPLICATION OF BALI CULTURAL VALUES IN HOTELS IN BADUNG

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## ABSTRACT

This research on tourism human resources is entitled The role of tourism business in the application of Balinese cultural values to hotels in Badung. Badung Regency was chosen as the research location with several considerations: 1) Badung is the district with the fastest tourism growth in Bali, 2) The growth in the number of hotels in this area is followed by a growth in the number of hotel employees, 3) The culture of hotel employees in Badung Regency needs to be maintained. Considered that the province of Bali relies on the tourism sector for its main regional income, this research is important because the application of local wisdom to tourism human resources is an important component in a service. This study produces information about the role of tourism/hotel business actors in the application of local wisdom values in hotels in Badung Regency. This research includes descriptive research by utilizing a qualitative approach. In this study, the authors explore data and information about the role of the tourism industry in implementing local cultural values in running their business. The stages carried out in this study 1) Identify Balinese cultural values applied by tourism actors (hotel employees) in Badung, 2) identify the role of tourism business people in the application of local culture as a strategy to increase the superior value of tourism business services.

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## 1. Introduction

Bali tourism has experienced rapid development since the 21st century. From year to year the facilities and infrastructure supporting the tourism industry on this island continue to grow. The fastest growing tourism industry in Bali is seen in Badung Regency. In this district, not a few hotels have been built as a means of supporting tourism. As the number of hotels in this district increases, the number of Balinese people who work as employees in the hotel industry also increases. Bali's rapidly growing tourism industry demands the quality of its human resources. Hotel employees in Bali, who are very important assets in this service-based industry, need to be maintained and improved in quality

Hotel employees are the spearhead in service. Guest satisfaction is largely determined by the quality of service provided by hotel employees (Waluyo, 2020). Friendly attitude, sincere in providing service, good cooperation are important positive values owned by hotel employees. Hospitality is one of the positive attitudes of Balinese people that has long been known by foreign and domestic tourists. This advantage must be maintained to support the Bali tourism industry. Over time, more and more Balinese people experience a cultural shift (A. A. Gde Putra Pelayun, 2018). Balinese society has now

experienced very basic socio-cultural changes (Suwardani, 2015). The acceleration of information in the wave of globalization has brought significant changes to Balinese society. The interaction of hotel employees with foreign tourists has the potential to erode Balinese cultural values.

The application of Balinese cultural values is increasingly becoming an important issue to be responded to by tourism businesses in Bali. Lately, many people think that Balinese culture has undergone changes and is even considered to have experienced degradation (Dhyana & Bali, 2016). Responding to this, various parties have tried to contribute in maintaining local Balinese cultural values. Using Balinese traditional clothes, maximizing the use of local materials and products, requiring the use of Balinese letters/characters, are some of the efforts that have been made to preserve Balinese culture. These efforts are made, in addition to cultural preservation, also to strengthen the identity of Bali as a cultural-based tourist destination.

Given the importance of applying local (Balinese) cultural values in the tourism sector, especially in the hospitality sub-sector, this study analyzes the role of tourism/hotel business actors in applying Balinese local wisdom to hotels in Badung Regency. Considering that previous studies have mostly examined the value of material culture, this research is focused on the application of material culture non-material cultural values such as habits, behaviors, and attitudes of employees. The purpose of this study was to determine the role of tourism business actors (hotels) in the application of Balinese cultural values to hotels in Badung Regency.

## 2. Method

This research was conducted in Badung Regency. The research location was chosen with the consideration that Badung Regency is a well-known tourist area and is developing relatively quickly. There are quite a number of tourism workers, especially in the hospitality sub-sector in this area. The local Balinese culture of hotel employees in the Badung area needs to be analyzed for product (service) development. The number of hotels that will be used as a place in this study is 5 (five) hotels with the respondents being hotel management and hotel employees from various departments.

This study uses organizational behavior theory and Hofstede's theory. To obtain the expected data, there are several methods of data collection carried out. Data collection methods used are in-depth interviews and literature review techniques. The determination of the informants in this study was carried out purposively, namely the informants were determined based on certain characteristics and traits that were deemed to have relevance and were adjusted to the objectives of the study. The informants interviewed to obtain information about the role of hotel management in implementing Balinese cultural values in five-star hotels are General Managers (GMs), Human Resources Managers, and hotel operators. The application of hotel employees' cultural values is focused on the application of non-material cultural values such as employee habits, behavior, and attitudes.

The details of the informants in this study are as follows:

TABLE 1  
DETAILS OF RESEARCH INFORMANTS

No	Informant	Amount
1	General Manager	5 people
2	DPD PHRI	1 person
3	Hotel Operator	1 person
4	Human Resources Manager	3 people
5	Employees (supervisor level and below)	25 people

Interviews were conducted using a list of questions referring to the application of Balinese cultural values by hotel employees in Badung. The application of cultural values in question is cultural values that refer to 6 (six) cultural values according to Hofstede's theory, namely: (1) collectivism, (2) low power distance, (3) feminine, (4) low uncertainty avoidance, (5) long term orientation, and (6) restraint. The analytical technique used is qualitative data analysis by collecting empirical data in the

form of qualitative data in the form of a collection of tangible words and not a series of numbers and cannot be arranged in categories/classification structures. The analysis activity consists of three activity flows that occur simultaneously, namely data reduction, data presentation, and conclusion drawing/verification.

### 3. Result and Discussion

#### 3.1 The Role of Hotel Management in the Implementation of Collectivism Cultural Values

Collectivist society (collectivism), individuals act primarily as members of the group for life. High cohesiveness is created within their group (the group here does not refer to politics or the state). People have large families, which serve as protection for themselves so that their loyalty is not in doubt (Hofstede, 2001). The cultural values of collectivism which contain the meaning of togetherness, prioritizing group interests, and brotherhood are relevant to Balinese cultural values called "menyama braya". This value indicates that hotel employees apply the concept of "menyama braya" in their work environment. Cooperation, mutual respect and a sense of kinship are well established in the hotel environment. This is a positive thing and needs to be maintained.

From the results of an interview with a hotel operator, related to the cultural value of collectivism, it is stated that the hotel in Badung has certainly taken a role so that the cultural value of menyama braya which is one of the values contained in this collective culture is expected to provide added value for the hotel. In accordance with organizational behavior theory, Muindi (2015) suggests that employee behavior is determined by organizational behavior. The importance of collectivism cultural values which are applied to the "menyama braya" culture by hotel management in Bali is supported by various things such as: providing work motivation and the importance of team work, the formation of trade unions, transparent and fair bonuses, leaders who prioritize togetherness in managing their employees. These efforts make all employees individually and in groups feel together. This is in line with the statement from Luthans (2006) that this theory of organizational behavior discusses employee behavior at the individual, group, and organizational levels. Employee behavior is influenced by factors such as motivation, attitude, job satisfaction, personality, leadership, and group dynamics.

The role of hotel management in the application of collectivism cultural values was emphasized by one of the general managers of hotels in Kuta. In an interview with Made Astika Parwata, the General Manager (GM) of Neo Kuta hotel stated:

"...hotel management is trying to instill this collective culture in various activities. Individually, employees are assessed for their ability to cooperate in daily work. This assessment is contained in the annual appraisal which is used to assess each employee. Meanwhile, as a group, each section/working group is given motivation through daily briefings at their respective outlets by their supervisors. Apart from their daily work, employees also have group activities doing religious tasks such as "ngayah" at the hotel temple..."

From this interview, it can be seen that the hotel management already has a system that builds a collective culture of employees both in their daily duties to serve guests and outside services to their guests. Cultural values that persist in daily life in the hotel environment still survive the efforts made by the hotel management.

TABLE 2  
THE ROLE OF HOTELS IN THE IMPLEMENTATION OF MENYAMA BRAYA'S CULTURAL VALUES

Balinese Local Cultural Values	The Hotel's Role in Maintaining It
Manyama Braya, Sagilik Saguluk Salunglung Sabayantakain Supporting Collectivism Cultural Values	1. The establishment of teamwork (team work) as one of the hotel values
	2. Providing work motivation and the importance of team work
	3. The formation of a trade union
	4. Transparent and fair bonus distribution
	5. Leaders who prioritize togetherness in managing their employees.
	6. arrangement of work schedules based on regular and fair shifts
	7. Organizing activities <i>team building</i>
	8. Organizing activities <i>staff outing</i>
	9. Organize <i>employee gathering activities</i>

Source: Data processed by researchers (2021)

From Table 2 it can be seen that the hotel's role in maintaining local cultural values includes efforts in the form of rules and values, training activities, granting employee rights, and leadership.

From the efforts made by hotel management and referring to the theory of organizational behavior, it can be seen that hotel management considers it important to establish corporate values that must be attached to their employees. Team work which is one of the values possessed by hotel employees is expected to be formed and become a hotel organizational culture. Supartha (2017) states that corporate values will be able to integrate all individual employee values into one culture at the organizational level. In addition to values, hotel management also makes efforts to maintain these cultural values by providing motivation. Ratmawati & Herachwati (2007) stated that motivation consists of: intrinsic and extrinsic motivation. From Table 2 it can be seen that hotel management provides extrinsic motivation with motivational training and giving bonuses to employees. It is not enough to just provide motivation, the feeling of togetherness of hotel employees known as *manyama braya* is also fostered by team building activities, outings, and gatherings.

### 3.2 The Role of Hotel Management in Implementing the Cultural Values of Power Distance

Power Distance or power distance is the extent to which members of an organization or institution who are in a less powerful position accept and expect power to be distributed unequally (Hofstede, 2001). The low power distance value for hotel employees in Badung shows that the power distance between superiors and subordinates is low, democracy and mutual respect between superiors and subordinates are the culture of hotel employees. Hierarchy in the organization that shows role inequality is accepted by employees. Privileges and status symbols are disliked by employees. These cultural values are relevant to Balinese cultural values such as *tat twam asi*, *paras paros*, *merapak danyuh*. These cultural values are positive cultural values that need to be maintained by hotel management. From the results of interviews with representatives of hotel employees,

All of this is supported by the statement of Made Astika Parwata, General Manager of Neo Kuta hotel who in an interview said:

"...the relationship between employees and their superiors is very close. No distance is too far. They used to chat casually during their break together at the employee cafeteria. In addition, we also regularly hold employee gatherings as a means of togetherness and build closeness with employees. Usually there we can hear their complaints. In addition, we also usually hold religious activities together. We always try to understand their feelings, not treating them like robots but as humans..."

This statement from Mr. Astika is in accordance with the theory of organizational behavior stated by Raymond Miles (in Thoha, 2007) which states that the human relations approach simply places employees as human beings. Not as a machine used in production, understanding human needs that want to be considered as existing and feeling cared for by being listened to and paying attention to their complaints if possible, and involving them in making certain decisions regarding their working conditions or other issues.

The involvement of employees from various walks of life in meetings is also a positive thing that can be found in hotels in Badung. Short meetings in which technical directions and discussions are given to solve various problems are often held at each change of work shift. The culture of mutual respect which in Balinese cultural values is called the concept of *tat twam asi* is seen in various meetings. This was confirmed by I Ketut Ketut Swabawa, a hotel operator from Swaha Hotel Management in his interview:

"...in the daily operational activities of the hotel, the daily briefing is very necessary. Every outlet in the hotel must do this. Outlet managers usually take advantage of this opportunity to direct their staff, as well as build closeness with their subordinates. On this occasion every employee must be given the opportunity to express his opinion. If there is a problem solved democratically. Mutual respect between superiors and subordinates, in this case *twam ation* is something that is often found in every discussion in hotels..." (Interview on December 10, 2020).

Communication as one of the things needed to grow a positive organizational culture really depends on the trust and openness of the individual. The interaction between the individual and the surrounding environment, which includes friends, family, coworkers, and even strangers, can be referred to as interpersonal communication (Myers & Hansen, 2002). The concept of tat twam asi which means tolerance without highlighting differences, and the concept of paras paros which means giving and receiving the opinions of others are very much needed in interpersonal communication. In the scope of hotel organization, good interpersonal communication is needed (Abam, 2019). The communication process in question can involve communication between leaders and employees.

Communication will be effective if the relationship between superiors and subordinates is built on trust, openness and supported by a positive organizational atmosphere. This openness and trust are formed from the process of effective interpersonal communication. Therefore, the cultural values of tat twa ation and paras paros owned by hotel employees in Badung need to be maintained. The role of the hotel in the application of the cultural values of Tat Twam Asi, Paras Paros can be seen in Table 3.

TABLE 3  
THE ROLE OF HOTELS IN THE IMPLEMENTATION OF TAT TWAM ASI CULTURAL VALUES, PARAS PAROS

Balinese Local Cultural Values	The Hotel's Role in Maintaining It
Tat twam asi, paras, merakpak danyuh in support of the cultural value of Low Power Distance	1. The hotel's organizational structure is displayed in a place that is easily seen by all employees
	2. Provide shared lunch facilities (bosses and subordinates in one place)
	3. It was formed as a joy and sorrow
	4. Carrying out the Odalan ceremony at the hotel temple with all employees and leaders
	5. Organizing Dharma Wacana which was attended by employees and leaders
	6. The formation of a labor union
	7. Tirtayatra activities held with employees and hotel management
	8. GM tea time was held as a means of communication between employees and hotel management.
	9. Held a daily briefing as a forum for discussion between superiors and subordinates

Source: Data processed by researchers (2021)

From Table 3, it can be seen that the hotel's role in maintaining local cultural values includes efforts in the form of providing facilities, religious spiritual activities, forming trade unions, and meeting with employees. From the table above, it can be seen that there is no involvement of external parties in an effort to maintain local cultural values at the hotel.

To maintain the cultural value of low power distance, hotel management has ensured that organizational behavior can be managed properly by understanding the lines of coordination through the organizational structure. With a good understanding of the hierarchy and tasks in the organization, it is hoped that they can accept the differences in existing tasks. Ratmawati & Herachwati (2007) stated that's Organizational structure is related to the permanent relationships in the organization, how the jobs in the organization are designed, how the jobs are arranged in the organization. Organizational structure has a big influence on the behavior of the organization or people in the organization as well as the effectiveness of an organization. In addition, the hotel management has also facilitated the needs of employees by providing physical and non-physical facilities, and various activities that foster a sense of togetherness which is expected to reduce the power distance.

### 3.3 The Role of Hotel Management in Application of Feminine Cultural Values

Masculine / Feminine cultural values refer to the extent to which a community emphasizes an achievement (Hofstede, 2001). Associated with the spirit to compete, Balinese people know the concept of being embarrassed. Being embarrassed means having a strong drive from yourself to make positive changes and move forward to compete. From the findings of this study, the concept of shyness that is relevant to the culture of masculinity is not fully owned by hotel employees in Badung. In the context of competition in building a career, of course this is not a positive thing. Hotel management in Badung needs to make efforts in responding to this challenge.

Some of the efforts made by the hotel management in Badung to awaken this "irritable" spirit for its employees include providing motivational training as a training program that must be followed, in addition to training that is technical expertise. The hotel has also created a career path that hopes to encourage employees to compete for higher positions. The hotel also periodically organizes the best employee of the month which can also build a healthy culture in competition. The chairman of the Bali Human Resources Manager Association said that hotels also need to provide opportunities for their employees to make exposure to other outlets or other hotels that are a chain of hotels where the employee works.

"... Hotel employees in Bali mostly have a light-hearted mindset or a little but it can take a long time, realize that the level of education is not high enough, bargaining ability is weak, including lack of courage to come out, possibly because the concept of *eda ngaden* crew can. We admit that hotel employees to a certain level are not yet high in spirit to compete. The efforts we are making are selecting the best employee (employee of the month), providing training on motivational topics that must be followed, increasing KPI in employee appraisal in stages."

From the results of interviews with hotel employees in Badung Regency, information is obtained that employees tend to have feminine cultural values. The feminine cultural values of three-star hotel employees in Badung show that most hotel employees prioritize quality of life over choosing challenges, recognition, and career advancement. They also prefer jobs because of their intrinsic interests, not based on the opportunities and challenges that exist. Competing and outperforming other friends is not a priority for those who belong to a feminine culture. Employees classified as having feminine cultural values tend to have relatively low competitive spirit. The role of the hotel in the application of the *Jengah* value can be seen in Table 4 below.

TABLE 4  
THE ROLE OF HOTELS IN THE IMPLEMENTATION OF *JENGGAH* CULTURAL VALUES

Balinese Local Cultural Values	The Hotel's Role in Maintaining It
<i>Embarrassed</i> in Order To Balance Feminine Cultural Values	1. Provide opportunities for employees to be assigned to different outlets through cross training programs.
	2. Providing equal opportunities to people from outside Bali to work as employees in hotels in Bali
	3. Provide motivational training
	4. Create a career path
	5. Organizing the best employee of the month
	6. Knowing the needs and expectations of its employees through regular discussions held in activities such as: annual appraisal, daily briefings, as well as informal discussions on employee family activities.

Source: Data processed by researchers (2021)

From Table 4, it can be seen that the hotel's role in maintaining local cultural values includes efforts in the form of rules, facilitation of career paths, competitive activities, and opportunities to open horizons. However, there has been no visible involvement of external parties in an effort to maintain local cultural values at the hotel.

One of the ways to generate a culture of embarrassment is by providing equal opportunities to people from outside Bali to work as employees at hotels in Badung. This is a form of conflict creation with a positive goal. In accordance with the theory of organizational behavior, McShane and Glinow (2008) stated that in line with the increasing conflict that occurs, people in the organization will experience a stronger drive or motivation to improve their performance. Therefore, conflict is needed to motivate organizational members in order to achieve a higher level of achievement. Creating competition is one method that can be used for this purpose. In addition, the hotel has also taken various efforts aimed at motivating employees such as making career paths, motivational training, and selecting employee of the month. All of that can be classified into extrinsic motivation.

### 3.4 The Role of Hotel Management in Implementing the Cultural Value of Uncertainty Avoidance

*Uncertainty Avoidance* is a form of society's tolerance for uncertainty and ambiguity. This describes the extent to which members of an organization or institution try to overcome feelings of anxiety and

reduce the uncertainty they face (Hofstede, 2001). The cultural value of low uncertainty avoidance characterizes people who can accept all forms of uncertainty. They do not like to display their emotions and anxiety. In addition, people belonging to this culture do not expect there to be many rules, except those that are absolutely necessary. Several things that show that hotel employees in Badung are not so afraid of ambiguity (something that is not certain) are proven that hotel employees feel quite comfortable with changing leaders who sometimes provide new or different rules or policies than before.

Another example of the application of this culture is that hotel employees are also ready to be transferred to other sections due to hotel operational needs. Work rotation is a policy of the company (hotel) that must be implemented and employees cannot ensure that they will always work in the same section from year to year. Changes in superiors, changes in supervisor policies, changes in sections according to hotel operational needs are uncertainties that are often experienced by hotel employees. In addition to this, facing tourists from various countries whose characteristics are not fully known is also an uncertainty faced.

Darmayuda, General Manager of Hotel Permata Kuta in his interview said:

"....employees are used to meeting guests with diverse characters. To serve guests well requires creativity and innovation from employees. Creativity and innovation in providing all guest wishes specifically are always emphasized by hotel management to their employees. This makes employees always think creatively and innovatively to create something different that impresses guests. This is a routine that hotel employees get used to dealing with something uncertain or different..."

From the results of the interview, it can be seen that the hotel management tries to make its employees always comfortable in dealing with something that is uncertain. With this convenience, hotel management hopes that every employee can provide maximum service to tourists without being bothered by anxiety about uncertainty. With low anxiety about uncertainty, new ideas and new and different concepts from employees are always needed to provide services to tourists.

Balinese people have a cultural value called "Lascarya" which means doing something from the bottom of the heart without any strings attached. Sincerity contributes new ideas for the sustainability of the employee's place of work even though there is no certainty of the outcome. Employees are also not too demanding of formal rules that govern everything because they believe that in the future if there is a problem, it can be resolved with a "sama braya" approach. The cultural values in the concepts of "lascarya" and "menyama braya" are a combination of relevant concepts to respond to the cultural value of Uncertainty avoidance. In addition, Balinese people also have a coffee culture which means sincerely helping each other. The concept of drinking coffee also helps reduce employee worries about something that is uncertain. This is a positive considering that the world of hospitality demands creative employees, not easily afraid of challenges, will always encounter uncertain things which will be a challenge in providing services. The role of the hotel in the application of Lascarya cultural values can be seen in Table 5 below.

TABLE 5  
THE ROLE OF HOTELS IN THE IMPLEMENTATION OF LASCARYA'S CULTURAL VALUES

Balinese Local Cultural Values	The Hotel's Role in Maintaining It
<i>Lascaryain</i> supporting the cultural value of uncertainty avoidance	3.3 Rotation of employee duties to other sections according to hotel needs
	3.4 Require employees to attend training within the specified duration (hours)
	3.5 Employees are trained to be creative in meeting the needs of different guests in detail
	3.6 Changes in the number of employee service charges that follow the occupancy rate of hotel guests

Source: Data processed by researchers (2021)

From Table 5 it can be seen that the hotel's role in maintaining local cultural values includes efforts in the form of providing opportunities to open horizons and increase skills, training activities, and granting employee rights. From the table above, it can be seen that there is no involvement of external parties in an effort to maintain local cultural values at the hotel.

### 3.5 The Role of Hotel Management in Application of Long Term Orientation Cultural Values

Long-term orientation society is more concerned with the future. They encourage reward-oriented pragmatic values, including persistence, savings and adaptive capacity (Hofstede, 2011). Cultural values of long term orientation also reflect people who are diligent, have the ability to adapt, and have a willingness to be humble for a particular goal. According to Made Astika Parwata, General Manager of Hotel Neo, Kuta said that:

".... Reducing costs for production is always mandatory for all parts, of course without reducing the quality of production and service. All employees are expected to always care about efficiency and reduce expenses as much as possible with the aim of sustainability and long-term profits, including the use of local materials of good quality..."

From the results of interviews obtained information that hotel employees in Badung Regency tend to have a long term orientation culture. The cultural value of long-term orientation which implies that employees have a culture of doing work whose long-term orientation is relevant to Balinese cultural values in the concept of loud and clear. The cultural value of the loud and clear reminds Balinese to not only seek big profits in a short time, but to seek profits, even if they are small, but can be enjoyed in a long time.

The application of the concept of aloud by hotel employees in Badung can be seen in the use of all kinds of resources which have an impact on high expenses which are always suppressed. The use of food ingredients for processing dishes that always pays attention to efficiency, the use of local ingredients with quality that is not inferior to imported materials is always carried out, the establishment of hotel employee cooperatives that can improve the welfare of employees, skills training to improve work skills so as to provide career development opportunities in the future, employees work diligently because it considers sustainability and the future, as well as other activities with long-term goals carried out by hotel employees.

In addition to the hotel's long-term oriented efforts in service to guests, employees are also provided with facilities that help increase the competence of their employees so that it will have an impact on their work ability. Made Astika Parwata in his interview said that:

"...employees are given skills and motivational training, which will support their careers in the future. Besides being handled by the leadership at the outlet, training and development is also provided by the Training Department..."

From the interviews, it can be seen that the hotel is trying to build a culture of long-term orientation to every individual/employee at the hotel. In accordance with organizational theory proposed by George & Jones (2002) states that organizational behavior is a study of various factors that influence the actions of individuals and groups in organizations and how organizations manage their environment. From the results of this interview, it can be seen that the organization (hotel) manages the environment with various efforts so that it can form individual and group actions of hotel employees to achieve organizational goals. The role of the hotel in the application of Cerik Lantang cultural values can be seen in Table 6 below:

TABLE 6 THE ROLE OF HOTELS IN THE APPLICATION OF CERIK LOUD CULTURAL VALUES	
Balinese Local Cultural Values	The Hotel's Role in Maintaining It
<i>Cheerful Loudin supporting the cultural values of long term orientation</i>	1. Efficiency campaign in using various resources (saving energy)
	2. The establishment of the hotel's Employee Cooperative (KopKar)
	3. Employee competency training program
	4. Provide training on excellent service
	5. Provide occupational safety and health facilities
	6. Providing health and old age insurance benefits

Source: Data processed by researchers (2021)

From Table 6 it can be seen that the hotel's role in maintaining local cultural values includes efforts in the form of campaigns, training activities, granting employee rights, and employee facilities. From the table above, it can be seen that there is no involvement of external parties in an effort to maintain local cultural values at the hotel.



### 3.6 The Role of Hotel Management in Implementing the Cultural Values of Restraint

Restraint refers to a social environment that controls the gratification of needs and regulations by means of firm social norms (Hofstede, et al, 2010). Restraint cultural values are values where people feel controlled over their desires and pleasures to conform to societal norms. Hotel employees in Badung do not feel free to fulfill their human desires, in their daily life they are not oriented towards fulfilling their own pleasures but prioritize obedience in carrying out company rules, customary rules, and religion. The cultural value of restraint owned by hotel employees in Badung reflects that they are influenced by the value of local Balinese wisdom, namely *lascarya* which means willing, willing to sacrifice themselves sincerely without any strings attached.

*Lascarya's* cultural value is certainly a positive cultural value and needs to be maintained. To maintain this positive thing requires support from the hotel management in Badung. Various efforts have been made by hotel management to keep this culture owned by hotel employees. Interview with Made Astika Parwata, General Manager of Neo hotel, Kuta stated:

"... We appreciate the sincere and sincere work culture of hotel employees. However, there are also concerns about the erosion of this culture because it is influenced by the materialist culture. Everything is measured in money. One of our efforts to build and maintain this *Lascarya* culture is by campaigning that "service" cannot be copied by other hotels because it contains elements of touch, sense, and dedication. Self-service in hospitality is like a mantra (sacred and valuable)..."

From the results of the interviews, information was obtained that hotel employees in Badung as individuals did not feel completely free and had feelings of being limited by the rules or norms that existed around them, customs, and religion.

Regarding religious beliefs, hotel management provides opportunities for employees to carry out religious ritual activities, including holding a Dharma Wacana by inviting religious speakers. With this religious activity, the hotel hopes that the cultural values of its employees will be preserved. I Ketut Swabawa in his interview stated that:

"...religious ritual activities that take place according to customary rules and traditions at the hotel are also able to strengthen the staff's confidence in karma phala. ...do good, the result will be worth it without asking for more than it should..."

Feelings of being constrained are less positive if they are not managed properly. For this reason, the hotel needs to make efforts to improve this negative thing in a more positive direction. Efforts made by hotel management include providing flexibility in managing employee work schedules, such as: flexibility in changing work shifts, rotating holidays, and giving *day off payment* (substitute holiday). With this effort, employees who have the need to carry out traditional and religious obligations can adjust their work schedules. This is one of the efforts made by the hotel in reducing restraint on employees.

Strategies in the form of programs to reduce restraint and maintain the cultural values of *Lascarya* need to be formulated. With the formulation of a priority strategy to maintain this cultural value, the added value of hotel employees in Badung will be increasingly raised. In an effort to build and maintain the application of Balinese cultural values which are the strengths of hotel employees, of course it also requires the involvement and roles of all employees, in addition to the role of hotel management. The role of the hotel in the application of *Ngayah* cultural values can be seen in Table 7 below:

TABLE 7 THE ROLE OF HOTELS IN THE APPLICATION OF NGAYAH CULTURAL VALUES	
Balinese Local Cultural Values	The Hotel's Role in Maintaining It
<i>Lascarya</i> and <i>Ngayah</i> in balancing the cultural values of restraint	1. Provide opportunities for employees to carry out religious ritual activities in the hotel
	2. Holding Dharma Wacana by inviting religious speakers.
	3. Provide flexibility in managing employee work schedules, adjusting to customary needs
	4. Organizing family outings outside the hotel (family outing)

Source: Data processed by researchers (2021)

From table 7 above, it can be seen that the hotel's role in maintaining local cultural values includes efforts in the form of spiritual activities, flexibility of work schedules, and employee family activities. From the table above, it can be seen that there is no involvement of external parties in an effort to maintain local cultural values at the hotel.

Traditional rituals, prayers, dharma discourse, are spiritual activities inherent in Balinese Hindu society. Hotel management in Bali seeks to manage the cultural value of restraint through this spiritual approach. Gibson et al (2009) stated that spirituality has become a material that has begun to be discussed in the study of organizational behavior. Spirituality in the workplace is an organizational value that gives a feeling of peace. With this spiritual approach, hotel management hopes that the local cultural values in the *ngayah* and *lascarya* concepts can be managed properly to balance the cultural values of restraint.

#### 4. Conclusion

Tourism business actors in the hospitality sector in Badung have a culture: collective, low power distance, feminine, weak uncertainty avoidance, long term orientation, and restraint. From these global cultural values, it can be seen that the local culture contained and applied such as: *menyama braya* (brotherhood), *tat twam asi* (tolerance without highlighting differences), *lascarya* (sincere), *cerik lantang* (although a little but has long/long benefits), *ngayah* (helping without demanding anything in return), and *ngopin* (help each other). Various efforts to maintain Balinese cultural values have been carried out by tourism entrepreneurs. However, these efforts are still not fully able to answer the challenges faced by hotels in Badung.

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