

HUMAN RESOURCE COMPETENCE DEVELOPMENT MODEL IN BANDUNG CITY TOURISM AS AN ATTEMPT TO IMPROVE THE COMPETITIVENESS OF TOURISM SECTOR¹

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The development of tourism sector is closely related to the improvement of hotel and restaurant industry. Its contributions to PDRB, employment, and the increasing business entity show that the economic activity in this sector remains high and becomes superior in Bandung city. Nevertheless, the problem existed is related with the mismatch between the competence owned by the human resource and the industry requirement. The aim of the study are (1) developing strategy to improve the human resource competence in hotel and restaurant sector based on gap analysis between the required human resource competence profile and provided human resource competence profile. (2) Mapping and analyzing the role of 'triple helix' system (industry, government, and academician) in constructing human resource competence development model. The result of the study in front office, housekeeping, waiter, and cook show that the competence owned have not fulfilled the SKKNI standard in Hotel and Restaurant. Strategies proposed by this study are: (1) Improving training institution capacity. (2) Developing human resource competence through training and (3) Developing human resource through certification and standardization. Developing human resource competence is determined by three factors: industry, government policy, and education institution. Mapping and analyzing the role of 'triple helix' system (industry, government, and academician) will develop human resource competence development model in hotel and restaurant sector

competence, SKKNI, training, human resource competence development model

INTRODUCTION

In accordance with the vision of "Strengthening Bandung as BERMARTABAT Service City", as stated in the City Medium Term Development Plan (RPJMD) year 2009 - 2013, Bandung made the services sector as a leading development sector that is expected to be the motor of economic growth in the city. Tourism, which the main product is services, becomes a mainstay of Bandung services sector development. The strategic role of the tourism sector to Bandung economic sector can be seen from its contribution to the city revenue (PAD). Contribution of the tourism sector to Bandung PAD increased from 66% or Rp 176 billion in 2011 to 72% in 2012 (<http://diskominfo.jabarprov.go.id> and bisnis-jabar.com). The development of the tourism sector cannot be separated from the hotel and restaurant industry progress. One of the goals of tourism development is increasing the number of visits and extending the length of the stay of the tourists. In 2005-2008 there were an increasing number of tourist arrivals and foreign tourists using the accommodation facilities and food in Bandung (Bandung Disbudpar BPS Bandung 2008 and 2011). Statistical Report on Visitor Arrivals to Indonesia, Disbudpar West Java 2008, showed that most of the tourist expenditure, both foreign tourists and domestic tourists, were spent for accommodation. And, from several accommodation options, 74.98% chose hotel.

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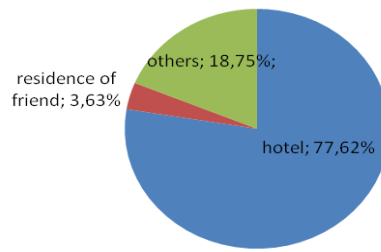


Figure 1. Types of Accommodation Selected by the Tourist

Source: Statistical Report on Visitor Arrivals to Indonesia, Disbudpar Jawa Barat (2008)

The increasing number of visits is a profitable investment opportunities for the hotel and restaurant sector. Economic activity in this sector is expected to reduce the unemployment rate and at the same time increase Bandung people's income. Employment potential of this sector is highly potential as seen from several indicators, namely:

1. Contribution of the sector to the current Bandung GDP and its projections for 2013-2015
2. The contribution of the current employment and its potential for 2013-2015
3. The growth of the business population

Its contribution to the Bandung GDP and its projections for 2013-2015 show that for the period 2013-2015, the role of trading, hotels, and restaurants remain high. Table 1.1 below shows that in 2013 these sectors accounted for 42.21% and increased to 42.83% in 2014 as well as the projected 43.37% in 2015. This suggests that in three years from now the economic potential of this sector will remain high.

In the employment aspect, this sector gives the largest contribution compared to other economic sectors. Table 1 shows that in 2011 the number of workers who work in the trading, restaurants and hotels sectors were 369.161 people and is expected to continue to increase in 2013-2015.

Table 1. Contribution of Sectors of Trading, Hotel and Restaurant toward GDP and Employment in Bandung 2013-2015

<i>Year</i>	<i>2011</i>	<i>2013*</i>	<i>2014*</i>	<i>2015*</i>
The contribution to Bandung PDRB	40,64%	42,21%	42,83%	43,37%
The contribution to the employment	369.161	396.304	412.879	NA

Note: * projected value

Source: BPS Kota Bandung (2012)

For the hotel, its population continues to increase. The number of tourist arrivals is a profitable investment opportunities which cause the number of hotels in the city continue to increase. Table 2 below shows the increasing number of budget hotels and star hotels in Bandung

Table 2. Growth of Hotel Population in Bandung

<i>Year</i>	<i>Non-star Hotel</i>	<i>1 star</i>	<i>2 star</i>	<i>3 star</i>	<i>4 star</i>	<i>5 star</i>	<i>Total</i>
2007	NA	7	16	23	11	4	61
2008	NA	7	16	27	15	4	69
2009	NA	10	15	26	15	6	72
2010	NA	7	16	28	19	7	77
2012	189	9	18	29	20	8	84

Source: Disbudpar Kota Bandung (2008) and BPS Kota Bandung (2012)

Except for the year 2009, there were an increasing number of five-star hotels during 2007-2012 from 61 units in 2007 to 84 units in 2012 increasing 23% within five years. It is projected that in the next five years, the number of non-star and star hotels will increase. However, one of the problems related to human resources in the hotel and restaurant sector is the low level of employment. Data obtained from the Department of Labor Bandung cited by BPS Bandung (2011) shows that from 2010 to 2011 there was a decline in employment. In 2010, the employment reach approximately 62.71% and in 2011 only 32.69%. This is due to a mismatch between the competency of the labor and the competency required by the business.

Preliminary studies conducted in the tourism sector shows that the competence of human resources in the hotel and restaurant cannot meet the standards of service received nationally (SKKNI) and it requires competence development through training which is oriented to the needs of the hotel and restaurant sector now and in the future. Competence development is an absolute thing to do if it is associated with the ease for foreign workers to enter Indonesia. It is a threat to Indonesian workers if they don't improve their ability to meet service standards and certification nationally or internationally.

Education is very important in improving the quality of human resources (HR). However, link and match (linkage and compatibility) between the world of education and the world of business has not been fully realized. In other words, synchronization between the providers of education and employment growth has not occurred. Its impact is a lot of graduates unemployed.

Based on the above description, it is considered important to conduct a study related to: ***Human Resource Competence Development Model in Bandung City Tourism as an Attempt to Improve the Competitiveness of Tourism Sector Objective.***

The purpose of this study are:

1. Developing a strategy to increase the human resources competence in hotels and restaurants sector based on gap analysis between two important aspects of the human resources, the required human resource competency profile (demand aspects) and the existing HR competence profile (aspects of availability/supply). The analysis is conducted systematically and comprehensively.
2. The results of this analysis can also be used as reference for the industry in conducting training needs assessment (training needs analysis). For educational institutions, the result of the study may enhance research in the curriculum to improve the link and match between education and industry.
3. Mapping and analyzing the role of 'triple helix' system (industry, government and academia) in developing a model to increase the HR competence

METHODOLOGY

Research Method

The object of the study is the Human Resource Competence Development Model in Bandung City Tourism as an Attempt to Improve the Competitiveness of Tourism Sector. The study is conducted in hotels and restaurants in Bandung based on the data which shows that these two sectors contribute significantly to PDRB Bandung. This study was conducted qualitatively. The method used was a survey method. The survey was conducted to the hotel front office and housekeeping employee and, for the restaurant, to the waiter and the cook/chef. These four kinds of work were selected as they directly interact and provide the largest contribution to the delivery of services to consumers. The observations used "one shoot" time coverage/cross sectional. The analysis was conducted

descriptively. Matrix of variables of the study and data collection methods used in this study is described in Table 3.

Table 3. Data Collection Method Matrix

<i>No</i>	<i>Variable</i>	<i>Data Collection Method</i>
1	Hotel and Restaurant human resource competence required by the market	✓ Field observation, Survey, <i>in depth interview</i> , and desk study
2	Hotel and Restaurant human resource competence provided	✓ Field observation, Survey, <i>in depth interview</i> , and desk study
3	Policy related with Hotel and Restaurant human resource competence development	✓ <i>Desk study</i> , FGD, and expert justification

The population of the study is hotel and restaurant sector in Bandung. Sample was taken with a purposive sampling method. The sample for hotel were 4 star, 3 star, and 2 star hotels, and for the restaurant were national food, west food, and fast food restaurant. Employee competency assessment was conducted by distributing questionnaires to consumers who had used the services of the hotel and to the employees of the hotel itself. Questionnaires were also given to the hotel consumers and employees as there are some items that are not directly related to consumers and cannot be assessed by consumers. The assessment method for the competency questionnaires distributed to employees is self appraisal method. The measurement of the variables of the study is explained by the variables operational in the matrix below:

Table 4. Operational Variable

<i>Variable</i>	<i>Sub Variable</i>	<i>Indicator</i>
Hotel and restaurant sector human resource competence provided	Conformity between front office employee competence and SKKNI Hotel and Restaurant Tourisms sub sector	a. Indicator : Taking and handling reservation: <ul style="list-style-type: none"> - Taking reservation - Recording reservation detail b. Indicator : Providing accommodation service <ul style="list-style-type: none"> - Preparing the guest arrival - Welcoming and handling registration - Organizing guest departure c. Indicator : Processing financial transactions d. Indicator : Telephone Handling e. Indicator : Providing porter
	Conformity between housekeeping employee competence and SKKNI Hotel and Restaurant Tourisms sub sector	a. Indicator : Providing housekeeping service for the guest <ul style="list-style-type: none"> - Handling housekeeping request - Giving suggestion about housekeeping supplies to the guest b. Indicator : Preparing room for the guest <ul style="list-style-type: none"> - Room service access - Making the bed - Making and cleaning the room c. Indicator : Handling the guest clothes <ul style="list-style-type: none"> - Processing and cleaning he tools and supplies - Packing and storing the laundry
	Conformity between waitress competence and SKKNI Hotel and Restaurant Tourisms sub sector	a. Cooperating with colleague and customer: <ul style="list-style-type: none"> - Communicating with colleague - Providing service to the customer - Maintaining self performance b. Customer service excellence c. Developing knowledge about food and beverages d. Handling transaction process
Hotel and restaurant sector	Conformity between cook competence and SKKNI	a. Following food security and safety procedure b. Operating cleaning tools and its supporting:

Variable	Sub Variable	Indicator
human resource competence provided	Hotel and Restaurant Tourisms sub sector	- Preparation and process
		- Maintenance
		c. implementing health and hygiene procedures in the workplace
		- implementing health and hygiene
		- Storing the food managing the food waste
		d. Designing and operating kitchen
		e. Planning order in food processing
		f. Using cooking tools and method
		g. Serving the food
		h. Measuring food portion
		i. Teamwork

Framework of the Study

The framework of this study can be seen in Figure 2.

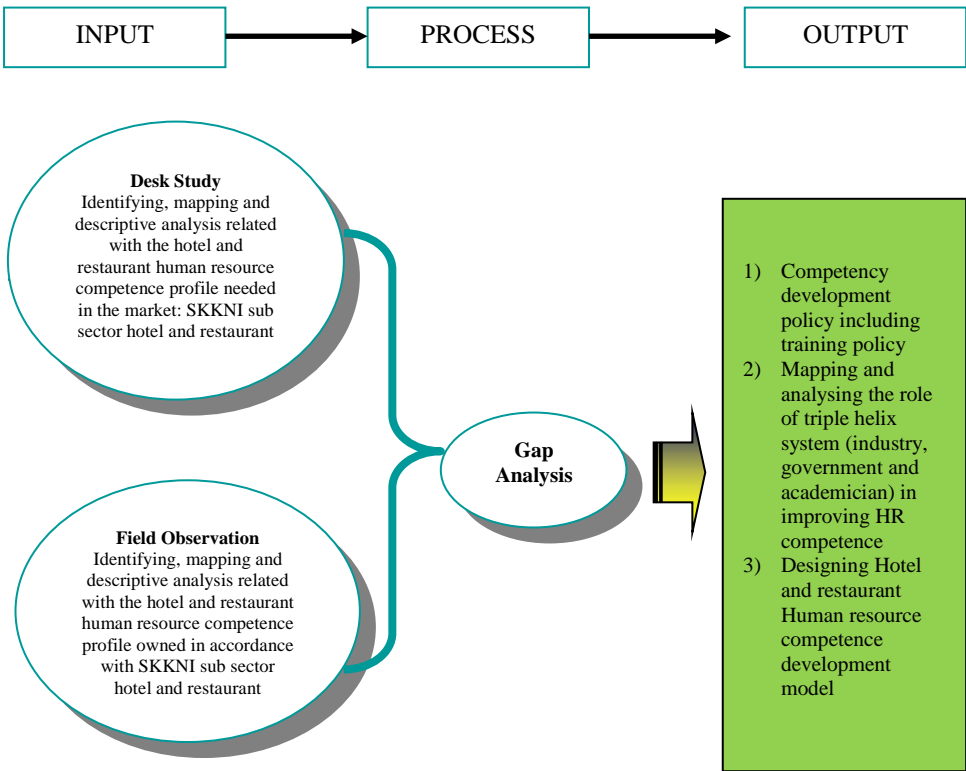


Figure 2. Framework of the study

DISCUSSIONS

Identifying, mapping and descriptive analysis related with the hotel and restaurant human resource competence required by the market

The front office competence Indicators refers to SKKNI which is based on *Penetapan Standar Kompetensi Kerja Nasional Indonesia Sektor Pariwisata Sub Sektor Hotel Dan Restoran Keputusan Menteri: Kep 239/MEN/X/2004*. The indicators included in the scope of this study are as follows:

Hotel Front Office

1. Indicator: Taking and handling reservation:
 - a. Taking reservation
 - b. Recording reservation detail
2. Indicator: Providing accommodation service
 - a. Preparing the guest arrival
 - b. Welcoming and handling registration
 - c. Organizing guest departure
3. Indicator: Processing financial transactions
4. Indicator: Telephone Handling
5. Indicator : Providing porter

Cook/Chef

1. Following food security and safety procedure
2. Operating cleaning tools and its supporting:
 - a. Preparation and process
 - b. Maintenance
3. implementing health and hygiene procedures in the workplace
 - a. implementing health and hygiene
 - b. Storing the food managing the food waste
4. Designing and operating kitchen
5. Planning order in food processing
6. Using cooking tools and method
7. Serving the food
8. Measuring food portion
9. Teamwork

Hotel Housekeeping

1. Indicator: Providing housekeeping service for the guest
 - a. Handling housekeeping request
 - b. Giving suggestion about housekeeping supplies to the guest
2. Indicator: Preparing room for the guest
 - a. Room service access
 - b. Making the bed
 - c. Making and cleaning the room
3. Indicator: Handling the guest clothes
 - a. Processing and cleaning the tools and supplies
 - b. Packing and storing the laundry

Restaurant Waitress

1. Cooperating with colleague and customer:
 - a. Communicating with colleague
 - b. Providing service to the customer
 - c. Maintaining self performance
2. Customer service excellence
3. Developing knowledge about food and beverages
4. Handling transaction process

Identifying, Mapping and Descriptive Analysis Related With the Hotel and Restaurant Human Resource Competence Provided

Descriptive Analysis Related With the Front Office Competence Profile

The results of the study showed that all of the competence of the hotel front office employee has not reached a perfect score 5 yet. It means that the real competence of the employees is still below the expected competencies. There is still a gap between the competence expected and the real competence owned. However, further analysis showed that the overall competence indicator is at a score above 3.00 (pretty good) except for the handling and taking a reservation request indicator 2.96 which is still below 3.00.

The results showed that the indicators that need to be improved are: taking and handling the reservation, providing accommodation and handling telephone. The front office employees have insufficient ability to inform and offer the whole product/hotel service/hotel facilities. They take and handle the reservation without any pro-active efforts to promote and offer other facilities other than the consumer order. Five competence sub-indicators with a low score must be included in the development area or becomes a priority in the training program.

Descriptive Analysis Related with Housekeeping Competency Profile

All of the competence has not gained a perfect score 5. It means that the real employee competence is still below the desired competence. However, further analysis shows that all competence indicators score range above 3.00 (fairly good). It can be concluded that the competence development is still wide. The data analysis shows that there are three indicators which have the highest score: preparing the guest room and providing housekeeping service. The indicators that need to be improved are providing housekeeping service, handling fabrics and clothes, and providing valet which must be included in development area or becomes a priority in the training program.

Descriptive Analysis Related to the Waiter Competencies Profile

All of the waitress competence does not obtain perfect results scores 5. It means that the real employee competence is still below the expected competencies. There is still a gap between expected competence and real competence. But when compared to the human resources competency in the hotel sector (front office and housekeeping), the picture of waitress competence shows a better picture. Most competencies items (52.90%) reach score above 4.00 (good competence). The rest 47.10% are above 3.40. All the competence indicators have a score above 3.40. This is an indication that the waiter HR competencies have the potential to reach the maximum score 5.

The aspect becoming a development / training area is the teamwork aspect. Restaurant requires teamwork so that the competence to collaborate with colleagues effectively and efficiently is very important.

Descriptive Analysis Related to the Cook Competencies Profile

Overall, the cook competence gives better results compared to the waitress competence. The average competence of each indicator is higher than 4.00 (good competence). Some items even reach a perfect score of competence 5.

The Strategy of HR Competency Enhancement in the Hotel and Restaurant Sector

There are some critical issues related to the human resource competencies in hotel and restaurant sector, namely:

1. Competition with foreign labor
2. Demands of services / competencies standardization
3. Demands of professional certification
4. Optimization of education and training institution

In line with this, the strategy proposed in order to improve the competence of labor are: 1) institutional capacity building strategy; 2) human resources competence development through training strategy; and 3) HR competencies Improvement through certification and standardization programs strategy.

Education and Training Institution Capacity Enhancement Strategy

Some strategies related to the enhancement of institutional capacity are:

1. Teaching System enhancement Program
 - a. Institutional capacity enhancement in order to develop programs and curriculum with national and international level, but still considering the human needs.
 - b. Educational institutions ability enhancement, both formal and non-formal education, in the implementation of certification training program on professional skills required by the industry.
2. Lecturer quality enhancement program

The enhancement of teachers' capability in educational and training institutions is conducted through scholarship and training programs in the country and abroad based on the ASEAN and international standard.

3. Facilities and Infrastructure Enhancement

- a. Establishing the minimum standard for the availability of educational infrastructure for educational institutions in order to fulfill a conducive learning process.
- b. The use of technologies such as ICT, the Internet and multimedia in improving the application of learning methods and strategies.

HR Competency Enhancement through Training Strategy

Definition of training according to Law No. 13 Year 2003 are: overall activities to provide, acquire, improve, and develop job competence, productivity, discipline, attitude, and work ethic at a certain level of skill and expertise in accordance with the level and office or employment qualifications;

The main focus of the training is to improve the ability of employees to perform their present job, while, on the other hand, education includes all learning process other than the current job and focus more on long-term purpose (long-term focus). The starting point on training is the need assessment which aims to collect information and conduct analysis to determine the significance of the training. It is necessary to identify the type of competency that is required nowadays and in the future to determine the type of training to be provided. If there is a gap between the required competency and provided competency, training is needed. From the gap analysis, HR competencies in hotel and restaurant sector can be arranged in need assessment matrix and the type of training is based on the training needs assessment.

Table 5. Matrix of Training Need Area in Bandung Hotel and Restaurant Sector

<i>Type of Job</i>	<i>Competencies to be Improved</i>	<i>Type of training</i>
Front office hotel	<ul style="list-style-type: none"> - Reservation Availability requested is determined correctly and politely suggested to the customer. - Information and advice about the hotel facilities and services is offered pro-actively. - Questions about the cost and other product is answered appropriately - Information and advice about the facilities and other services such as a safety deposit facilities is offered pro-actively. - The phone is answered quickly, clearly and politely 	<ul style="list-style-type: none"> Training related to product knowledge Training to improve product promotions Communication Training
Housekeeping	<ul style="list-style-type: none"> - Handling guest requests friendly and politely in accordance with company customer service standard and security procedures - Able to provide advice to guests on the use of hotel equipment politely - Handling the washing process, ironed correctly and giving good quality result - Packing and presenting the guest laundry well - Providing information and advice about the special service and benefit is given by the hotel pro-actively 	<ul style="list-style-type: none"> - Excellent service training - Problem solving training - Communication skills training - Washing and packaging of goods training - Training related to product knowledge - Training to increase the ability to do product promotion
Waiter	<ul style="list-style-type: none"> - Supervising and providing services product appropriately in line with the expectations and needs of customers - Serving food ordered by customers appropriately - Provide a bill to the customer politely 	<ul style="list-style-type: none"> - Product knowledge training - Service excellent training

<i>Type of Job</i>	<i>Competencies to be Improved</i>	<i>Type of training</i>
Cook	<ul style="list-style-type: none"> - Sorting and disposing waste in accordance with health regulations and company practices. - Identifying and using cooking equipment as needed and in accordance with methods of cooking certain foods - Using a clean and safe cooking appliance according to the menu and company standard. - the management conducts evaluation regularly to the methods and cooking appliance used - Working together in the kitchen for displayed food service to maximize food quality and reduce delays - Evaluating the results of the implementation of food presentation activities according to the company standards and policy 	<ul style="list-style-type: none"> - Problem solving training - Communication training - Work environment health and safety training - Training in the use of cooking methods appropriate with the sequence of food processing - Training in the use of equipment in accordance with health and safety standards - Teamwork training - Food service management training

Source: Data Processing and analysis 2013

HR Competencies Improvement through Certification and Standardization Program Strategy

One of the efforts to improve the human resources competence is establishing competency standards, implementing competency testing and competency-based professional certification. Professional competency certification development done by BNSP by developing SKKNI collaborates with the development of competency-based training in job-training institutes as a union of the National Training System (SISLATERNAS) (Bappenas 2008).

Several strategies proposed are:

1. Standardization program
 - a. Developing the SKKNI (Indonesian National Competence Standard) utilization and implementation guidelines in the industry and setting policy for the industry in order to apply it in human resources development programs in their respective business entities.
 - b. Determining minimum standards in term of the availability of education/ instruction infrastructure for educational institutions to be able to fulfill the needs of conducive teaching and learning.
2. Certification Program
 - a. Developing a more effective professional certification system providing benefit to the industries that motivate individuals, management and business owners to implement it as part of an internal human resource development program.
 - b. Developing a professional certification system by accommodating standards and developments existing in the regional and international levels
 - c. Strengthening educational institutions to have an active role as the practitioner of HR certification in accordance with the areas of expertise graduates.

HR Competency Development Model in Hotel and Restaurant Sector

HR competencies development in hotel and restaurant sector is largely determined by three factors, namely: industry, government policy, and educational institutions. Each party contributes to the competence development. Mapping and analyzing the role of

'triple helix' systems (industry, government and academia) will result in HR Competency Improvement Model of Hotel and Restaurant Sector. (Figure 3).

Figure 3 shows that the HR competencies improvement involves triple helix (industry, government and academia). The role of each party can be described as follows:

1. Industry including the business environment (in the form of a business entity user community). Society has a desired service standards. Therefore, the company's efforts to determine the standards becomes significant. The service standards required by the public can be an input to determine the competencies required to meet these standards. Industry, in this case, is obliged to provide training (on the job and off the job training) to ensure that the companies HR have the desired service standard.

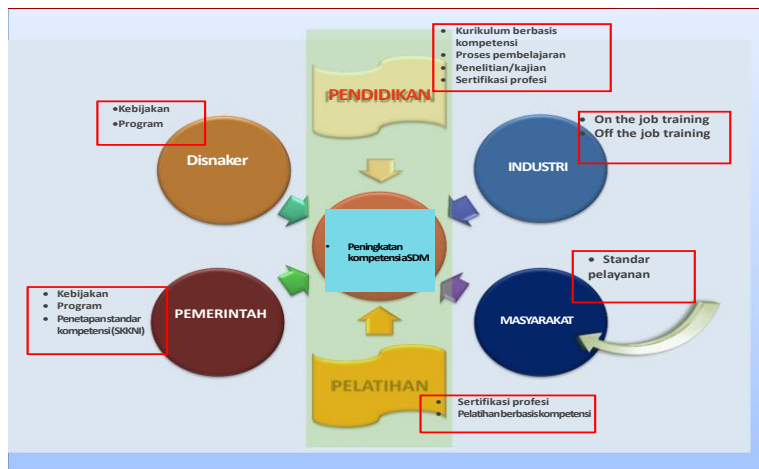


Figure 3. HR Competency Enhancement Model of Hotel and Restaurant Sector

2. Government including the Department of Labor Bandung has a role, namely: establishing national competency standards (SKKNI) and establishing policies and programs in order to make the hotels and restaurants sector HR gradually fulfill the SKKNI competence.
3. Educational Institution
 - a. Developing a curriculum based on competencies required nowadays and make predictions about the competencies to be required in the future.
 - b. Conducting a quality learning process
 - c. Conducting research / study which results can be applied to the hotel and restaurant industry
 - d. Performing professional certification.
4. Training institutions have the following roles:
 - a. Conducting training for enhancing the competence
 - b. Performing professional certification.

CONCLUSION

HR competencies development in hotel and restaurant sectors strategy are based on three aspects, namely: 1) institutional capacity building strategy; 2) strategies to increase the competence of human resources through training; and 3) strategies to increase the competence of human resources through standardization and certification programs

Developing HR competencies in hotel and restaurant sector is largely determined by three factors, namely: industry, government policy, and educational institutions. Each party contributes to the improvement of competence. Mapping and analysis of the role of systems 'triple helix' (industry, government and academia) will result in HR Competency development Model in Hotel and Restaurant Sector.

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