

**Model of Manpower Governance of Disability in the Hospitality Industry in Bali**

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**Abstract.** This research is a policy research. It departs from the obscurity of the management of disabled workers in the hotel industry and the implementation of regulations that regulate the management of disabled workers so that the protection and fulfillment of the rights of persons with disabilities, especially to get a job in the hotel industry in Bali. This study uses a legal approach in Indonesia, a conceptual approach, and a case approach. This study used a qualitative descriptive analysis. The results showed that to achieve governance of the disabled workforce in the hotel industry in Bali, it is necessary to regulate for three reasons. Philosophical reasons in the context of fulfilling the values of justice and equality for disabled workers in the hotel industry which are based on the goals of the state and the constitution. Sociological reasons, to increase the participation of persons with disabilities as workers in the hotel industry in Bali by building collaboration with stakeholders by forming a committee for disability areas, juridically, providing a more detailed explanation of disabled workers, especially in the Tourism Law starting from recruitment and treatment. In the future, the management of disabled workers in the hospitality industry in Bali should adopt a collaborative governance model framed by Balinese culture which in this study is named the “Tridatu Model”.

**Keywords:** governance, disabled workforce, hospitality industry, tridatu

**Introduction**

The hotel industry is the industry that absorbs the most labor among the tourism industries (Cohen, 1984). Seeing the growth in hotels, tourist visits and very high labor absorption in the tourism sector, it is undeniable that the movement towards equal rights and demands for public welfare in the tourism sector and other economic sectors has also occurred for a long time. Activists of persons with disabilities who are members of the independent organizations of persons with disabilities or DPO (Disabled People Organization) strongly emphasize the availability of accessibility facilities and infrastructure that enable them to access public services and equal opportunities to participate in various activities of daily life such as education, work, society, and politics (Macy, 1996; Hernandez et al., 2011).

The existence of the hotel industry is expected to be able to improve the welfare of the people by means of equal distribution and equality of job opportunities for both normal people and people with physical, mental, intellectual and sensory disabilities (Lovelock et al., 2013). The development of the hotel industry in Bali is obliged to include persons with disabilities in order to obtain decent work opportunities which are part of human rights and have been protected in the constitution (Mitra, 2013).

The low absorption of persons with disabilities as workers in the hotel industry in Bali is still constrained by philosophical problems, namely the unfulfilled value of justice in accordance with the provisions in the objectives of the Indonesian state and the provisions of the constitution (Ramakrishnan, 2007). Sociological problems occur because the hotel industry absorbs very few people with disabilities as workers and there is no clear governance related to the involvement of other stakeholders such as the government, private sector, and people with disabilities themselves, as well as juridical problems in not implementing regulatory provisions governing workforce management (Fuller, 2010).

Work with disabilities in Law Number 10 of 2009 concerning tourism, where there is not a single article that pertains to disabled workers so that it creates a blurred norm. Juridically, persons with disabilities have been given legal protection, starting from laws, ministerial regulations, regional regulations, and governor regulations that specifically regulate health services, education, employment, accessibility (Shergold, 2008). On the one hand, this development must be responded positively as a form of the government's seriousness for the welfare of its citizens. It must be admitted that the Indonesian government has not stayed silent and has taken certain steps to improve the poverty situation of people with disabilities through collaborative training programs with relevant ministries and with other agencies (Cook, 2006).

This situation is indeed concerning if it is compared with the fact that Indonesia already has several regulations, as a source of positive law, which regulate the fulfillment of the rights of people with disabilities. The lack of understanding of the regulations is one of the weaknesses of the organizers of the social welfare improvement program for people with disabilities, and in the end they are trapped in a charity service package. In order to provide employment opportunities for persons with disabilities in the hotel industry, the government, private sector, and civil society (stakeholders) need to ensure the elimination of various legal and social barriers to employing persons with disabilities (Groschl, 2011; Halimatussadiyah & Nuryakin, 2015).

The phenomenon of employing persons with disabilities as workers in the hotel industry is a system that presents a conception that cannot be carried out alone and demands togetherness in the direction of action and a balance of stakeholders that lead to governance. Therefore, governance is a resource management, economic and social mechanism that involves the influence of the government and non-government sectors in a collective effort (Cook, 2006). The need for a new approach in the governance model for the workforce of persons with disabilities in the hotel industry is very important and urgent to realize to fulfill the rights of persons with disabilities, especially in participating as workers in the hotel industry (Paez & Arendt, 2014).

Based on the background description above, several important questions that need to be answered in relation to this research are: 1) What is the regulatory mandate for governance of disabled workers? 2) What is the condition of the existing management of disabled workers in the hotel industry in Bali? 3) What is the level of conformity with the application of the regulatory mandate in existing practices of management of disabled workers in the hotel industry in Bali? 4) What is the model of governance for disabled workers in the hotel industry in Bali? This research has two objectives, namely general goals and specific objectives. In general, this research aims to solve problems in fulfilling the rights of persons with disabilities in particular.

### **Literature Review**

So far, several studies have been found that show the factors causing gaps in the recruitment rate of workers with disabilities, difficulties in entering the labor market, employment opportunities for people with disabilities and studies that discuss various forms of participation, gender equality, and even marginalization of persons with disabilities. This research was written by researchers observing persons with disabilities in the world of work, namely Mavromaras et al. (2007), Ramakrishnan (2007), Oguzoglu (2009), Bengisu and Baltab (2010), Groschl (2011), Halimatussadiyah et al. (2015), Mayrizka (2015), Tosirin Anaessaburi (2017).

The concepts relevant to this research include: 1) The concept of governance; 2) The concept of labor; 3) The concept of persons with disabilities; 4) The concept of tourism stakeholders; 5) Hotel concept. The theory as a frame of mind to answer the formulation of the problems formulated in this study is as follows: the grand theory used in this research is the

human rights theory which serves as an umbrella to answer the four problems and is supported by other theories.

In the formulation of the first problem regarding the regulatory mandate for workers with disabilities using regulatory theory, while the formulation of the second and third problems, namely regarding the existing conditions of implementing regulations for workers with disabilities and the conformity of regulatory mandates with the existing conditions of disabled workers in the hotel industry uses regulatory theory. To answer the formulation of the fourth problem, namely the management model for disabled workers in the hotel industry using collaborative governance theory.

### **Research Methodology**

The research design was prepared using a qualitative approach. The approach used in research on the disability management model in the hotel industry in Bali is qualitative research with descriptive type of research. This research was conducted in the province of Bali. The research subjects determined in this study are star hotels that already employ people with disabilities. To limit the scope of star hotels in this study are star hotels located in Badung Regency and Denpasar City, both state-owned hotels and private hotels or chain hotels. Collecting data in this study such as observation, in-depth interviews, and document study in order to meet expectations according to the research objectives (Miles et al., 2014). The type of research used in this research is descriptive research type, to be precise using qualitative descriptive research because the researcher intends to describe in a descriptive manner the governance model for the disability workforce in the hotel industry in Bali Province.

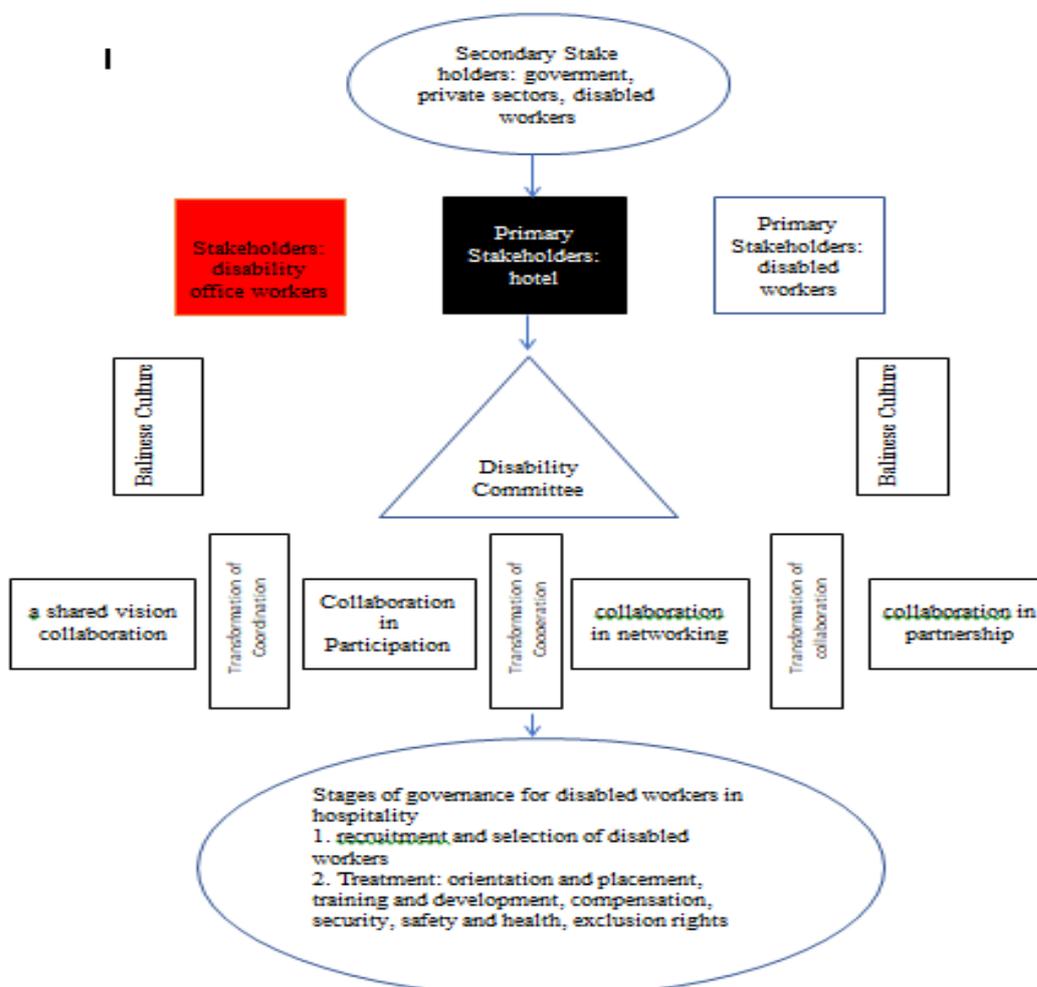
### **Results and Discussion**

The results show that there are four important things in this research, which are as follows: First, regulations governing persons with disabilities for the protection and fulfillment of their rights to get a job have guaranteed the fulfillment of the rights of persons with disabilities both at international and national levels and have also been stated. In the 1945 Constitution of the Republic of Indonesia. Further regulations regarding the guarantee of the rights of workers with disabilities are contained in hierarchical regulations ranging from laws, government regulations, regional regulations, and governor regulations (Ansell & Gash, 2007).

Second, the existing conditions of management of the disabled workforce in the hotel industry in Bali have been adjusted to the needs of persons with disabilities. Workers with disabilities have received appropriate treatment without discrimination and differences. Workers with disabilities are given the opportunity to work like other workers without disabilities on a professional basis without any consideration because of pity or because of their shortcomings, but on the other hand there are still many regulatory mandates that have not been fulfilled in protecting and fulfilling the rights of workers with disabilities. This is because the hotel has other technical considerations. Third, the level of compliance with the implementation of regulatory mandates in existing practices of management of disabled workers in the hotel industry in Bali has not fully protected and accommodated the rights of workers with disabilities, for example in recruitment, training and placement, occupational health and safety because laws and regulations have not well implemented by the hotel industry in Bali as well as other technical considerations that become obstacles in following all the provisions in the regulatory mandate.

Fourth, the governance model for disabled workers in the hospitality industry in Bali is to create a governance model that synergizes and collaborates from the three stakeholders, namely the government, the private sector (hospitality industry), and the community (people with disabilities). It turns out that the concept of the “three strengths” of stakeholders is not only in the context of governance, but is also found in parts of life, namely the way of thinking

and beliefs of the Balinese people, which in this study are represented by three stakeholders in the governance of the disabled workforce in the hospitality industry. The model of governance is presented on the following Figure 1.



**Figure 1. Stages of governance for disabled workers in hospitality industry**

In Balinese terminology, this "three forces" pattern is known as the tridatu. Moving on from this research, it confirms by giving the name of the disability workforce governance model in the hospitality industry in Bali as a triple governance model, which is a model consisting of three elements or colors that must collaborate and synergize in order to have the power to provide protection and fulfillment of their rights (Innes & Booher, 2004). That is the right of persons with disabilities to find employment in the hotel industry in Bali.

This research succeeds in revealing novelty, namely a model of management of the disabled workforce in the hotel industry in Bali. This model was born from the modification of the Eppel model and the collaborative governance model (Eppel, 2013). This model is called the "triple governance model". The naming of the tridatu governance model is a reflection of the governance of the three powerful stakeholders, namely the government, the private sector, and the community. The naming of the tridatu itself is a naming that traces the mindset and belief patterns of the Balinese people who are famous for Balinese culture. It turns out that both individuals and collectively Balinese people are accustomed to thinking and referring to a concept or pattern with all three numbers.

The word tridatu itself literally consists of the word tri or sri which means three, and datu means strength. So it can be concluded that tridatu means three strengths. The three powers

referred to in the tridatu consist of: (1) God of Brahma with a red symbol who functions as a creator, if represented in stakeholders related to this research, namely as government; (2) God of Vishnu in black as a nurturer, if represented in stakeholders associated with this research, namely as a private party (hotel industry); (3) God of Shiva with white color as a fuser, if represented in the stakeholders associated with this research, namely as the community (people with disabilities).

In Balinese life, the tridatu itself is always identified with the wearing of the tridatu bracelet. The three strands of the color of the thread are used by Balinese people in milled threads and are often used in ritual activities as a strength so as not to be hit by disaster, but not infrequently the tridatu bracelet is also used as a game. Based on the context of this research, it is represented that these three forces must collaborate so that the balance between stakeholders can be maintained to solve problems in fulfilling the rights of persons with disabilities, especially in getting a job in the hotel industry in Bali. This study found that workers with disabilities who work in the hotel industry are able to work well, are diligent and resilient and even get the achievements that have been made in their jobs, namely as the best employee of the month.

The results of this study answer the doubts and even stereotypical attitudes of the wider community of persons with disabilities as incapable, insufficient, and not in terms of charity. The results of this study reinforce and support previous research results, namely Hunsaker (2010), Roberge, Lewicki, Hietapelto, and Abdyldeeva (2011) which states that the management of the workforce, especially persons with disabilities, if they are placed according to the type of disability and the type of work it is recognized will have an effect. great for the progress of the company, either through increasing employee retention, enhancing the company's image, expanding the market, reducing absenteeism and turnover of the workforce, making the work environment more inclusive, enriching creativity and innovation.

### **Conclusion**

A model of governance of the disabled workforce in the hotel industry in Bali. This model was born from the modification of the Eppel model and the collaborative governance model. This model is called the "triple governance model". The naming of the tridatu governance model is a reflection of the governance of the three powerful stakeholders, namely government, private sector, and society. The naming of the tridatu itself is a naming that traces the mindset and belief patterns of Balinese people who are famous for Balinese culture. It turns out that both individuals and collectively Balinese people are accustomed to thinking and referring to a concept or pattern with all three numbers. The word tridatu itself literally consists of the word tri or sri which means three, and datu means strength. So it can be concluded that tridatu means three strengths. The three powers referred to in the tridatu consist of: (1) Lord Brahma with a red symbol who functions as a creator, if represented in stakeholders related to this research, namely as government; (2) Dewa Wisnu in black as a nurturer, if represented in stakeholders associated with this research, namely as a private party (hotel industry); (3) Lord Shiva with white color as a fuser, if represented in the stakeholders associated with this research, namely as the community (people with disabilities). In Balinese life, the tridatu itself is always identified with the wearing of the tridatu bracelet. The three strands of the color of the thread are used by Balinese people in milled threads and are often used in ritual activities as a strength so as not to be hit by disaster, but not infrequently the tridatu bracelet is also used as a game. Based on the context of this research, it is represented that these three forces must collaborate so that the balance between stakeholders can be maintained to solve problems in fulfilling the rights of persons with disabilities, especially in getting a job in the hotel industry in Bali.

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