

MARGINALIZATION OF HINDU FEMALE EMPLOYEES AT FIVE STAR HOTELS IN BALI (A CASE STUDY)

by Ni Wayan Karmini

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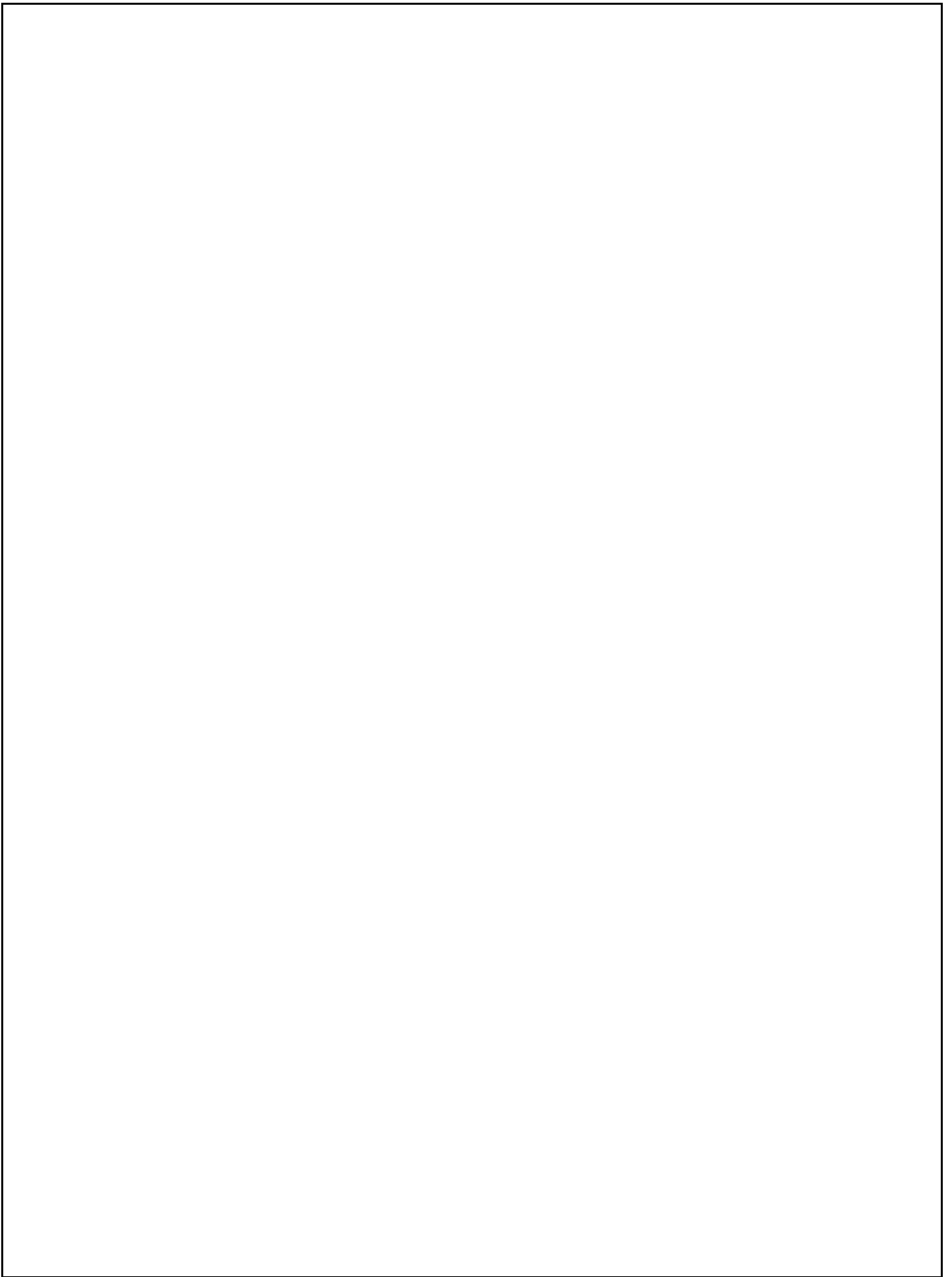
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Editorial.....

You will be happy to know that we have entered the fourth year of publication of IJ MER, since its inception in April 2012. Focusing on many interdisciplinary subjects, the published papers are spreading the knowledge with fervent hope of upholding the holistic approach. With all my heart, I reiterate to echo my sincere feelings and express my profound thanks to each and every valued contributor. This journal continues to nurture and enhance the capabilities of one and all associated with it.

We as a team with relentless efforts are committed to inspire the readers and achieve further progress. Aim is to sustain the tempo and improve. We acknowledge with pleasure that our readers are enjoying the publications of Sucharita Publishers. We solicit to receive ideas and comments for future improvements in its content and quality. Editor – in-Chief explicitly conveys his gratitude to all the Editorial Board members. Your support is our motivation. Best wishes to everyone.

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MARGINALIZATION OF HINDU FEMALE EMPLOYEES AT FIVE STAR HOTELS IN BALI (A CASE STUDY)

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I. INTRODUCTION

Historically, the progress in tourism in Bali cannot be separated from the roles played by the Hindu Balinese women. In the tourism industry and social, ritual and art activities, they are exploited. In addition, according to Anshori (2007), the beauty of their bodies is used as the productive object. Pitana (1998: 22) stated that the things which had inspired tourists to come to Bali were the beauty of the nature, the culture and the Hindu women. However, the current progress in the tourism industry does not necessarily mean that it allows the Hindu women to have the managerial position; in fact, those who are employed at five star hotels have become marginalized. Such a phenomenon can be seen from the organizational charts at the five star hotels located in Sanur area, Bali. None has been appointed a General Manager. From the six departments, namely, the Housekeeping Department, the Security Department, the Personnel Department, the Food & Beverage Department, the Department of Front Office, and the Department of Sales/Marketing, some Hindu women are appointed the lower managers; none has been appointed the top manager.

In relation to the phenomenon described above, the problems of the present study are formulated in two research questions; they are: what factors had caused the Hindu women employed at five star hotels in Bali to be marginalized; and why, as the employees employed at Five Star Hotels in Bali, they were marginalized. This present study was intended to find the solution to the problems mentioned above. As a



result, the Hindu women, especially those employed at five star hotels in Bali, will not be marginalized any longer.

II. The Factors Causing the Hindu Women Employed at Five Star Hotels in Bali to Be Marginalized

According to the research conducted in 2011, 1243 employees were employed at the Five Star Hotels located in Sanur Area; 1036 (83%) were male and the rest, that is, 207 (16.65%) were female. Out of 207 female employees, 169 (81.64%) were Hindus, and the rest, that is, 38 (18.36%) were non Hindus. Among the Hindu female employees, who were employed at three star hotels in Sanur area, only one who was in charge of the personnel department, meaning that the rest, that is, 184 were common employees. What was surprising was that among the 38 non Hindus, 6 were department heads, and that none of the Hindus was appointed the general manager or operational manager. This showed that the Hindu women had been marginalized.

The internal and external factors had caused the Hindu women employed at Five Star Hotel located in Sanur area to be marginalized.

2.1 The Internal Factor

a. Being Less Skilled and Professional

Skill and professionalism, which can be acquired through formal education, training and experience, are needed by someone who wants to be a hotel general manager. 1.62 % of the women living in Sanur area were graduates of the diploma program and 3.99% were graduates of the undergraduate program. Based on the data quoted above, several women should have been in the managerial position (Kecamatan Denpasar Selatan dalam Angka, 2011). The Hindu women who were employed at five star hotels were common employees. The study conducted at three star hotels located in Sanur area showed that no Hindu woman was in the managerial position, resulting from being less



skilled and professional (Karmini, 2011). Such a phenomenon shows that skill and professionalism, which can certainly be acquired through formal education and training are needed in order to be in the managerial position.

However, traditional and cultural activities did not allow them to acquire the skill and professionalism needed to be in the managerial position. They were too busy with their religious, traditional and cultural activities to improve their skill and professionalism, and this was implied by the customary regulations (*awig*), meaning that, structurally, they were not free to improve their skill and professionalism. In addition, they were also made to be busy with religious rituals and mutual assistance such as *ngayahang* and *ngopin* (forms of mutual assistance).

Professionalism can be obtained through education, as stated by Driyakara (1980) that education is an attempt made to humanize man (2007: 13). They can also improve their skill and professionalism through workshops and the other trainings which are relevant to tourism. Those who are employed at five star hotels need skill, professionalism, and being punctual. Ms. Ruscitawati (34 years old), the personnel manager of the Inna Grand Bali Beach, stated as follows:

..."untuk mengisi posisi manajer di hotel berbintang lima, tidak cukup memiliki ketrampilan dan pendidikan tinggi saja, yang menjadikan pertimbangan pertama adalah keprofesionalisme, juga ketersediaan waktu (Wawancara, 17 September 2014)

[..."skill and higher education are not enough for someone who would like to be in the managerial position; the first consideration is professionalism as well as availability of time (Interview, 17 September 2014).



What was stated above shows that time management is highly essential if someone would like to be employed at a five star hotel. The Bali Hindus, who were employed at five star hotels, could not concentrate on their jobs as they were also involved in the traditional and cultural activities. Being not professional and being not able to focus on their jobs did not allow them to be in the managerial position.

b. Being Bound to Families

Internally, the Bali Hindu women were also bound to their families. The Balinese people adhere to the patriarchal culture, which have been inherited from generation to generation. The patriarchal culture refers to the system in which men control the matters pertaining to families. Such a cultural inheritance should be used as a model by a small family (Parimatha, 2006: 6). The Hindu Balinese women who were employed at five star hotels still appreciate the patriarchal culture.

c. Being Bound to Tradition

The result of the study conducted by Karmini (2011) showed that none of the Hindu women was appointed the general manager of a five star hotel. The traditional factor was responsible for that. In Bali the traditional activities are organized by the traditional village (*desa adat*) or the smaller neighborhood under the traditional village (*banjar*). Thus, the traditional village is a socio-religious organization which can independently organize itself in order to achieve its objective (Windia, 2008: 92).

It can be stated, therefore, that being bound to the tradition was also responsible for the fact that it was possible for the Hindu women to be in the managerial position. Tradition (*adat*) is a social organization which contains regulations, norms and religious values written in the form of what is called *awig* (the customary law) as the umbrella which is inspired by Hinduism. The binding tradition also



caused the Balinese women, especially those who were employed at five star hotels, to be marginalized.

2.2 The External Factor

a. Limited Relation

Relation is the most important part in management; whether tourism business will be successful or fail is highly dependent on the network of relation which is built. The cultural factor and the fact that much time was spent on domestic affairs restricted the Hindu women to build the network of relation. Being a manager needs a wider relation in the tourism industry. As they were close and submitted, it was difficult for them to build relation with owners.

b. Limited Nurturing and Training Programs

The fact that only a few Hindu Balinese women became the top managers at the Five Star Hotels could not be separated from the limited nurturing and training programs which they could attend. The reason was that the nurturing and training provided by the Department of tourism could have improved their skill and professionalism. Ni Wayan Rasmini (aged 33), a staff member of the Sanur Beach Hotel, stated as follows.

“Untuk pembinaan terkait dengan kepariwisataan oleh lembaga pernah pernah diikuti, dan sebatas pada bagaimana etika dalam memberikan pelayanan kepada wisatawan, misalnya dalam sikap dan komunikasi. Pembinaan dan pelatihan dianggap sangat penting, tetapi itu sangat jarang”. Kemampuan dalam komunikasi dan ketrampilan dalam usaha didapatkan hanya mengandalkan feeling dan mengikuti yang sudah ada di lingkungan saya bekerja (Wawancara, 2 Juni 2014).



[The nurturing program in tourism provided by a governmental institution has ever been attended; however, the material was only limited to how to serve tourists, meaning that the material only included how to behave (ethics) and how to communicate (communication). Nurturing program and training is considered the most important, but it has been occasionally provided". The ability in communication and the skill needed in hospitality is only dependent on feeling and following what has been available in the environment where I am employed (Interview, 2 June 2014).

The Hindu women who were employed at five star hotels could occasionally attend the nurturing and training programs provided due to the internal and external factors mentioned above. The related institutions had found it difficult to invite the Hindu women to attend such programs as they were busy with traditional activities. Their less understanding and being closed were also responsible for the less nurturing program they were supposed to attend.

III. Freeing the Hindu Women from Being Marginalized

The external and internal factors caused the Hindu Balinese women to be marginalized. The internal factors included limited skill and professionalism, being bound to families and tradition which shackled their public role. They should be freed from what traditionally and culturally shackled them to support them in the public domain. Therefore, the *awig* (the customary law) should be made so flexible that it would not prevent the Hindu women from being employed at five star hotels. Their families should make them independent so that they can play their public role optimally.

It is necessary for the stakeholders to give opportunity to the Hindu female employees to develop their social relation. Their relation will be globalized if opportunity is given to them to develop their social



relation. It is necessary for the government to determine in the form of a policy the number of women who should be in the top managerial position at five star hotels. In addition, it is also necessary for the Department of Tourism to increase the frequency of nurturing and training programs as needed by five star hotels through related institutions.

IV. Closing

The internal and external factors caused the Hindu women employed at five star hotels to be marginalized. They should be able to reduce what had internally and externally shackled them so that they would be able to maximize their career. It is also necessary for tradition to support the status of and the roles played by the Hindu women, as they are also entitled to the top managerial position at the hotels where they are employed.

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