



Development of Watersport Tourism Management in Tanjung Benoa Tourism Attraction (Overtime Comparison Study From 2018-2020)

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ABSTRACT

This research employs a comparative analysis technique to examine the management changes at PT. Benoa Marine Recreation over the period of 2018-2020. The study focuses on planning, organizing, actuating, and supervising aspects of management. Findings indicate that PT. Benoa Marine Recreation had set targets for tourist visits, established relationships with travel agents, and implemented promotional activities to attract tourists. However, the COVID-19 pandemic in 2020 had a severe impact on the tourism industry, leading to a significant decline in tourist visits and necessitating changes in planning strategies. The study also highlights the organizing efforts in terms of recruiting employees from the local community and implementing a familial working environment. Furthermore, it examines the actuating processes, including customer service and providing new activities to keep tourists engaged. Lastly, the study discusses the supervisory practices, such as evaluating income and expenses, conducting regular meetings, and annual evaluations. Overall, the research emphasizes the challenges faced by PT. Benoa Marine Recreation due to the COVID-19 pandemic and its effects on tourism management in Tanjung Benoa.

Keywords: *Tourism Development, Watersport, Tourism Management*

1. Introduction

Indonesia is famous for its tourism. According to Law no. 10 of 2009 tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, businessmen, government and local government. According to Mathieson & Wall (1982) tourism is a series of activities in the form of temporary movement of people to a destination outside the place of residence or place of work, the activities carried out while living at the destination and the facilities provided to meet their needs both during en route or at its destination. Tourism in Indonesia is an industrial activity that is able to provide a sizable source of foreign exchange and is able to improve the people's economy. Almost all regions in Indonesia work in the tourism industry. Meanwhile, facilities according to the Big Indonesian Dictionary (2002: 415) are something that can help facilitate something. Tourism can run if it is supported by good facilities such as accommodation, smooth accessibility as well as security and the image of a good destination. If one doesn't go well, there will be an obstacle that can make tourists reluctant or don't want to visit it. One of them is that the state has a bad status or image. Especially like the current condition of Indonesia.

Tanjung Benoa is a village located in the southeast of the island of Bali. Included in the sub-district of South Kuta, Badung regency. Tanjung Benoa Beach Bali, is very famous for water recreation activities or marine tourism and is often called by the name, Tanjung Benoa watersport. The types of marine tourism available on Tanjung Benoa beach can be seen there, the Tanjung Benoa watersport. Tanjung Benoa tourist attractions are very close to one of the tourist attractions in Bali which is often used as a conference venue, namely Nusa Dua. This place is a paradise for water tourism on the Island of the Gods such as banana boat, parasailing, seawalker, scuba diving, parasailing adventure, and 8 other activities. In Tanjung Benoa, the most striking tourist activity and much loved by tourists is watersport. In Bali, this place is the only one suitable for water games because the waves are very gentle. Based on the description above, the authors are interested in studying the development of managers in the watersport tourist attraction in Tanjung Benoa within 3 years 2018-2020 because in 2020 there was a COVID-19 pandemic, so management developments will definitely experience a decline.

2. Methodology

The data analysis technique used in this study is a comparative analysis technique. The comparative analysis technique is the most extreme technique in applying descriptive analysis strategies, because this technique really applies inductive logic in its analysis. Comparative data analysis technique is a technique used to compare events that occur when researchers analyze these events and are carried out continuously throughout the research carried out, Bungin, (2007: 222). There are two types of comparative research namely, comparison over space and comparison over time. The analysis technique used in this study is the over time comparative analysis technique, namely the data analysis technique by comparing the watersport management of PT. Benoa Marine Recreation in the period from 2018 to 2020. From this comparison will analyze the meaning of these similarities and differences.

3. Results

Overview

Tanjung Benoa is a village located in the South Kuta sub-district, Badung Regency, Bali Province. Tanjung Benoa has an area of around 239 hectares, then has a population of 5,698 people in 2016 with a total of 1,303 families and also has an area density of 2,832 people/km². Tanjung Benoa has a strategic location because it is not far from tourist attractions other famous ones in Bali, Nusa Dua which is only 5km away, the beaches in Jimbaran which are only 12km away and from I Gusti Ngurah Rai International airport which is 18km away, and the last one from downtown Denpasar is 25km if taken via the Bali Mandara toll road. Tanjung Benoa is a tourist spot in Bali which is famous for its beaches. This place is also a paradise for water rides such as banana boats, scuba diving, parasailing, rolling donuts, seawalkers, flying fish, snorkeling etc. In addition, there is a cruise to Turtle Island where turtles, snakes, Bali starlings, and so on live and breed. So it's not wrong if Tanjung Benoa is known as the center of marine tourism in Bali. In Tanjung Benoa there are many local people and investors who open watersport tourism businesses. One of the watersport in Tanjung Benoa is PT. Benoa Marine Recreation or better known as BMR (Benoa Marine Recreation) Dive and Water sports. Located at Jalan Pratama No 99X, Tanjung Benoa Village, South Kuta District, Badung Regency, Bali.

This company was founded on October 20, 1985 and was the first company to start a water sports business founded by the late Alm. I Wayan Suweja and continued by his children. BMR is the most complete water sports company in Tanjung Benoa. There are 37 activities that can be done at BMR, namely parasailing, parasailing adventure, banana boat, jet ski, donut boat, fly fish, butterfly shark, buzz bomb, big gamer, evo pro 2, sniper, outsider 3, connelly, big beast, kamakazi, GX 4, R3 inflatable, SR 2, knee board, speed boat, water ski, water ski seat, wake boarding, fly board, hover board, ocean bumper, snorkeling, glass bottom boat, turtle island, aqua lounge, mangrove jungle tour, fishing (coral fishing, trolling fishing, and sunset fishing), dolphin watching tour, bali ocean walker, diving, power dive, and bali ocean club (fish feeding for zebra fish and attract and swim with nemo). BMR offers a wide variety of water activities and rides. BMR always innovates and develops new activities related to water sports so that tourists don't get bored with the monotonous water sports. BMR always provides new products and offers water sport packages with attractive promos.

Differences in watersport management PT. Benoa Marine Recreation from 2018-2020

PT. Benoa Marine Recreation located in Tanjung Benoa Bali was founded by local people from there. The BMR manager also takes or employs staff from Tanjung Benoa in order to advance the economy of the Tanjung Benoa people themselves. Because PT. BMR opened its business in the Tanjung Benoa area, so the manager wants to make the economy of the people in Tanjung Benoa better.

In this study, researchers used overtime comparisons to make different management. This overtime comparison is carried out with a period from 2018 to 2020. The aspects that will be discussed in the differences in watersport management at PT. Benoa Marine Recreation from 2018-2020 based on management including planning, organizing, actuating and supervising. In this study, researchers conducted research by coming directly to PT. BMR and conducted a direct interview with Mr. Alit Juniartawan as the operational staff manager.

Planning (Planning) is the selection of facts and efforts to connect the facts with one another, then make estimates and forecasts about the situation and formulation of actions for the future if needed to achieve the desired results.

In 2018, PT. Benoa Marine Recreation has a plan that will be achieved in 2018. In this plan PT.BMR has a target of tourists who are expected to reach more than 500 people visiting every day. To achieve this target, the BMR manager must find as many relationships as possible, especially with travel agents so that after working with travel agents it is hoped that they will be able to bring in more tourists so that the target can be achieved or can exceed the target. In 2018 PT. BMR has collaborated with 50 travel agents in Bali who are PT. BMR's relations. In addition, the efforts made by PT. BMR to carry out the planning is to promote PT.BMR so that it is better known and in demand by local tourists and foreign tourists by means of promotion on social media, online travel agents, online car rental, in addition to social media, there is a routine annual event called Deep and Extreme which is held at the Jakarta Convention Center (JCC) in Jakarta. Besides in Jakarta PT. BMR also promoted it to other cities in Java in the form of the Java Roadshow, and not only domestically. PT. BMR also promoted it, the management also took part in the ADEX (Asia Dive Expo) event in Singapore and Malaysia. Another goal carried out by PT. BMR, namely product sales that are carried out as much as possible and tourists who come there can have an interest in coming again on another occasion so that tourists who come are repeater guests. In achieving this goal the important role of handle staff is very important because they are the ones who directly meet tourists so they must convince tourists to carry out watersport activities at PT. BMR. The handle staff there must provide excellent service to tourists so that tourists who come there will come back again and become loyal customers to PT. BMR. PT. BMR also carries out short-term planning and also long-term planning for short-term planning, namely by developing watersport in Nusa Lembongan and Nusa Penida and leaving Bali to develop watersport in Klaten, Central Java, Red Island in Banyuwangi, East Java, Lamongan, East Java, and Karimun Jawa. Jepara, Central Java. Long-term planning carried out by PT. BMR wants to move into the accommodation sector by building hotels in Bali.

In 2019, planning carried out by PT. BMR is not much different from what was done in 2018. Because PT. BMR still has the same target of bringing in as many as 500 tourists per day visiting PT. BMR. This year the manager is still maintaining good relations with existing relations such as travel agents so that when they are still maintaining good relations, travel agents can bring tourists to PT. BMR. Other business carried out by PT. BMR is still the same as

in 2018, namely by promoting it on social media, online travel agents, renting cars online so that local and foreign tourists are interested in enjoying watersport tourism at PT. BMR. But in December 2020 there started to be bad news for tourism around the world because of the news of the COVID-19 virus from China. make changes to planning how to keep going if there is the COVID-19 virus. PT. BMR makes plans that make you rack your brains on how to keep going when the COVID-19 virus arrives.

In early 2020, PT. BMR still has the same plan by targeting the number of tourist visits of 500 tourists per day visiting PT. the BMRs. However, this plan did not go well because on March 2, 2020, the Indonesian president, Mr. Joko Widodo, announced that there were Indonesians who were infected with the COVID-19 virus. Then in late March the government began tightening access to Bali so that there would be no spread of the COVID-19 virus. When the government began to tighten entry into Bali, tourists coming to Bali decreased drastically. In addition to government regulations that tighten access to the island of Bali, people are also thinking about going on vacation due to the COVID-19 pandemic virus. With existing government regulations and reducing tourists coming to Bali, tourism entrepreneurs in Bali are the most affected, because there are no tourists going on holiday and playing in Bali. When the pandemic started, PT. BMR has lost all tourists who come there because tourists are also afraid to take a vacation. In August 2020 the government relaxed access to Bali a bit, but if you want to enter Bali you have to take an anti-COVID-19 test first. When the access to Bali was relaxed a little, the general manager of PT. BMR racked their brains to plan for tourists to come to PT. BMR. The general manager does this by holding promos for playing activities at PT. BMR. The promo was carried out via the Instagram account of PT. BMR named bmrbbali there the manager does a discount promo so that local tourists are interested in coming but in August there were still very few who came and enjoyed the activities at PT. BMR. In December 2020 it has also been relaxed to come to Bali but still have to test for COVID-19. At that time tourists began to vacation in Bali because tourists had been staying at home since March and needed time for a vacation. PT. BMR also takes advantage of the hectic number of tourists coming by planning, namely by providing promos on its Instagram account. Other plans from PT. BMR is managing costs such as tax burden, employee salaries, telephone and equipment for watersport activities which must incur costs while non-operational from mid-March to August 2020.

Organizing (Organizing) is defined as the activity of applying all activities that must be carried out between work groups and assigning certain authorities and responsibilities so as to realize business unity in achieving the goals that have been set.

In 2018, organizing the organization at PT. BMR has been said to be running well in accordance with their respective functions, duties and jobs. In properly organizing all employees of PT. BMR works well together to achieve the desired goals. The General Manager approaches his employees in a familial way and does not hesitate to go directly to the field to see the performance of his employees so that the solidarity of the manager and all members of the employees of PT. BMR is well maintained. By using a family system, employees like to violate work regulations, especially during working hours and when they go home from work, which are still not in accordance with the regulations made. There are employees who come late and leave work before working hours are over. I Nyoman Sarwana as the general manager of PT. BMR already knows if there are employees who violate work regulations but the general manager does not reprimand the employees because they already know that this is a common thing to happen. PT. BMR recruits employees using a kinship system and therefore if PT. BMR requires employees to only notify their employees to offer employees' families or friends of employees who want to work and are intended for the local Benoa community to be in the accounting, marketing and staff handling departments. PT. BMR does not have a written work contract and there is no work bond with PT. BMR. With this method, employees have no intention of resigning because employees are reluctant and respect their superiors. As for employee salaries, it is said that they are still not in accordance with the UMR (Regional Minimum Wage) because employee salaries still vary, some are above the UMR or below the UMR according to their performance and work division. In 2018 PT. BMR has 195 employees and according to the general manager of PT. BMR by having existing employees is sufficient to meet the needs in the management of PT. BMR and watersport activities. PT employees BMR is dominated by the local people of Tanjung Benoa and a few of the people come from Banyuwangi and Timor.

In 2019, Organizing at PT. BMR is not much different from before, because it is still running well according to their respective functions, duties and jobs. This year the organization at PT. BMR does not have a significant difference because the general manager who prioritizes kinship makes the employees who work there feel comfortable and do not want to leave PT. BMR. Still the same as in 2018 the general manager does not open job vacancies in general, but informs employees if family or relatives of employees who want to work can inform the general manager. This year they still have the same employees as in 2018 and employees are still dominated by the local Benoa community and employees outside Benoa are dominated by the Timorese people.

In 2020, organizing the organization at PT. BMR is very much different from 2018 and 2019 due to the COVID-19 pandemic. In this year PT. BMR laid off many employees who worked there because they were affected by COVID-19. Employees who are still working there are only employees who want to be invited to volunteer to work at PT. BMR and keep this company standing. Employees who want to voluntarily take care of PT. BMR still exists, food is provided by the management every day so employees don't think about spending money to buy food. Employees who were laid off this year could reach 80% of the previous employees. So this year employees who volunteer to work at PT. BMR do not get a fixed salary because of the uncertainty of tourists coming. Therefore PT. BMR retains employees who volunteer to work there.

Actuating is placing all members of the group to work consciously to achieve a predetermined goal in accordance with organizational plans and patterns.

In 2018 the mobilization carried out by PT. BMR with a working mechanism, namely tourists who come are greeted with good hospitality and handled by the handle staff and if tourists choose watersport activities, then they make payments to the cashier. Furthermore, after paying at the cashier, tourists are given tickets depending on the selection of activities sorted by tourists and the ticket is given to the head of the division according to the selection of activities carried out by tourists. Before doing watersport activities at PT. BMR conducts briefings for tourists who come in groups and in large numbers. The purpose of conducting a briefing is to avoid problems or complaints. If during a watersport activity an accident occurs at PT. BMR will provide insurance from Jasa Raharja. If it causes physical disability, Rp. 50,000,000 will be covered by funds and if it causes death, Rp. 100,000,000 will be paid for. But so far nothing has been fatal, just abrasions due to hitting coral reefs. In carrying out this watersport activity, the general manager directs all of his employees by monitoring the performance of the employees whether they have done their job properly to achieve the company's target goals. In 2018 the company is targeting 500 or more tourists but in reality it only reached 400 tourists during the low season, so the solution created by the general manager

brings the company closer to travel agents, offers attractive promos and watersport tour packages and offers PT. The new BMR. It is different from the high season, the number of tourists who come is very large and exceeds the target set. This proves that the direction carried out by the general manager has been going well. There is no difference between superiors and subordinates who are considered equal, that's what makes the company's target achieved. The general manager prioritizes the value of mutual cooperation among employees, so that a high sense of solidarity among employees is formed naturally from a high sense of solidarity, there is never any conflict between employees and also with the general manager. Employees are encouraged to provide services to tourists by means of 3 S (Smiles, Greetings, and Greetings) and also not to mix personal matters with work matters. Employees are asked by the general manager to be responsible and honest in achieving company goals. The general manager will summon employees who are working lazily and while working and will be directly reprimanded and advise employees then find the best way out. This makes employees feel comfortable in being open to the GM, thus creating an atmosphere that is conducive to continuing work.

In 2019, the mobilization carried out by PT. BMR is not much different from 2018 because they are still employees who welcome tourists with excellent hospitality. Also this year, prior to watersport activities, tourists will receive a briefing so that unwanted things such as accidents do not occur. The briefing itself is carried out by each staff who handles each of their respective sections. If an accident occurs while doing activities at PT. BMR then causes physical disability, Rp. 50,000,000 will be covered by funds, and if it causes death, Rp. 100,000,000 will be covered by funds. The number of tourists who come to PT. This year's BMR is still fluctuating, because during the low season it has not reached the desired target but during the high season the tourists who come have met the target and some have exceeded the target. Another encouragement given by the general manager to his employees must work in mutual cooperation so that employees have a high sense of solidarity to achieve the goals that have been previously targeted.

In 2020, the mobilization carried out by PT. BMR at the beginning of the year was still the same as that carried out by employees there. However, when the COVID-19 pandemic arrived, the movement changed, such as employees welcoming tourists by prioritizing health protocols such as checking temperatures, providing hand sanitizers, and also ordering tourists to keep wearing masks due to the dangers of the COVID-19 pandemic. This year, when conducting the briefing, you must still wear a mask. After that, when playing watersport activities, PT. If BMR wants to play without wearing a mask, that's fine, but if you still want to use it, it's also permissible because there are still tourists who are paranoid about the COVID-19 pandemic. This year also the general manager is still providing mobilization to employees to keep working enthusiastically even during this pandemic and tourists who come also rarely come. When there are tourists who come, they must be welcomed properly, providing services to tourists must be by means of 3 S (Smile, Greet, and Greeting). So that tourists want to come back to PT. BMR. In this year also the general manager of PT. BMR laid off some of its employees and invited those who wanted to volunteer during the COVID-19 pandemic. And the number of tourist visits to PT. BMR in 2020 is very far from the desired target which was previously targeted at 100%, in fact only 5% came, experiencing a decrease of 95% for tourist visits. In December this year, tourists started to come, starting from a group of tourists who came using the travel bus and enlivened PT. BMR.

Supervision (Controlling) is defined as the process of determining what is achieved, measuring and correcting implementation activities and if necessary taking corrective action on implementing activities so that they can proceed according to plan.

In 2018, PT. BMR which supervises the management of PT. BMR is the general manager and supervision of watersport activities is carried out by the operational manager. The division is expected to facilitate the supervision process at PT. BMR. Because every watersport activity there already has its own head of staff. So if there are problems or other things, the head staff immediately tells the water sports manager after that he tells the operational manager. The operational manager himself has a duty to solve problems or handle complaints if there is an accident. If the problem cannot be resolved by the operational manager, the operational manager will report the problem to the general manager. Supervision of water sports equipment and equipment is carried out every day in the afternoon after the water sports activities are finished so that the next day the water sports equipment and equipment can be used immediately. The one who checks the tool is each watersport head staff. The quality of employees owned by PT. BMR has been very good as can be seen from its performance which is in accordance with the SOP (Standard Operating Procedure) and also its employees have worked in their respective fields and functions. However, with general managers who use a family system, sometimes employees violate existing work regulations. In reviewing the general manager's employees, they look at the discipline, work intention or willingness to work, responsibility, and the work results of their employees. Supervision of management at PT. BMR is an evaluation of the income and expenses of PT. BMR is done once a week so that it can be controlled. And there is also a general meeting which is attended by all management and employees of PT. BMR is done once a month. This meeting was held to evaluate the problems faced, how to deal with these problems, how to increase tourist visits, and much more was discussed. And finally, under supervision, there is an annual evaluation that discusses income, benefits from watersport, salaries for employees, company debt, and planning programs or goals to be achieved for the following year.

In 2019, PT. BMR is still carrying out the same supervision as in 2018, to the management of PT. BMR is the general manager and supervision of watersport activities is carried out by the operational manager. The division is expected to facilitate the supervision process at PT. BMR. Because every watersport activity there already has its own head of staff. For supervision of tourists, if there are tourists who make complaints directed to the operational manager, but if the operational manager cannot handle or resolve complaints made by tourists, the operational manager can report to the general manager and a way out will be sought to resolve this problem. For other supervision, such as equipment and supplies, it is carried out every afternoon and is carried out by the head of staff who has received a section to check whether anything is damaged or missing and to put it in a safe place to avoid danger.

In 2020, PT. BMR is still carrying out the same supervision as in 2018 and 2019, to the management of PT. BMR is the general manager and supervision of watersport activities is carried out by the operational manager. The division is expected to facilitate the supervision process at PT. BMR. Because every watersport activity there already has its own head of staff. There is a difference in supervision in 2020, namely in the supervision of equipment, because during this pandemic there were not many tourists who came, it even dropped dramatically from previous years, reaching 95%. Supervision of the equipment and equipment is usually carried out by checking in the morning because there are still no tourists coming, such as heating the jetski engine so it doesn't get damaged because as Mr. Alit Juniartawan as the informant interviewed said if the jetski engine is not heated for a week it will be damaged, and from supervision this is the additional cost of buying the jetski engine oil itself. And apart from supervision of equipment and supplies, there is also supervision of buildings at PT. BMR.

4. Conclusion

Based on the results of the discussion above, it can be concluded that the differences in management that occurred at PT. Benoa Marine Recreation in 2018-2020 experienced a very significant difference in 2020 due to the COVID-19 pandemic that entered Indonesia, so tourism in Indonesia, especially Bali, has decreased, there are no tourists coming to Bali, so the development of the management of PT. Benoa Marine Recreation in 2018-2020 experienced a decline. Aspects of management that have decreased at PT. Benoa Marine Recreation is the target of tourist visits, organizing employees where 80% of employees are laid off.

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