

# The Management of Bali's "Eka Karya" Botanical Gardens in the New Normal Era

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## ABSTRACT

*The entry of new management into the Bali "Eka Karya" Botanical Garden almost coincides with the start of the COVID-19 pandemic, so there are many changes in management patterns which certainly have an impact on the management of the Bali "Eka Karya" Botanical Garden, both positive and negative. This phenomenon is the main reason why this research is carried out, namely to find out the changes that occurred, analyze the management applied by PT. Mitra Natura Raya in the new normal era, and identify the shortcomings in the management of the Bali "Eka Karya" Botanical Garden. Moreover, the data types used in this study were qualitative and quantitative data with data collection methods of observation, interviews, and documentation. This study used qualitative data analysis using the concept of management by G.R. Terry. The results showed that during the pandemic there were changes in the types of visitors, there were additional dining and rental facilities, and the holding of events to attract visitors, and significant changes occurred in the number of visitor visits. In management, the Botanical Garden "Eka Karya" Bali planning, organizing, actuating, and controlling well, as evidenced by the operation that is still running and the number of visitors is still large even though there is dysfunction, but it is still considered not urgent because the problems are capable of being resolved. In the manifest function, professionalism has been pursued. Manifestly, the workers continue to make maximum efforts to carry out their duties. The latent function of the management of the Botanical Garden "Eka Karya" is that there is a shift in the focus of the botanical garden from conservation to business oriented. Hasil interpretation also shows that the quality and quantity of HR must be improved.*

**Keyword:** management, tourist attraction, new normal, COVID-19

## 1. INTRODUCTION

Tourism is one sector that has an important influence on the economy of all countries in the world. Tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, businessmen, government, and local governments (Law - Law of the Republic of Indonesia Number 10 of 2009 concerning Tourism, Article 1 paragraph 3). Tourism activity has now become one of the secondary and primary needs in some circles, which means that it must be fulfilled. Tourism is a universal human need that will never die (Djakfar, 2017).

The tourism sector in Indonesia is one of the leading sectors or one of the priority sectors of national development launched by the government (mbisnis.com, 2019). This can be seen from government programs, including the existence of 10 new Indonesian Balis, a short visit visa-free policy for 196 countries, and the high number of foreign tourist targets to Indonesia in 2019 which is 20 million tourists (voice.com, 2019). The government makes tourism as a leading sector because the tourism sector is a contributor to the nation's economy that exceeds CPO (crude palm oil). In 2018 the Indonesian tourism sector contributed the largest foreign exchange with a value of more than USD 19.2 billion (economy.okezone.com, 2019). This can also be seen from several regions in Indonesia that have developed their potential and have become tourist destinations. The economy of the government and the people of the area continues to grow, such as Lombok and Sumba (rri.cp.id, 2019).

The government continues to increase the growth and development of tourism in almost every region in Indonesia because the government of the republic of Indonesia feels the influence of tourism activities for the economy and the welfare of the community and sees the enormous potential of the Indonesian state in the form of natural beauty, as well as ethnic and cultural diversity.

Bali is the prima donna of Indonesian tourism which is well known throughout the world, this makes the name Bali used by the Indonesian government to promote other areas in Indonesia called the 10 New Balis. Bali as the prima donna of Indonesian tourism makes Bali rely on the tourism industry as its main income (news.ddtc.co.id, 2018).

In 2003, it was recorded that around 80% of Bali's economy was fully dependent on the tourism industry, and data in 2019 also shows that the contribution of the tourism industry to the Balinese economy is 78% while the agricultural sector only contributes 14.5%. Tourism activities have proven to be very open to opportunities in increasing the income and income of the community and local governments on the island of Bali (Purwahita, et al 2021).

Bali's economy, both government and local communities, depend heavily on the tourism industry. So that the state of the economy depends on the number or number of tourists both domestic and foreign who travel to Bali. The more tourists, the greater the opportunity to improve the economy.

The emergence of the Corona Virus at the end of 2019 had a very large and significant impact on almost all sectors of human life. The tourism sector is one of the sectors most affected by the COVID-19 outbreak. Tourism, which initially continued to develop and experience very rapid growth, is now experiencing a large decline or a very drastic decline, it can even be said to be paralyzed. From table 1.1 above, it can be seen that the decline in the number of tourist arrivals in Bali in 2020 was very large, reaching a growth rate of -56.41% for domestic tourists and -82.96% for foreign tourists. The COVID-19 pandemic has caused the world economy to be at a point of uncertainty as seen from the increase in the Global Uncertainty Index, CDS, VIX, and weakening commodity prices. Several world institutions such as the International Monetary Fund (IMF) have cut their projections for global economic growth this year to -3.0%. The World Bank also lowered its forecast to -5.2%. In addition, Indonesia's economic growth was also only able to touch 2.97% in the first quarter of 2020, from 4.97% in the fourth quarter of 2019, due to the COVID-19 pandemic which halted most economic activities (ekon.go.id, 2020).

Overcoming economic problems in the midst of the COVID-19 pandemic, the government is determined to create productive and safe community conditions from COVID-19 or what is known as a "new normal" condition. Reporting from the Coordinating Minister's official website (ekon.go.id, 2020) Coordinating Minister Airlangga Hartanto revealed that the new normal condition requires the readiness of general and special/sectoral protocols. The general protocol is carried out by keeping a distance, using masks, washing hands regularly, preparing or carrying hand sanitizers, and consuming vitamin intake regularly. General protocols apply to the entire community, while specific/sectoral protocols adapt to the type and characteristics of the industry.

The implementation of the New Normal has made the tourism sector, especially in Bali, slowly begin to rise from adversity (liputan6.com, 2020). However, the number of people who carry out tourism activities or so-called visitors or tourists is still very minimal. This is certainly a challenge for every tourist attraction, so there needs to be proper management to be applied in order to be able to attract tourists, especially local visitors, to come to visit.

Proper and good management is also the key to the success of a tourist attraction, such as the statement from Oksaria, Member of the Indonesian National Tourism Industry and Economy Committee that professional, profit-oriented and destination-based management is the main key to the success of a destination or tourist attraction (mliputan6 .com, 2019).

The island of Bali, which is famous for its cultural tourism which is rich in tradition and uniqueness, turns out to have a natural tourist attraction besides attractive beaches. The Bali "Eka Karya" Botanical Garden, located in the Bedugul area of Tabanan Regency, was originally an area or place for conifers, and later developed into an ex-situ conservation area managed by the Indonesian Institute of Sciences (LIPI). The "Eka Karya" Bali Botanical Garden offers a variety of interesting products, which combine education or education, plant conservation, botanical research, and recreation into one, making it one of the most popular and popular tourist attractions visited by visitors.

The number of visitor visits to the "Eka Karya" Bali Botanical Gardens in 2019 reached more than 700,000 visitors. This proves that the "Eka Karya" Bali Botanical Garden is one of the most popular tourist attractions visited by visitors on the island of Bali. However, in 2020 there was a drastic decrease in visitors to the "Eka Karya" Bali Botanical Gardens caused by the COVID-19 pandemic. The Botanical Gardens offers a wide variety of interesting products and activities for visitors. Visitors can relax while enjoying the beauty and peace of nature, see various kinds of tropical rain forest plants and take selfies while learning the meaning or meaning of the existing statues.

In early 2020, there was a very significant change in the management pattern of the "Eka Karya" Bali Botanical Gardens, this was caused by the entry of new management. On January 1, 2020 the Indonesian Institute of Sciences (LIPI) which since September 2021 has become the National Innovation Research Agency (BRIN) collaborated with

PT. Mitra Natura Raya (MNR), namely the private sector as a partner to help manage four Botanical Gardens in Indonesia, one of which is the Bali Botanical Garden "Eka Karya". This partnership aims to strengthen the function of the botanical gardens. PT. Mitra Natura Raya functions to manage the Botanical Gardens operationally and is responsible for tourism and education, while BRIN functions to manage research, research and conservation (venuemagz.com, 2020).

The entry of new management into the "Eka Karya" Bali Botanical Gardens almost simultaneously with the COVID-19 pandemic that occurred throughout the country, this of course has a very significant influence on the management of the "Eka Karya" Bali Botanical Gardens, starting from the change of management in operational funds, both from operational funds that used to be from the state budget but after the change became the responsibility of the private sector, there was a shift in focus from conservation to business and other things which of course changes or changes in the management (operationally) have a positive or negative impact on operations as well as workers. Coupled with the pandemic period which caused the "Eka Karya" Bali Botanical Garden to be temporarily closed, there was a drastic decrease in the number of visitor visits which meant a decrease in the amount of income so that operational costs were suppressed, and the efforts made by PT. Mitra Natura Raya in building visitor trust and attracting visitors to visit the "Eka Karya" Bali Botanical Gardens in the midst of a pandemic.

This phenomenon is the main point why this research was conducted, namely to analyze the changes that occur in the management pattern, and what kind of management has been carried out and has been implemented by PT. Mitra Natura Raya at the "Eka Karya" Bali Botanical Garden in the new normal era. This research was also conducted to find out the shortcomings in the management of the Botanical Gardens so that it can then be used as suggestions for improving the management of the Bali "Eka Karya" Botanical Gardens. Therefore, the title of this research is "Managing the Tourism Attractiveness of the "Eka Karya" Bali Botanical Gardens in the New Normal Era".

## 2. LITERATURE REVIEW & METHODOLOGY

Literature review is a critical study of the discussion of a topic that has been written by accredited researchers or scientists. Expertise is recognized when research is published through national/international standard journals/seminars or in the form of a representative printed book, Pranoto (2017). A review of the results of previous studies is used or included in the study as a form of comparison of the research to be carried out with previous research. A review of the results of previous studies is carried out if the titles of previous studies intersect with the research to be carried out.

The study of the results of the first research was carried out by Rahmanof, et al in 2020. This study discusses the impact of the COVID-19 pandemic on the tourism industry, especially Azerbaijan and how to overcome the crisis caused by COVID-19. The results of the study show that management during a pandemic must consider the main aspects and goals of sustainable development. The main objective of this research is to form recommendations for the management in meeting sustainable development goals in Azerbaijan's tourism industry especially in the midst of the crisis caused by COVID-19.

The similarities in this study are that they both discuss the impact of the COVID-19 pandemic on the tourism industry and both discuss the proper management method in the midst of a pandemic. Meanwhile, the difference between this research and previous research lies in the focus and location of the research. The focus of this research is to make strategies or recommendations for the management, while the focus of the research to be carried out is the analysis of applied management. This research was also carried out in Azerbaijan, while the research that will be conducted is located in the Bali "Eka Karya" Botanical Garden.

A review of the results of the second study was carried out by Syafitrah, et al in 2021. This study aims to determine the ecotourism management strategy of Cibodas Botanical Gardens during the new normal period. The results showed the total score for the Internal Factor Evaluation was 0.57722 and the total score for the External Factor Evaluation was 0.58789 with a quadrant I (one) position, namely Aggressive, with the form of a strategy, namely COVID-19 alert mitigation in ecotourism services, coaching and mentoring. community, make policies and special services for COVID-19, create new innovation programs and infrastructure, build cooperation in the fields of service, tourism business, and environmental security as well as form environmentally conscious and conservation organizations.

The similarity in this study is that they both discuss the management of the tourist attraction of botanical gardens in the new normal era. Meanwhile, the difference between this research and previous research lies in the location and focus of the research. The focus of this research is to make a management strategy while the focus of the research to be carried out is the analysis of applied management. This research was conducted at the Cibodas Botanical Gardens, while the research to be conducted was located at the "Eka Karya" Botanical Gardens in Bali.

The third study was conducted by Hutagalung in 2019. This study aims to describe and describe the management of the Equator Monument tourism object in Pontianak City, as well as the inhibiting factors in managing the Equator



Monument tourism object, and the efforts made by the Pontianak Youth Sports Tourism Office. The data analysis technique was carried out by data reduction, data presentation, as well as drawing conclusions and verification. The results of the study show that all tourism management indicators reviewed using Cox's theory (1985) in Pitana and Diarta (2009) of the 4 (four) dimensions above have been implemented well except for the Resource Dimension on the Human Resources and Infrastructure indicators for program implementation, namely there are still obstacles to infrastructure. not yet fully exist and still do not exist according to the standard.

The similarity of this research lies in the object of research or the focus of the research, namely the management of tourist attractions. In addition, both use qualitative research methods with a descriptive approach. Meanwhile, the difference between this research and previous research lies in the research location. This research was conducted at the Equator Monument in Pontianak City, West Kalimantan Province, while the research to be conducted is located in the "Eka Karya" Botanical Gardens in Bali.

The fourth study was conducted by Pushpha and Dananjaya, in 2019. This study aims to determine internal and external factors as well as strategies for developing the Eka Karya Bali Botanical Gardens. The population used in this study was the Head of the Tabanan Regency Forestry Service, managers, academics, community leaders, and visitors to the Eka Karya Bali Botanical Gardens. Literature review is a critical study of the discussion of a topic that has been written by accredited researchers or scientists. Expertise is recognized when research is published through national/international standard journals/seminars or in the form of a representative printed book, Pranoto (2017). A review of the results of previous studies is used or included in the study as a form of comparison of research to be carried out with previous research. A review of the results of previous research is carried out if the titles of previous studies intersect with the research to be carried out.

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According to Sugiyono (2017) data analysis is a process of systematically searching and compiling data, data obtained from interviews, field notes and documentation, by organizing data into categories, breaking down into units, synthesizing, compiling into patterns, choose what is important and what will be studied, and make conclusions so that they are easily understood by themselves and others. In this study, data analysis was carried out using qualitative data analysis techniques by Miles and Huberman (1984) in Sugiyono's book, (2017) which suggested that there are 4 steps in data analysis, namely:

1) Data Collection.

Data collection is the stage of researchers collecting data from observations, interviews and literature studies.

2) Data Reduction

Reducing data means making summaries or details that contain the main things that are important, and in accordance with the themes and patterns being sought. Data reduction is used to sort out all the findings in the field according to the research problem, so that the research results can answer the problems raised in this study.

3) Data Display

Miles and Huberman introduced two kinds of formats, namely context diagrams and matrices. In this study, the data that has been reduced is known to be presented in certain chapters and sub-chapters. The presentation of the data is narrative but not only descriptive but accompanied by analyzes of the research.

4) Conclusion and Data Verification (Conclusion Drawing/Verification)

The data obtained were then categorized, searched for themes and patterns and then drawn conclusions. Drawing conclusions are used on research results that have been adapted to the themes and patterns of problems in this study and have been analyzed with the concepts or theories used. The conclusions obtained may be able to answer the formulation of the problem that has been formulated from the start, but it may also not because the problem is basically temporary and will develop after the researcher begins to conduct research.

### 3. RESULT

#### 3.1 Existing Condition of Bali's “Eka Karya” Botanical Garden

The COVID-19 pandemic causes changes in various arrangements of human life and certainly affects all aspects of human life, ranging from aspects of health, economy, education, socio-culture and tourism. The tourism industry in Indonesia, especially Bali during the pandemic, can be said to be suspended, but since the implementation of the new normal, Bali tourism has slowly started to rise from its slump. The Bali “Eka Karya” Botanical Garden as one of the famous tourist attractions on the island of Bali has also undergone various changes, both in terms of the number of visits, behavior, SOPs for visitors, and other changes.

Before the pandemic, visitors were free to travel anywhere and were free to congregate in large numbers, for this reason, the types of visitors who visit the Bali “Eka Karya” Botanical Gardens are visitors who come in large groups using buses, be it groups of school children, company employees or other groups with educational, recreational or gathering purposes. However, during the new normal, which causes limited visitor movement, the types of visitors who come to the “Eka Karya” Bali Botanical Gardens are dominated by millennials and visitors who come with their families to spend leisure time with their partner or friends and family. . Scooter rental facilities that are trending or viral on social media are the main attraction for millennial visitors, while the wide green and clean fields and cool air are the main attraction for visitors who come with their families.

In this new normal era, the Botanical Gardens “Eka Karya” Bali also added many new facilities to attract visitors such as scooter rentals, additional dining facilities, namely Café Lake View and Café Air Mancur as well as holding interesting events regularly to attract visitors and also holding interesting promotions every month. One very significant change from before the pandemic and the new normal era can be seen from the number of visitor visits. the number of visitor visits in the new normal era only reached half or about 50% of the number of visitor visits before the pandemic which was dominated by local tourists. A very significant difference can also be seen from the number of foreign visitor visits which in the new normal era did not even reach 10% of the number of visitor visits before the pandemic.

The existing condition of the Bali “Eka Karya” Botanical Garden at that time was very different from before the pandemic, especially in the types of visitors who came to visit. The COVID-19 pandemic which makes all activities

must be carried out from home makes humans feel depressed and often feel stressed for that in the new normal era when humans are able to carry out their activities even though they are still limited. , and relax because the Bali Botanical Gardens "Eka Karya" has a variety of tourism products that allow visitors to carry out various activities supported by the view and the fresh and cool air in the Bali Botanical Gardens that creates comfort for visitors and a feeling of security in the midst of a pandemic. These are the things that make visitors, especially local visitors, whether it's the millennial generation who come with partners and friends or visitors who come as a family, don't feel bored and want to visit again.

### 3.2 Management of Bali's "Eka Karya" Botanical Gardens in the New Normal Era

"Eka Karya" Bali Botanical Garden is one of four (4) Botanical Gardens managed by the National Innovation Research Agency (BRIN) and PT. Mitra Natura Raya is managed based on 5 (five) pillars, namely:

1. Conservation;
2. Education;
3. Research;
4. Nature tourism; and
5. Environmental services.

In this study, PT. Mitra Natura Raya is the subject of the research, because PT. Mitra Natura Raya is a private partner that BRIN collaborated with in January 2020 as the operator responsible for managing gardens outside the collection area, which in turn runs the two (2) pillars of the Botanical Gardens, namely education and tourism.

The Botanical Gardens that are managed are the Bogor Botanical Gardens, Cibodas Botanical Gardens, Purwodadi Botanical Gardens and finally the "Eka Karya" Bali Botanical Gardens. The name "Eka Karya" for the Bali Botanical Gardens can be interpreted as the first Botanical Garden which was the result of the work of the Indonesian people themselves after Indonesia's independence, this name was proposed by I Made Taman. The vision and mission of the "Eka Karya" Bali Botanical Gardens are as follows:

#### Vision

To become the best world-class Botanical Garden which is a national and international reference in the field of ex-situ conservation of tropical mountain plants and services in the aspects of botany, environmental education, horticulture, landscape and tourism.

#### Mission

Preserving, utilizing and developing the potential of plants, especially those from Eastern Indonesia, through conservation activities, educational research and increasing public appreciation of the Botanical Gardens, plants and the environment in an effort to use them sustainably for the welfare of the community.

PT. Mitra Natura Raya was given the responsibility to manage the "Eka Karya" Bali Botanical Gardens in early 2020. The initial management coincided with the COVID-19 pandemic which had a significant impact on all aspects of human life so that it certainly became a difficult challenge for the management of the Gardens. PT. Mitra Natura Raya as the manager.

"The COVID-19 pandemic has had an impact in the form of a decrease in the level of tourist visits, the existence of new SOPs/health protocols that must be implemented as well as an unpaid leave policy for workers during closure and post-closure."

(Results of interview with Rachmat Winna Triputra, 2022)

During the pandemic, the management continues to strive to be able to fulfill the Vision and Mission of the Bali Botanical Gardens. The Bali Botanical Gardens continues to maintain and preserve existing plants, innovate by making various new products such as the Tour De Botanical Garden program so that the educational function or environmental education can continue, and also hold new facilities followed by completing health protocol facilities so that tourism activities at the "Eka Karya" Bali Botanical Gardens continue to run.

In the management of PT. Mitra Natura Raya admitted that since receiving the responsibility for managing the Botanical Gardens, he has received support from the local government and the surrounding community. However, in the new normal era which has a significant impact on the condition of the Botanical Gardens, the management continues to strive to get better support and cooperation with all parties, both the government and the surrounding community so that the management and development of the Bali Botanical Gardens in this new normal era can be carried out to the maximum extent possible.

In the daily management process, the Bali Botanical Gardens "Eka Karya" has an organizational structure that makes it easier for the manager to carry out each task in accordance with their respective main functions (can be seen on page 88 below). The management carried out by PT. Mitra Natura Raya in this new normal era will be



reviewed or discussed using the management concept by Terry (in Sukarna, 2011), namely: Planning, Organizing, Acting and Controlling.

### 1. Planning

Terry (in Sukarna, 2011) suggests that planning is the selection and linking of facts and the making and use of estimates/assumptions for the future by describing and formulating the activities needed to achieve the desired results. Planning must be based on objective and rational facts to realize effective cooperation. Planning is divided into several categories, including:

1. Short Range Planning (short term planning); and
2. Long Range Planning (long term planning)

The main key for tourism actors, especially tourism attraction managers in this new normal era, is to have the ability to adapt, innovate and collaborate well. For this reason, the management of the Bali Botanical Gardens must be able to adapt along with the shift in tourism trends. In addition to adapting, of course, you must continue to innovate and collaborate to increase the number of visitor visits, in addition to keeping the Bali Botanical Garden area well-maintained, clean and free from the COVID-19 Virus so that visitors feel safe and comfortable visiting the Bali Botanical Gardens in the midst of the COVID-19 pandemic. this.

#### 1. Short Range Planning

Short Range Planning is a short-term or short-term planning. In this study, the short-term planning in question is planning that will only be carried out during a pandemic.



**Fig. 1 Short Range Planning “Eka Karya” Botanical Gardens Bali**

Source: Research Result, 2022

Prepare new Standard Operating Procedures (SOP) for workers and visitors as well as all interested parties or activities in the area of the Bali Botanical Gardens "Eka Karya" by adjusting the government's appeal regarding the new normal or a new way of life. Planning and preparing for the reopening of the "Eka Karya" Bali Botanical Gardens in the new normal era. Implementing health protocols based on Cleanliness, Health, Safety & Environment Sustainability or CHSE. The "Eka Karya" Bali Botanical Garden has received a CHSE certificate, which means it is in accordance with power standards tourist attraction in the new normal era.

#### 2. Long Range Planning

Long-term planning is what is meant by this research is planning that even though the pandemic has passed can continue to be carried out.



**Fig. 2 Short Range Planning “Eka Karya” Botanical Gardens Bali**

Source: Research Result, 2022

Providing online reservation services, The purpose of making online reservations is to reduce physical interaction with officers. The United Nations World Tourism Organization (UNWTO) in the restarting tourism protocol states that technology is a solution to regulate and monitor the number of visitors from a tourist attraction (Handayani, 2020). In phase 0 (9-16 July 2020) the gradual opening of the "Eka Karya" Bali Botanical Gardens in the new normal era, the manager only serves online ticket purchases of 1,500 tickets/day. Promoting the "Eka Karya" Bali Botanical Gardens by using social media. The use of social media accounts in promotions has become a trend during the pandemic, especially through TikTok accounts. Currently, TikTok is not only used as a medium for channeling creativity, but also as a medium for educating and marketing media. TikTok users in Indonesia continue to progress or improve so that TikTok is considered the right platform as a marketing medium because of its very wide reach. Holding the Virtual Tour de Botanical Gardens program, the Botanical Gardens continues to innovate so that even

during the pandemic, people still have access to learn about the Botanical Gardens in accordance with the pillars of the Botanical Gardens, namely education. Holding the Mobile Legends Competition event, Mobile Legend is an online game that is currently popular among millennials. To attract interest from millennials and to accommodate players in Bali, especially in the Baturiti area, the "Eka Karya" Bali Botanical Gardens held the Mobile Legends Bang-bang Tech-Togran Competition. Adding attractive dining facilities, namely: Air Mancur Café and Lake View Café. During the implementation of Community Activity Restrictions (PPKM) which requires tourist attractions in the orange zone and red zone areas to be closed, the Botanical Gardens "Eka Karya" Bali making Café Lake View and Café Air Mancur the latest innovations to keep their products sold. Adding supporting facilities for tourism activities in the form of a scooter, Scooter is a 2-wheeled vehicle that can be used to surround the "Eka Karya" Bali Botanical Gardens. At this time Scooters are becoming a trend and viral on social media, based on observations over the last few months scooter rental facilities have never been empty of enthusiasts and even visitors who want to rent scooters have to be willing to queue for a long time or take turns with other visitors.

## 2. Organizing

Terry (in Sukarna, 2011) defines organizing as determining, grouping, and compiling the kinds of activities needed to achieve goals, placing people (employees) for these activities, providing suitable physical factors for work needs, and designation of the relationship of authority delegated to each person in relation to the implementation of each expected activity.

PT. Mitra Natura Raya as the manager of the "Eka Karya" Bali Botanical Gardens has an organizational structure which is an arrangement with a function to show the duties and responsibilities of each workforce position and show the form of working relationships between fellow workers. To maximize management, each worker placed in their respective position is a competent workforce and has expertise in their respective fields.

Based on the organizational structure, "Eka Karya" Bali Botanical Gardens has 95 workers divided into four (4) main departments.

General Manager : Tito Triputra

HR Representative : Putu Adi Adnyana

FB & Hospitality : Wayan Widiasta

Supporting : Heydar Hamzah Pahlef

Revenue & Marco : I Made Private Adiputra

Conservation : Frans Esau Gesturi Silaen

"Eka Karya" Bali Botanical Gardens has a large workforce that is divided into sub-departments that must work together to maximize the work of service, security, cleanliness and so on. For this reason, with a clear organization, it is easier for workers to coordinate and communicate with each other. In the new normal era, there were many changes in the tourist attraction of the Bali Botanical Gardens, one of which was the number of workers or human resources (HR). Before the pandemic, the number of workers at the Bali Botanical Gardens was 100 people, namely 75 people with PKWT status or work agreements for a certain time and 25 security outsourcing people, while in the new normal era the number of workers became 95 people, namely 50 PKWT, 1 PB or Project Based people, 20 security outsourcing, 24 THL or freelance daily workers.

Organizing carried out by PT. Mitra Natura Raya in managing the "Eka Karya" Bali Botanical Gardens is going well. Judging from the existence of a clear organizational structure. Even though there was a decrease in the number of workers, the number of visitors during the new normal was not as much as before the pandemic, for that 95 workers at the Bali Botanical Gardens are sufficient to meet the needs of both service, cleanliness and security at the Bali Botanical Gardens.

## 3. Actuating

Actuating is the most fundamental function or part in management, because the actuating part is related to the activity of directing all workers to cooperate and work effectively and efficiently so that they can achieve the previously planned goals. Terry (in Sukarna, 2011) defines mobilization as awakening and encouraging all group members so that they will and try hard to achieve goals sincerely and in harmony with the planning and organizing efforts of the leadership. From this definition, it can be seen that whether or not a goal is achieved depends on whether or not all members of management are moving, starting from the top, middle and lower levels.

Bali Botanical Garden "Eka Karya" in its management in this new normal era of course requires the mobilization of all workers in the organizational structure, especially leaders or leaders according to their respective duties and responsibilities to achieve the previously planned goals.

The main factor that determines the success of the mobilization is the existence of good leadership because actuating is an activity carried out by the leader to move, direct, guide and regulate all existing activities. General Managers as main leaders and coordinators or department leaders are also experienced people, who have the ability to lead so that they can direct their subordinates to work effectively and efficiently. To ensure that all existing workers continue to



develop and work optimally, the leadership of the Bali Botanical Gardens routinely conducts training and socialization for workers every month.

Overall, the actuating carried out by the "Eka Karya" Bali Botanical Gardens can be said to be going quite well because the leaders of the Bali Botanical Gardens carry out their duties and responsibilities well, seen from the existence of clear goals and plans and continue to encourage the workforce to innovate in the new era. so that it can achieve the goal of fulfilling the vision - mission and increasing the number of tourist visits. The workers in the Botanical Gardens are also trained and equipped to carry out their duties and responsibilities properly. Although there are several positions or positions that are still vacant. However, based on observations, operational activities at the Bali Botanical Gardens are still running quite well because temporarily vacant positions are the duties and responsibilities of the department leadership or coordinator.

#### 4. Controlling

Controlling or supervision can be formulated as a process of determining what is to be achieved, implementing standards, evaluating implementation and if necessary, making improvements so that implementation is in accordance with the plan or in line with standards (Terry in Sukarna 2011). The purpose of supervision is to assess the work carried out by each workforce because through supervision it can be seen the quality possessed by each workforce. Supervision is very important to do in order to maximize service for visitors.

In the process of managing the "Eka Karya" Bali Botanical Gardens, in order to continue to run well in accordance with the vision - mission and plans that have been made, the general manager as the highest leader in the organizational structure of the Bali Botanical Gardens must supervise and monitor the entire management process carried out at the Garden. Raya "Eka Karya" Bali. The supervisory activities carried out by the highest management of the Bali Botanical Gardens are:

a. Conduct work evaluation meetings twice a month with all existing department coordinators or leaders, from the results of the evaluation it can be seen the progress and obstacles experienced by each department and jointly seek solutions to overcome existing obstacles.

b. Conduct department leadership performance appraisals to measure the performance of each department head in developing and improving the quality of work, so that further action can be given in the form of training or coaching and correction or improvement of work that is deemed inappropriate or less than optimal. Performance appraisal is also carried out at the end of the employment contract.

Supervision is also carried out by each department head or coordinator by conducting performance assessments on each employee in their respective sub-departments and must examine daily, weekly, and monthly reports made by workers in each sub-department.

The department head or coordinator also supervises by routinely holding briefings in the form of directions and ensuring work readiness, work uniforms according to the new normal SOPs and other work needs of each worker in each department before working hours start or before the "Eka Botanical Gardens" Karya" Bali opens and evaluates when working hours end.

In this new normal era, in supervising and preventing the spread of COVID-19 in the Bali Botanical Gardens area, the management also carries out strict supervision so that workers, visitors and all parties who are active in the Bali Botanical Gardens comply with the new normal SOPs or health protocols. . Supervision is also carried out by forming a COVID-19 task force so that it can move quickly in responding to COVID-19 cases and to make it easier to coordinate with the COVID-19 task force regarding COVID-19 in the Bali "Eka Karya" Botanical Garden area.

Controlling or supervision carried out by PT. Mitra Natura Raya as the manager of the "Eka Karya" Bali Botanical Gardens as a whole can be said to be good, it can be seen from the evaluation and performance appraisal meetings that are carried out regularly, as well as the production of regular reports by the workforce. This, of course, makes the leadership of the Botanical Gardens able to easily find out the developments and obstacles experienced in management. Through this supervision, the workforce will work more optimally and responsibly. In addition, supervision is also carried out properly in the new normal era, seen from the tight supervision related to health protocols and the formation of the COVID-19 task force so that it can act quickly in responding to COVID-19 cases in the Bali "Eka Karya" Botanical Garden area.

#### 4. CONCLUSIONS

The Botanical Gardens "Eka Karya" Bali has the strength of natural and artificial tourism products and has good and complete supporting facilities for tourism activities. There are many differences in the conditions of the Bali "Eka Karya" Botanical Gardens before the pandemic and the new normal era, namely the type of visitors with their purpose, the addition of facilities, the provision of events and promos, and significant differences can be seen in the number of visitors. Management carried out by PT. Mitra Natura Raya in the new normal era as a whole, starting

from the planning, organizing, actuantung and controlling stages were carried out well. It is proven by the operations that are still running well and the visitors who still come a lot even though there is a dysfunction because there are vacancies, but they can still be resolved. Functionally manifest professionalism is strived well, as well as workers who make maximum efforts to carry out their duties and responsibilities. The latent function of the management of the "Eka Karya" Bali Botanical Gardens is the shift in the focus of the Botanical Gardens from conservation to business oriented. The interpretation results also show that the quality and quantity of Human Resources must be improved.

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