

# Compensation Strategy to Maintain Employee Loyalty at Royal Kamuela Villas & Suites, Monkey Forest Ubud

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**Submission date:** 27-Jan-2023 10:11AM (UTC+0700)

**Submission ID:** 2000272661

**File name:** e\_Loyalty\_at\_Royal\_Kamuela\_Villas\_Suites,\_Monkey\_Forest\_Ubud.pdf (380.82K)

**Word count:** 5957

**Character count:** 31403



## Compensation Strategy to Maintain Employee Loyalty at Royal Kamuela Villas & Suites, Monkey Forest Ubud

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Received on  
7 July 2022

Revised on  
9 August 2022

Accepted on  
27 August 2022

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### Abstract

**Purpose:** The purpose of this research is to determine the compensation strategy in maintaining employee loyalty and determine how much employee satisfaction with compensation provided by company at Royal Kamuela Villas & Suites at Monkey Forest Ubud.

**Research methods:** The analytical technique used is the SWOT analysis technique, with internal and external indicators, analyzed using the Internal Factor Analysis Summary (IFAS) matrix, External Factor Analysis Summary (EFAS) matrix, Internal-External (IE) matrix and SWOT matrix.

**Findings:** The result of IFAS matrix analysis with the main strength is paying salaries to employee according to the minimum wage and workload of employees and the main weaknesses is the existence of routine outing activities for employee. The result of EFAS matrix analysis with the main opportunity is strategic work location for employee makes it easy for employees to access the workplace and the main threat is competition between workers is getting tighter, making employees reluctant to leave the workplace. The position of Royal Kamuela Villas & Suites is in the Cell I (growth).

**Implication:** The result of satisfaction questionnaire shows that each indicator is dominated by totally satisfied, which means that the employee are very satisfied with the compensation provided by the company.

**Keywords:** hotel, compensation, employee loyalty, satisfaction.

## INTRODUCTION

Tourism is one of the primary sectors that support the largest foreign exchange contributor in Indonesia, and now each province is currently increasing and aggressively promoting its own destinations to attract tourists. One of the provinces that has the best tourism development at this time is Bali province. The development of tourism in Bali can also improve the community's economy, one of the real impacts is the existence of many types of accommodations in Bali, and one type of accommodation is hotel.

Hotel can be said to be the biggest industry component in tourism (Artini et al, 2020; Cahyani et al, 2020; Dewi et al, 2019; Dewi et al, 2020 and Putra et al, 2020). It is a building in that it provides lodging services, food and beverage, and

other service facilities for the general public, whether staying at the hotel or those who only use certain facilities owned by the hotel (Surya, 2019). Novianti (2019) stated that hotel is a type of accommodation, that provides lodging facilities and services, eating and drinking, as well as other services for the public who live temporarily, and are managed commercially. According to Komar (2014), hotels can be divided into several types, and one of them is a resort hotel. Resort hotel is different from other types of hotels, in other words, guests plan to come to certain resorts because of the natural scenery around them, the activities that are available, or to get away from their daily lives.

To facilitate operational activities at the hotel, human resources are needed, human resource is an important asset in a company or organization, without adequate human resource the company will not be able to achieve its goals. Based on data from (Badan Pusat Statistik Provinsi Bali, 2019) labor data in the tourism sector in Bali has increased and decreased over the last 3 years, the data is presented in table 1.

Table 1: Bali Provincial Workforce Data  
[Source: Bali Provincial Statistics Agency, 2019]

No	Year	Male	Female	Total
1	2018	183.663	141.527	325.190
2	2019	182.564	145.045	327.609
3	2020	121.360	115.026	236.386

<sup>3</sup> Based on table 1, it can be seen that from 2019 to 2020 the total workforces has decreased drastically, this is due to the early 2020 tourism sector in Bali, especially the field of accommodation and food and beverage service providers affected by the Covid-19 pandemic, most of the accommodations sector in Bali terminated their employment with their employees. Not all accommodations terminate employment with their employees. One of the accommodations in Ubud, Bali, namely Royal Kamuela Villas & Suites, does not terminate their employees, this resort still employs all its employees with reduced working hours.

To manage smooth operations and also manage employees, the role of human resource management is needed. According to Dessler (2015), Human Resource Management is the process of acquiring, training, assessing, and

compensating employees, and taking care of their workforce relations, their health and safety, and matters related to justice. Hanggraeni (2012) stated human resource management relates to how an organization designs an informal system that ensures the effective and efficient use of human resources to support <sup>13</sup> the achievement of the organization's strategic goals and plans. In managing human resource employees, the human resource must be able to carry out planning, organizing, actuating, controlling, evaluating, staffing and leaderships functions. Human resource department must be able to stimulate and create a comfortable work environment for employees, so that the employees enjoy to work and comfortable working environment, with a comfortable place and work environment, employee loyalty will grow. Loyalty is not something that will immediately grow in the soul of employees when joining an organization or company but will grow over time when employees feel comfortable with the organization.

Dharma Jaya & Adnyani (2020) stated employee loyalty is employee compliance to work at a company where one makes a living. Job loyalty is an employee's mental attitude that is shown to the company's existence, so that employees will remain in the company, regardless of the condition of the company at that time. Employee loyalty is a positive attitude of employees towards the company where they work. Employees loyalty can be seen from the employee's tenure if the employees only work for less than 2 years and resigns this means that the employees do not have a sense of loyalty to the company, but if the employees work for more than 2 years and do not intend to resign or move to another company this indicates employees have loyalty to the company. As for data from the length of service of employees at Royal Kamuela, it can be seen from table 2.

Table 2: Employees Characteristics  
[Source: Human Resource Department, 2021]

No	Characteristics	Male	Female
1	Length of working		
	< 1 years	0	0
	1 – 2 years	8	1
	2,1 – 3 years	14	3
	3,1 – 5 years	1	2
	> 5 years	22	2

2	Age		
	20 – 25	14	3
	26 – 30	9	2
	31 – 35	3	1
	36 – 40	7	2
	41 – 45	8	0
	46 – 50	1	0
	51 – 55	3	0
	56 – 60	0	0
3	Last education		
	Senior / Vocational High School	34	3
	Diploma	8	4
	Bachelor	3	1

Based on table 2, it can be seen that there are less than 10 employees who have worked for up to 2 years, while employees who have worked for more than 2 years have 44 employees, most of the employees have worked from the beginning of the opening and some other workers still hold on until this time. Based on these data, it can be identified that employees have high loyalty to the company, to maintain this loyalty a strategy is needed. The strategy is very important in planning something, strategy is usually used in planning systems to achieve the desired goals both in the long or short term. According to Rangkuti (2018) strategy is a means to an end. The strategy is the long-term goal of a company, as well as the utilization and allocation of all resources necessary to achieve these goals.

The Human Resource Department at Royal Kamuela Villas & Suites really cares about its employees, this can be seen from the giving of rewards to high-performing employees, the existence of routine annual outing activities, the existence of activities to distribute gifts to employees at the resort's anniversary, there are rewards for employees who have worked for 5 years, facilities for employees and a comfortable work environment, these things are indicators of compensation.

Compensation is remuneration from the company to employees, either directly or indirectly, and in cash or non-cash. One of the purposes of compensation is to create bonds with employees and retain existing employees and maintain long-term relationships with employees. According to Safitri (2015), compensation is everything that is received, whether physical or non-physical, and must be calculated and given to someone who is generally an object

exempted from income. Compensation also includes incentives and employee welfare programs (employee/benefit/service).

Based on the existing phenomenon, it can be said that there is a relationship between compensation and employee loyalty, therefore this study will analyze the application of compensation at Royal Kamuela Villas & Suites, the strategy in maintaining employee loyalty with compensation, employee satisfaction with the compensation provided, data collection techniques and also data analysis methods.

## RESEARCH METHODS

This research is a descriptive qualitative analysis study with two types of data types, namely qualitative data and quantitative data. According to Istijanto (2010) qualitative descriptive analysis is an analysis technique that describes and defines the meaning of the data that has been collected by researchers to get a general and comprehensive picture of the reality of the situation. The first type of data is qualitative data is data in the form of words, sentences, gestures, facial expressions, charts, pictures, and photos (Sugiyono, 2016), and quantitative data is data in the form of numbers or scoring data. Quantitative data is data that tends to be analyzed using statistical techniques (Sugiyono, 2016). So the method in this study uses mixed methods, where the data are taken comes from two types of data, namely qualitative and quantitative, while the source of the data in this study uses primary data and secondary data.

Primary data is original data that researchers collect themselves to answer specific research problems. This data is not available, because previously there has never been any similar research or similar outdated research results, the researchers need to collect/provide data themselves (Istijanto, 2010), while secondary data is data that has been collected by other parties, not by the researchers themselves for other purposes. This means that researchers are second hand who simply record, access, and request data from other parties who have collected it. Researchers only make use of existing data for their research (Istijanto M.M., 2010). The primary data in this study are data from observations, questionnaires, and interviews, while the secondary data in this study are data from hotels such as history, organizational structure, and also data from the Central Statistics Agency.

This research begins by identifying internal and external variables. Internal variables are internal factors of Royal Kamuela Villas & Suites with indicators of types of compensation. Hasibuan (2016) classifies compensation into two general, direct compensation consist of salaries, wages and incentives and indirect compensation consist of benefit and service. Mangkunegara (2014) says that benefit are direct financial values for employees that can be quickly determined. The aim is to minimize turnover, increase working capital and increase security. The indicators of the internal variables are salary, service charge, pension benefits, health benefits, death benefits, leave right, routine outing activities, promotion opportunities, rewards, employees intending to spend their productive age in the company, employees recommending the company to relatives and work facilities. External variables in this study are factors that come from outside the company which is outside the control of Royal Kamuela Villas & Suites, and the indicators of external variables are strategic work location, technological developments, increasingly tighter competition between workers, security around the work location, tight competition with nearby hotels of the same standard, Asian Economic Community (AEC) Policy and good relations between hotels and villages.

The method in determining the sample in this research used purposive sampling. According to Sugiyono (2014), purposive sampling is a sampling technique with certain considerations, the consideration used is the length of the employee's tenure, the employees sampled are employees who have worked for more than 3 years, and the total sampel used is 27. The data collection methods used in this research are direct observation and interview. Istijanto (2010) stated that the interview is a method used to obtain direct, in-depth, unstructured, and individual information when a respondent is asked by an interviewer to express his feelings, motivation, attitudes, or beliefs about a topic, documentation is any written material or another film of record that was not prepared due to a request from an investigator (Moleong, 2014), questionnaire and literature study, Interviews and questionnaires this research were distributed to 27 predetermined samples.

<sup>11</sup> The data analysis tool used in this research is SWOT analysis (Rangkuti, <sup>2</sup> 2018). This analysis is based on the logic that can maximize Strengths and Opportunities but simultaneously can minimize Weaknesses and Treats. SWOT

stands for Strengths and Weaknesses internal environment and Opportunities and Threats external environment. SWOT analysis compares the external factors of Opportunities and Threats with the internal factors of Strengths and Weaknesses. There are several stages in the SWOT analysis technique, the first is the distribution of questionnaires and interviews to determine the rating and weight of each indicator, then after obtaining the rating and weight values for each indicator, they are entered into the IFAS and EFAS matrices to obtain a score value. This score will be entered into the IE matrix and the last is the SWOT matrix. In addition to the SWOT, there is an additional questionnaire, namely the satisfaction questionnaire, which is a supporting questionnaire to determine the level of employee satisfaction from the compensation provided by the company.

#### FINDINGS

The compensation system in Royal Kamuela Villas & Suites at Monkey Forest Ubud is divided into two indicators, namely financial compensation and non-financial compensation, for financial compensation, it is further divided into direct financial and indirect financial. Direct financial compensation consist of salary, service charge and death allowance. The salary system at Royal Kamuela Villas & Suites is based on the Gianyar Regency minimum wage, company capability, consideration of the length of working and additional FPSC (Fixed Portion of Service Charge) which is specifically for senior and managerial levels, and there is also an additional meal allowance of IDR 13.000/day which will be calculated as the number of working days. For the system of providing service charge in a month which is shared with employees, 95% of the total revenue in a month, 3% for loss and breakage, and 2% for human resource development. From this 95%, 15% will be deducted from FPSC fees for managerial and senior levels, the purpose of providing additional FPSC to managerial and senior levels is because their duties and responsibilities are bigger than ordinary staff in general. So the total service charge that is divided equally among all employees is 80%. While the death allowance given by the company to employees in accordance with company regulations and mutual agreement, the amount of grief compensation given if the deceased is an employee is IDR 2,500,000, if the deceased is an employee's parent, it is IDR 1,500,000, and if the deceased is an employee's parent, it is IDR 1,500,000. If the deceased is the child of the

employee, the amount of compensation provided is IDR 1,700,000. Apart from being in the form of cash, another grief compensation is in the form of a wreath for IDR 300,000. This sad compensation comes from the company without any salary deductions in the payroll process.

Indirect financial compensation consist of health benefits, pension benefits and granting leave rights. Providing Health Benefits to employees at Royal Kamuela Villas & Suites provides health benefits in the form of the Health Social Security Administering Body or in Indonesia it is called BPJS (*Badan Penyelenggara Jaminan Sosial*) that is a social security program from the government, this allowance is given to all employees provided that employees who have children will be borne with a maximum of 3 children up to the age of 21 years, for payments to be borne by the company with the provision that 1% of the total payment will be charged to employees and deducted directly in the payroll process. The provision of pension benefits that are applied is an allowance from the government program, namely BPJS JP (*Badan Penyelenggara Jaminan Sosial Program Jaminan Pensiun*), the BPJS JP payment process is the same as BPJS Kesehatan. The granting of leave rights is adjusted to company regulations, each employee also gets the right of long leave if they have worked for 3 years then are entitled to 30 working days leave, for 6 years the leave rights are 60 working days. The provisions for other leave entitlements such as worker marriage and death of wife/husband/parents for 3 days, childbirth, child marriage, cut teeth/circumcision/baptism for 2 days, and for women who are pregnant, the right of leave is given for 3 months.

Non-financial compensation consists of routine outing activities, promotion opportunities, reward, work facilities, safety and comfort of work environment. Routine outing activities are usually held once a year, this activity involves all employees and employees may bring a maximum of 3 family members, all of these activities are financed by the company. Promotion opportunities that are implemented are to provide opportunities for all employees, but only competent employees can get this opportunity, and promotions can be done when there is a vacant position. The reward system applied is for employees with outstanding performance, provided that the employee has worked for at least 1 year, and the amount of the reward given is IDR 300,000, and specifically for employees who have worked for 5 years will be given awards in the form of gold and certificates.

Work facilities provided by the company include uniforms, workspace for back office employees, office equipment, male and female lockers, name tags, parking for cars and motorbikes, canteen, place of worship and first aid equipment in accordance. The safety and comfort work environment provided by the company is in the form of a sense of security from animal attacks, and also every corner is equipped with CCTV and also for a sense of comfort because employees prioritize teamwork and a sense of family, so that comfort can be created.

The first step in the analysis is conducting interviews and distributing questionnaires to respondents. Furthermore, the results of the interview and questionnaire will be calculated to determine the rating and weight of each indicator, both internal and external, the weight and rating of each indicator will be entered into IFAS (Internal Factor Analysis Summary) (Table 3) and EFAS (External Factor Analysis Summary) (Table 4) to obtain a score, then the score will be entered into the IE (Internal-External) (Figure 1) matrix to determine the company's position.

Table 3: IFAS Matrix Royal Kamuela Villas & Suites

IFAS Matrix (Internal Factor Analysis Summary)			
Internal Factors	Weight	Rating	Score
<b>Strengths</b>			
Paying salaries to employee according to the minimum wage and workload of employees	0.09	3.85	0.36
Providing service charge following sales revenue every month	0.09	3.52	0.31
Provision of pension benefits following the agreement	0.09	3.63	0.31
Providing health benefits to employees and their families	0.09	3.70	0.33
Providing equal death benefits for workers families	0.09	3.37	0.30
Providing promotion opportunities for employee career development	0.09	3.78	0.35
There are awards for employees who excellent	0.08	3.30	0.28
Employees intend to spend their productive age at the company	0.09	3.44	0.30
Employees recommend workplaces to relatives	0.08	3.15	0.25
Provision of work facilities according to employee needs	0.09	3.44	0.29
<b>Weaknesses</b>			
Providing employee leave rights following the agreement	0.06	2.33	0.15
The existence of routine outing activities for employee	0.06	2.26	0.15
Total			3.37

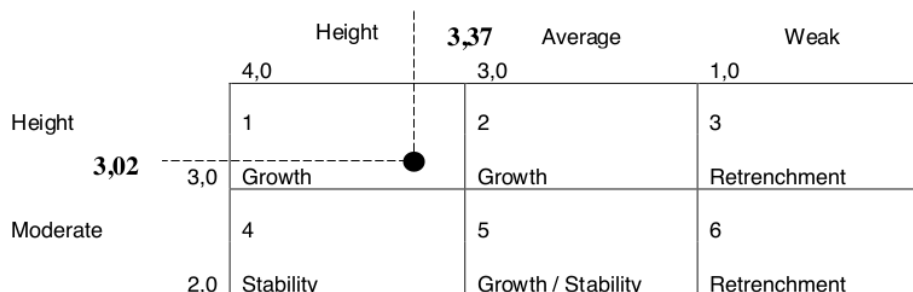
Based on the results of internal factor analysis, each weight and rating of each indicator will be multiplied to obtain a score, to get the score on the IFAS matrix, all scores are added up, so <sup>4</sup>the total score on the IFAS matrix is 3.37.

Table 4: EFAS Matrix Royal Kamuela Villas & Suites

<sup>4</sup>EFAS Matric (External Factor Analysis Summary)

External Factors	Weight	Rating	Score
<b>Opportunities</b>			
Strategic work location for employees makes it easy for employees to access the workplace.	0.16	3.44	0.56
Technological developments assist employees in obtaining information and compensation provided by the company	0.16	3.30	0.52
Security in the workplace makes employees feel safe and comfortable at work	0.16	3.26	0.52
Tight competition with nearby hotels of the same rank makes employees required to always maintain the company's image	0.14	3.07	0.44
There is a good relationship between the hotel and the traditional village of Padang Tegal	0.14	3.00	0.42
<b>Threats</b>			
Competition between workers is getting tighter, making employees reluctant to leave the workplace	0.12	2.26	0.26
The existence of the AEC policy in Indonesia so that competition becomes increasingly fierce in job search opportunities	0.14	3.00	0.30
Total			3.02

Based on the results of internal factor analysis, each weight and rating of each indicator will be multiplied to obtain a score, to get the score on the IFAS matrix, all scores are added up, so <sup>15</sup>the total score on the EFAS matrix is 3.02. <sup>8</sup>Based on the IFAS matrix score of 3.37 and the EFAS matrix of 3.02, the position of the company in the IE matrix is in cell I, the position of the company can be seen in figure 1.



Low	7	8	9
1,0	Growth	Growth	Liquidation

Figure 1. IE Matrix

Figure 1 shows the position of the compensation strategy in maintaining employee loyalty, this position is in cell I, namely growth, this position is designed to achieve growth in either sales, assets, profits, or a combination of three. existing products and innovate so that they can add new products in the future, continue to collaborate with travel agents both online and offline, collaborate with several influencers to increase income, with increased income, the company can increase the amount of compensation to employees so that employees will become more loyal at work.

Table 5: SWOT Matrix

IFAS / EFAS	Strengths(S)	Weaknesses (W)
	<ol style="list-style-type: none"> <li>1. Paying salaries according to the minimum wage and workload</li> <li>2. Providing service charge</li> <li>3. Provision of pension benefits</li> <li>4. Providing health benefits</li> <li>5. Providing equal death benefits</li> <li>6. Providing promotion opportunities for employee career development</li> <li>7. Rewards for employee</li> <li>8. Employees intend to spend their productive age in the company</li> <li>9. Employees recommend workplace to relatives</li> <li>10. Provision of work facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Providing employee leave right following the agreement</li> <li>2. Routine outing activities</li> </ol>
Opportunities(O)	SO Strategy	WO Strategy
<ol style="list-style-type: none"> <li>1. Strategic work location</li> <li>2. Technological developments assist employees in obtaining information and compensation</li> <li>3. Security in the workplace</li> </ol>	<ol style="list-style-type: none"> <li>1. Providing promotional opportunities for high-performing and competent employees who have worked for more than 3 years.</li> <li>2. Take advantage of technological</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct routine evaluations related to company regulations in giving leave</li> <li>2. Conduct evaluation at the end of the routine outing activities program and review it</li> </ol>

4. Tight competition with nearby hotels of the same rank	developments in providing compensation.	
5. Good relationships between hotel and the traditional village of Padang Tegal	3. Providing regular training materials to all employees to improve work quality and maintain employees to be more loyal.	
Threats (T)	ST Strategy	WT Strategy
1. Competition between workers is getting tighter, making employee reluctant to leave the workplace	1. Provide and add work assessment instruments as needed	1. Create productive programs.
2. The existence of AEC Policy	2. Creating an employee regeneration plan	
	3. Following government policies regarding expatriate	

Based on table 5, the following is an explanation of the alternative strategies, such as:

#### 1. SO (Strength-Opportunity) Strategy

There are 3 alternative strategies recommended in the SO Strategy, the first is providing promotional opportunities for high-performing and competent employees who have worked for more than 3 years. employees who have worked for more than 3 years, so that employees feel more valued. The second strategy is to take advantage of technological developments in providing compensation, namely by utilizing existing technology as well as possible both in work such as using cellphones at work to facilitate operational processes or with computers and also in providing compensation can be done with several applications such as m-banking, BPJS online applications, and other applications. The third strategy is providing regular training materials to all employees to improve work quality and maintain employees to be more loyal, by holding regular training activities in each department can make employees more confident, have broad insights and add knowledge and updates on the latest information. , so that employees will feel ready to face the competition.

#### 2. ST (Strength-Threat) Strategy

There are 3 alternative strategies that can be recommended in the ST strategy, the first is to provide and add work appraisal instruments as needed, job appraisal is very necessary to measure the performance of employees, but not only performance that must be considered, it is also necessary to pay attention to the psychological condition of employees, Adding this assessment instrument,

we can find out if the employee is experiencing problems or obstacles, either at work or in other things, so that management can help find solutions. the second strategy is making plans for employee regeneration, a strategy that is very necessary when there is a position whose employees will retire soon, with regeneration at least 3 months before employee retirement can make it easier for employees to replace and this regeneration process can be a promotion opportunity for employees. The third strategy is following government policies regarding expatriate participation, by following the rules from the government regarding AEC, namely foreign workers may only work in Indonesia for certain positions and times that have been determined by both parties, so far at Royal Kamuela Villas & Suites there has been no foreign workers, but this rule must be frequently trained so that if one day there is a foreign worker, the employee will not feel threatened by his position.

### 3. WO (Weaknesses-Opportunities) Strategy

There are 2 alternative strategies that can be recommended in the WO strategy, the first is to conduct routine evaluations related to company regulations in providing leave, the granting of leave rights has been adjusted to company regulations but there needs to be a re-evaluation of leave rights that must be adapted to the conditions of the people in Bali. , such as cremation ceremonies which can take more time than the leave rights granted by the company, therefore there is a need for a return. The second strategy is to conduct an evaluation at the end of the routine outing activities, routine outing activities are very good activities to refresh again, but it is necessary to evaluate at the end of each event so that employees can express their opinions about current activities and for subsequent activities so that employees do not feel bored and feel appreciated because their opinions get appreciation.

### 4. WT (Weaknesses-Threat) Strategy

An alternative strategy that can be recommended in the WT strategy is creating productive programs, in addition to routine outing activities and routine training programs, other programs that are also productive are needed, such as the night shift breakfast program, this program can be implemented by employees who work on night shifts with the company providing breakfast menus, With this program, employees can exchange important information that occurs during the night shift and can be conveyed to the next shift, in addition to this program, other

programs are needed such as cross exposure training, either between Kamuela in Bali or between members of the archipelago group, with this training, it can add insight and also employee knowledge and can strengthen relationships between employees.

In addition to distributing the SWOT questionnaire, another questionnaire was distributed which was an additional questionnaire to support the data in the study, while the questionnaire distributed was a satisfaction questionnaire with the same respondents. There are 13 indicators in the questionnaire including salary, service charge, provision of pension, health benefits, death benefits, leave rights, routine outing activities, promotion opportunities, rewards, work facilities, security in the workplace, work environment, good relations between employees. and management.

Table 6: Satisfaction

No	Indicators	TS	S	SS	N	SD	D	TD
1	Salary	23	4	0	0	0	0	0
2	Service charge	20	7	0	0	0	0	0
3	Provison of pension	14	13	0	0	0	0	0
4	Health benefits	27	0	0	0	0	0	0
5	Death benefits	11	16	0	0	0	0	0
6	Leave right	10	17	0	0	0	0	0
7	Routine outing activities	9	11	7	0	0	0	0
8	Promotion opportunities	15	12	0	0	0	0	0
9	Rewards	12	14	1	0	0	0	0
10	Work facilities	20	7	0	0	0	0	0
11	Security in the work place	20	7	0	0	0	0	0
12	Work environment	26	1	0	0	0	0	0
13	Good relations between employee and management	23	4	0	0	0	0	0

<sup>3</sup> Based on table 6, it can be seen from the 13 indicators assessed that most of the respondents chose TS which means totally satisfied, followed by S which means satisfied, and SS (slightly satisfied), and for the assessment of N, SD, D, and TD get 0. Based on The results of data processing for health benefits indicators were the highest totally satisfied with 27, followed by work environment indicators of 26, salary indicators and good relations between employee and management of 23, service charge indicators, work facilities, and security in the

workplace by 20, promotion opportunities of 20 15, provision of pension by 14, rewards by 12, death benefits by 11, leave right by 10 and indicator of routine outing activities by 9. To facilitate reading the distribution of the questionnaire satisfaction results will be displayed in the bar chart (figure 2).

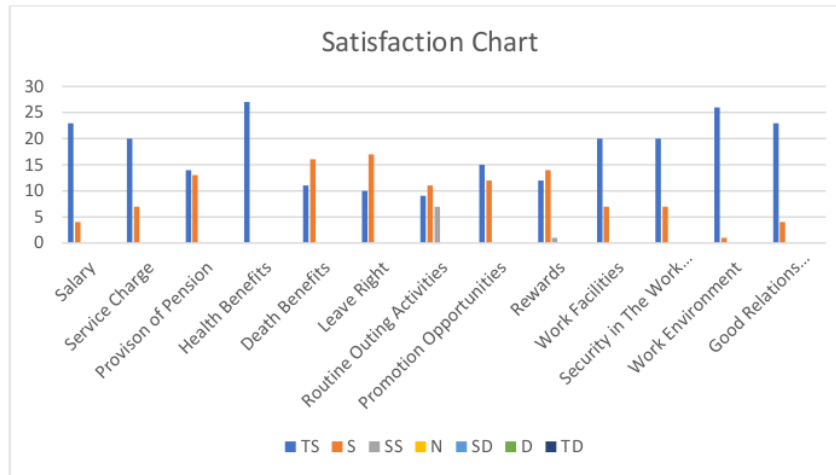


Figure 2. Satisfaction chart

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Based on figure 2, it can be seen that each indicator mostly gets totally satisfied results, followed by being satisfied and slightly satisfied which is only in 2 indicators. The results in the diagram show that employees at Royal Kamuela Villas & Suites have felt satisfaction from the compensation system applied by the company to employees. In addition, the results of this data processing show that the compensation system can maintain employee loyalty, because good compensation can cause employees to feel comfortable in the work environment, valued, happy at work, and of course do not want to leave the workplace to move to another company.

## CONCLUSION

The application for compensation at Royal Kamuela Villas & Suites is divided into 2, namely financial and non-financial, financial compensation is divided into direct and indirect financial. The application of compensation at Royal Kamuela Villas & Suites is following current regulations such as Gianyar Regency minimum wage, government regulations related to BPJS, and company regulations.

The compensation strategy implemented in maintaining employee loyalty consists of internal and external factors, the internal indicators that become the main strength is salary and the minor weakness is routine outing activities, while the external indicators that become great opportunity is work location and the small threat is competition between workers is getting tighter. Based on the results of the IE matrix, the company's position is in cell I, namely growth, and the strategy that can be applied are to maintain the product so that in the future it can add new products, maintain cooperative relationships with travel agents both online and offline, collaborate with influencers to increase income, with higher income increases, the amount of compensation provided by the company can increase to be able to maintain employee loyalty. Based on the results of the satisfaction questionnaire, it is dominated by totally satisfied, this means that employees are very satisfied with the compensation provided by the company. So it can be concluded that the compensation strategy applied at Royal Kamuela Villas & Suites can maintain employee loyalty.

#### ACKNOWLEDGEMENTS

The authors do thank to all parties which help the process of this research, especially Royal Kamuela Villas & Suites which has given data and information needed.

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