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**The Pattern of Power Relations in Management of
Nusa Dua Tourism Resort, Bali**

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ABSTRACT

This study focused on the three pillars of power relations in the management of Nusa Dua Tourism Resort. The three pillars are included the government is represented by BTDC, and the investors who manage the accommodation business and other business relate with tourism services at Nusa Dua Tourism Resort, and local people.

In general, this study aims was to determine the power relations between the three pillars, namely Bali Tourism Development Corporation (BTDC), investors, and local people at Nusa Dua tourism resort. As the resort which is altered and developed rapidly from infertile land, barren, with limited agricultural potential become green beautiful resort with huge economic potential of tourism, in fact Nusa Dua has caused many social-cultural issues.

The result of the study showed that the power relation in the management of the Nusa Dua Tourist Resort was affected by the hegemonic power, the negotiation power, and the oppositional power.

Keywords: power relations, management tourism, Nusa Dua Tourism Resort

Introduction

In three decades, since from 1983 to 2014 Nusa Dua tourism resort has become a significant part of the construction and development of tourism industry particularly in Bali and generally in Indonesia. From the beginning until nowadays it is managed by state-owned enterprises through institutions the Bali Tourism Development Corporation (BTDC).

In the 1980s and 1990s, tourism proved itself as one of the essential sources of foreign exchange. The hospitality industry, transportation business, travel agencies, garment exports became involved in tourism development. This study focused on the three pillars of power relations in the management of Nusa Dua tourism resort. The three pillars are included the government in this case is BTDC, and the investors who manage the accommodation business and other business relate with tourism services at Nusa Dua tourism resort, and society.

The existence, success, or business dynamics of this tourism resort. The power relations occurred since the process of land acquisition, development, management, operation, and continuously until nowadays. The power relations in the management of this tourism resort is acted by looking at how those three pillars that became the main stakeholders involved in the negotiations on various issues to achieve their respective goals.

The well running of the business processes at Nusa Dua can not be seen as a calm process but tumultuous and dynamics between negotiation and compromise, as well as a manifestation of the interaction, and the interaction of the individual pillars act it by its own power.

In general, this study aims was to determine the power relations between the three pillars, namely Bali Tourism Development Corporation (BTDC), investors, and local community at Nusa Dua tourism resort. As the resort which is altered and developed rapidly from infertile land, barren, with limited agricultural potential become green beautiful resort with huge economic potential of tourism, in fact Nusa Dua causes many social-cultural issues. In this case, it is interesting to explore what the pattern, ideology, and the meaning and the impact of power relations between the three pillars in this tourism resort. Specifically this study was to determine the form of the power relation between the three stakeholders, namely government, investors, and local community in the management of Nusa Dua Resort, Bali.

The theoretical benefits of this research is expected to provide a theoretical comprehension of the pattern of power relations between the three pillars that are directly related to the development and management of Nusa Dua tourism resort (government, investors, and local community). In addition, this research is also expected to provide a theoretical benefit in cultural studies about the efforts to comprehend conceptually the relationship between government, investors, and local community at Nusa Dua tourism resort. What seemed simple in view of the lay or on the surface, if it is explored critically with cultural studies can provide new comprehension of the patterns of power relations that become a part of and give the affect on the development and management of this tourism resort. Whereas, the practical benefits of this research are expected to contribute to the policy makers, within the framework of the development and management of Nusa Dua tourism resort which contributes to the

improvement of community prosperity so that it can be maintained its sustainability, provides ideas that can be used to develop the tourism industry particularly Bali, or generally in Indonesia, especially, in connection with the development of tourism resorts that pro-local community, and it is expected to provide critical awareness to the community, so that the local community can't be marginalized in the development of Nusa Dua tourism resort.

Literature Review

In studying the problem in accordance with this research topic in the perspective of Cultural Studies using the Theory of Hegemony of Antonio Gramsci.

The theory of hegemony derived from Marxist Italy named Antonio Gramsci. This theory can be said to be one of the most important political theories from so many theories that existed at the end of the 20th century. In Indonesia, the relevance of its use is supported by the implementation of government power for more than three decades before the end of the century, precisely during the New Order period (1966-1998), which was very dominance and hegemony.

Hegemony theories include a mean of cultural and ideological in which the ruling groups or parties whose dominate running and preserving power in society through consensus (agreement) to groups who have dominated by the parties. Thus, culture and society is a manifestation of the efforts of hegemony that actually accepted conceptually by the groups or parties who have dominated.

One of the emphasis of conflict is the cultural hegemony of the ruling level as a pattern of domination (Kriesberg, 2000). It means the conflict tends referring to something physically and full of violent, while the hegemony has an inversely pattern which is sophisticated and smooth due to the target to the consciousness that determines the ideas, expression, and action of the community.

The concept of hegemony relates to the three areas of the economy, state and society (Bocock, 1986: 33). For that things, the use of the theory of hegemony in this study was necessarily considered, mainly for assessing aspects of the power without violence or persuasive in relation with three pillars of Nusa Dua tourism resort.

In this study, the theory of hegemony is used to analyze the pattern of power relations between the three stakeholders, namely government, investors and community in the management of Nusa Dua tourism resort by focusing on socio-political changes that affect the ways of governments, investors, and community in interacting to create their own vested interest.

Methodology

This study was designed as a qualitative research with phenomenological approach. This research is not merely action, human expression, but it is also the text and the context in society. The data can also be images that can be described.

Object location of research is conducted in the Benoa village, district of south Kuta, Badung regency, which includes three indigenous villages as follows Bualu, Peminge, and Kampial. Geographically Nusa Dua Resort is an integral part of the Benoa village that in reality has been the attention of the world as one of the best tourism resorts in the world. The data sources are searched from a variety of sources, as the primary data mainly of the three pillars, namely the government or BTDC, investors, and community. Secondary data sources from the note, the result of observation, scientific journals, documents and others data source. Sources of information are those who know or are involved in all three pillars of the relationship (governments, investors, community), anyone who is considered to know and have knowledge considered as informants. Several instruments were utilized in an interview such as tape recorders, cameras and notebooks. To obtain the relevant data, several data collection techniques were applied such as techniques of observation, interview techniques, documentation and library research. The data analysis is divided into four stages (Sugiyono, 2005: 101), are as follows domain analysis, taxonomic analysis, componential analysis and analysis of cultural themes.

Results

Hegemony is a concept analysis was introduced by Gramscy and admitted by cultural studies figures. They found that the hegemony highly productive in comprehend the meaning of the text (Lewis 2008: 78). The sociologist, Frank Parkin (1971) developed hegemony in sociological analysis while the expert of media studies, Stuart Hall used the concept of hegemony in his study of community response in watching television. Hall (in Storey 1996: 12-13) classified three types of television viewers in response to the discourse of the television show, which is the dominant-hegemonic position, the negotiated position, and the oppositional code. The relation between the pillars in the management of Nusa Dua resort can also be pointed out in three pattern, namely hegemony, negotiation, and oppositional relations.

The Power Relation of Hegemonic

The power relations of hegemonic has been perceived by the society in facing the government in the process of planning, land acquisition, and construction of tourism resort of Nusa Dua. The hegemonic situation was continued in the process of management. In the process of development planning, land acquisition, and the implementation of development, the power of the government is very prominent, while the local community directly perceived the impact of the construction is lack of the space to express their aspirations. They became the object of development. They must support the development of Nusa Dua resort as luxury level of tourism destination. This happens because the new order era that is centralized and even

authoritarian, the local community do not have enough power to bargain or to refuse the government's program. If they refuse it, they could be accused of hampering development and the severely risk. It is not surprising many society avoid to have a different direction with the government, including the local people around Nusa Dua tourism resort.

In case of land acquisition of Nusa Dua, the government has implemented hegemony by arguing that Nusa Dua area is barren. The statement that the ground there barren and unproductive was correct at that period. The local community grew merely coconut and a cattle of cow and buffalo that the feed was produced from the barren land. The discourse which submitted later were to change unproductive land to be tourism projects more beneficial for all parties, including the local community around. The tourism projects which was built would become a tourism destination that can create jobs field and new economic resources for the prosperity community. In term of unproductive land as a farm finally the government bought that land at a low price that set by the government, in turn the local community had to sell it. Each hegemony action to class or group consciously or unconsciously which is supported or unsupported to existence of Nusa Dua Resort.

In Benoa village particularly at Nusa Dua tourism resort, hegemony does not merely occur from the government to the whole community, but also occurs from the government to the investors who have invested at Nusa Dua. The investors who has managed the hotel at Nusa Dua area must approve regulation that issued by the government or BTDC cannot be disputed. All of those regulations must adhere and implement by the investor in order to establish a hotel at Nusa Dua tourism resort with a contract that is limited by the time, investors merely have rights of the land lease as long as it contained in the contract. If the investor violate, they will get the sanctions.

Negotiation Power Relations of Post Reformation

The development of tourism is not merely related the number of visits and the convenience of the destination but also greatly has been affected by the socio-political situation in the host country. This has clearly indicated in the management of Nusa Dua tourism resort. The ripples of protest that had appeared before the reformation and it was hard to suppress it, began to strengthen in the period of reformation and the government is seemed hard to suppress the protest. The complaints, protests, requests, public demonstrations at Nusa Dua might not be consider insignificantly that can be solved with the threat of apparatus or legal threats.

There was a shift of the nature of society become resigned to start articulating interests. If it viewed from the passage of time, the courage shift of people to express their aspirations is happened in line with the changing social and political climate in Indonesia, which began weakening of the New Order regime and begin a stronger impetus for reformation.

That problem occurred again, the community seemed more to widen their vested interests in obtaining the right to enjoy the economic benefits of tourism at Nusa Dua. During the BTDC management was handled by Ida Bagus Wirajaya as a managing director (2011-2015), it has occurred the power relations between BTDC and local community which was organized with

the dialogue and negotiation to share the benefit for all parties, primarily in the framework of developing Nusa Dua as a luxury resort without neglecting the needs of the community in the running his right of life to earn (interviewed with Ida Bagus Wirajaya)

In contrast to the new order era, when the power relation between the government and the public seemed out of balance, the local community were in their position as parties must relent or defeated at the time of the government's reformation must listen to the aspirations and community demands, moreover if it is definitely as a genuinely claim to earn which is the community right.

The Dynamics of oppositional Power Relations / Contra hegemonic

The period of power relations characterized by negotiations between BTDC with the two other pillars continued to the oppositional power relations nowadays, particularly post reformation era. The oppositional relations or hegemonic contra is a continuation of the negotiation of power relations and the impact of democratization era in the socio-politic of nation field.

BTDC as the manager of Nusa Dua tourism resort tried to organize and arrange the merchants by setting a shopping center up, at the time of the riot as an impact of the election in 1999 that re-triggered the others party force that were provoking the masses. It has led the government offices were burned, BTDC office and the wall in front of the main gates of Nusa Dua were destroyed, as well as the campus of STP. The community around the shopping center damaged the supporting facilities have ever established by BTDC. It was executed by the masses and no one could stop it, that means that the nature law claimed the justice in the formal law. A A. Gede Rai, the director of BTDC from 1995 to 2001 stated 'when there were riot in 1999 meanwhile Megawati was not elected as a president that caused the disappointment that has triggered the others party force were provoking the masses.' The social disappointment of local community who owns the land in front of the Bentar temple (the main gate of Nusa Dua) has affected the confrontation.

The board director of BTDC found out the equal solution and made the negotiation to rebuilt the lower wall with the park decoration to create more beautiful view. It has constructed special way for the merchants behind the wall so that tourists can enter easily to go shopping some souvenirs or enjoy the lowest price food at comfortable '*warung*' or stalls. This solution was fair and that the problems can be resolved well. There was a problem that in front of the main gate of BTDC or '*Bentar*' temple was constructed the wall that all the community's shops were hindered that led the demonstration from the merchants and local communities. It is very important to find out the best way to solve the problem between the opposition parties and BTDC, eventually both the local community and BTDC could accept it and the circumstance under the control (interviewed with A.A Gede Rai).

It was not merely the 1999 case which was supported by the failure of the election, BTDC as a management faced the confrontation from the local community people in case of demolition of the portal at the south gate, the portal was built to maintain the orderliness and

cleanliness around Nusa Dua tourism resort due to messy environment as the affect of several wild huts, street vendors, and wild seaweed farmers and boats at Nusa Dua Resort. In accordance with the regional regulation no. II in 1979 was stated the orderliness and cleanliness around Nusa Dua Resort, then there was a plan to construct the portal to maintain the 'Mengiat' coastal clean. The plan was not approved and supported by the regional government of Badung that caused the marginalised local community at 'Mengiat' village and coastal fishermen hard confronted it. The local community hit 'kukul bulus' and dismantle the new portal constructed in accordance with the approval of the district government despite the portal can be open at any time to local community activities, as a result of tension between BTDC with the community. Such an event seen as an impact of the communication that was built over top down without a solution.

In case of entrance blocade to the Westin was merely triggered by a little problem that the Bali Taxi from Jakarta was entered that led the local cooperatives fails to compete due to professionalism, with a better fleet than a local community cooperative Nusa Dua. Bali Taxi obtained more orders from the hotels that led the local taxi felt treated unfairly. Because it was unprofitable for the local taxi, they submitted it the Westin management, but the Westin could fulfill the demand due to there was a contract with the Bali Taxi. The local community was dissappointed that led demonstration to blockade the entrance to Westin. It was damaged the image of Nusa Dua as a safe and orderly tourism resort. The conflict interests will be persistence in power even if the authorities have changed from time to time. They will stand with its argument.

Discussion

Based on in-depth study that has been described above it can be concluded that this pattern of the power relations in the management Nusa Dua tourism resort among the three pillars, namely the government, investors, and local community, experienced a radical change in the relations of power hegemonic in the planning and construction process that occurs in the new order, whereas the construction and management of the resort which is characterized by the pattern of the power relations between the three pillars of the negotiations to pattern an opposition power relations that have occurred since the reformation era to nowadays.

It is recommended that BTDC as the management of Nusa Dua resort should pay attention to the surrounding community, and is expected to carry out compensation to local community who have not received yet the compensation of the land acquired by Nusa Dua tourism resort. It is to settle the conflict between BTDC and the local community who claimed the compensation. Hotel at Nusa Dua Resort should be able offer more job vacancies for the local community around Nusa Dua in order to get a better job in accordance with their capabilities. Give the priority to local community to avoid the marginalization than non local community

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