

CHAPTER III

Analysis Management of Borobudur Temple as Tourism Object and Cultural Property

Case Study in Unit PT. Taman Wisata Candi Borobudur

A. The Management of Borobudur Temple as Tourism Object and Cultural Property

1. The Management of Borobudur Temple as Tourism Object

1.1 Planning

According to Suandy (2003:57), generally planning is a process making a goal of organization or company and then provide (articulate) with charity of the program, tactic (manner of implementing the program), and operation needed to achieve the goal of company. Suandy (2003:57) states that the planning is means a group of assumption about future because establishing of priorities needs a preposition. It is not sure about the possibility of the results of benefit, and cost. There is no formula measure the future. It is the best we can do to find of sameness in the last. Planning is where a process of management decides a goal and step to achieve it.

A. The Goal of Company or PT Taman Wisata Candi Borobudur

PT. Taman Wisata Candi Borobudur is running based on President Decree Number 1 in 1992 that the authority in zone 2. President Decree Number 1 in 1992 stated that zone 2 is area in around zone 1 or the temple. It is for using to development of tourism object as a tourism activity place, research, culture, and conservation environment of the temple. PT Taman Wisata Candi Borobudur in the management of Borobudur temple has a goal to participate sustainability of cultural heritage. It is doing because for growing up high empire and cultural in the past.

B. STRATEGIC PLANNING

a. Strategic Plan

Tourism is very influence with the issues including security issues, natural disaster, technical issues, human errors that influence tourists' arrival. Securities issues are very dangerous to secure in the nation, including after the Bali bomb when thousand people have been died, the accident have been caused amazing fear for International world to arrive in Indonesia. Many countries have given travel warning for society to not tourism activities to Indonesia. The case indirectly influence on tourism arrival to Borobudur temple.

Indonesia is a state around fire circle, where many active mountains exist in this country, including region of Central Java and Merapi Mountain, Merbabu Mountain, Sumbing Mountain, and another Mountain surround Magelang Regency. Merapi Mountain is more active and every year erupts. It is indirectly influences the existing of Borobudur temple. Merapi Mountain with it is history has made materials of vulcanics and have made Borobudur temple covered by vulcanics ash, and vulcanics ash can destroy stone of the temple. If we at history, the power of Merapi Mountain have been missing the empire in long ago, and covered Borobudur temple. Finally, it has been founded back. It affected the Borobudur temple and give some disadvantages. Then in another side, technical case can appear because of human error, including of human cannot save the environment Borobudur temple, and human error also including crimes such as rubber, steal, and etc. The case makes tourist arrival not feeling comfortable for visiting, and disturbing tourism activity.

PT Taman Wisata Candi Borobudur as manager Borobudur temple is doing activity for handling bad impact happened with more of effort including promoting Borobudur temple in world market, promoting to school about Borobudur temple tourism object as cultural property, cooperating with travel agent to promote Borobudur temple, and seminar. PT Taman Wisata Candi Borobudur as unit business manager

under state own enterprises “BUMN” ministry promotion held in Berlin, German, where it was meeting of all buyers in the world. This effort is done with the goal to introduce Borobudur temple as a (mahakarya) historical heritage in the past and became in the world heritage. Beside that, give an information that Indonesia is a beautiful country and safe to be visiting. On the other, effort was done by holding seminar, which took theme about Borobudur. Therefore, promote tourism object of Borobudur temple such as state own enterprises “BUMN” Marketeers Club with theme "Bring Indonesia to the World and the World to Indonesia" it has held in Menara Batavia, Jakarta on date July 4 in 2013. Beside that, introducing to Borobudur temple trough schools of junior high school level or senior high school has been done by division of marketing, like it have been done in schools there are in east Java and Cirebon.

C. THE FUTURE CHALANGES

Global dinamic approaches all aspects of life in the future that will grow challanges for PT. Taman Wisata Candi Borobudur, pointly including the aspects, such as:

- Increasing sinergities management is able to accommodate economy aspect, sustainability of environment and economy of society or small business unit around the temple.

- Optimalizm potential aspect around the temple for tourism, and another economic activities.
- Increasing professionalism of management effort trough using technology of information and practice principles of marketing responsible marketing

C. The Program of PT Taman Wisata Candi Borobudur

Indonesia Government and UNESCO was took a big restoration for Borobudur temple in the big project on 1975 and 1982. After that restoration can give an impact was including:

- To provide facilities
- To give education of cultural property to human

President Decree Number 1 in 1992 was out, so operational had begun in 1992 and the first planning of PT Taman Wisata Candi Borobudur had made facilities, including:

1. Tourism Planning

a. Making and Establishing the Zone Activity Around The Temple.

Tourism is make and establish of zone activity around temple because the activity must consider how to make temple still sustainabile, and not disturbed because the tourism products. The implementation is based on Presidential Decree that zone two (2) is area around of the temple and used to development of tourism park as a place to tourism

activity, research, culture, and sustainability area of the temple. The width of this zone is more than 42,3 ha.

b. Providing and Operating All Facilities For Supporting Effort Activity

1. Setting of Tourist Arrival Pattern

a) Locket entrance

The total area of the new entrance is approximately 1,000 square meters with a construction period since 2013, which formed the main building with Java architecture to introduce Javanese culture to tourists while strengthening harmony with gardens and temples. The using of information, and communication technologies through the current operations of the new gate to speed services to tourists. A total of 12 counters locket entrance prepared for tourists and the other two are specifically for foreign tourists.

The first impression was welcomed through the entrance is directly visible when arriving, and also launched a new ticketing system based Borobudur ICT to synergize with PT Telkom and BRI and combined with the services e-commerce through website company and will apply to all tourist destinations managed by PT Taman Wisata Candi

Borobudur. Implementation of the ticketing system provides ease of visitors and reduces line ticket purchase.

b) Main gap .

Then after passing the locknet entrance, the tourist is can enter Borobudur tourism park area to go to main gap. The tourists will find information board about setting of tourism arrival pattern. Main gate is a door gate to enter to Borobudur temple tourism park and door of the tourists to enter the old Borobudur slightly to the northeast of the building's heritage of world civilization, while the new gate in the east of the temple is adapted to the philosophy of Borobudur temple with the entrance of eastward.

The content is from board of setting tourist arrival pattern, which the places in main door before enter to Borobudur temples are:

- You enter the yard of Borobudur temple from east side
- Foot of Borobudur temple and relief Karmawibangga can be seen in south east side
- Top to temple through stair east side and walk clockwise on every aisle candi (Pradaksina)
- Turn back to yard of the temple trough stairs in South –west –north.
- Exit from yard of the temple is through a door in north side and west.

This time setting of tourist arrival does not use open close system but be doing trough new attraction in around area before the temple, including the performance of traditional dances like Dayakan, Jatilan, Topeng ireng to make attraction for tourists and with purpose for decreasing tourist's number arrival in the temple. The dances like Dayakan, Topeng ireng, and Jatilan held every week at once is on Saturday, and Sunday where the tourists number increasing.

“...For setting tourist arrival pattern in the past there were open close system to decrease the number of tourists who went up to the temple. This time, they do not use system of open close again. Now, it there are attractions around the temple. Before enter the temple, tourist can see another attraction, not just focusing on the temple...”

Source: (Agastya, 2015)

Table 1.1. Data of Tourist/Visitor 2011 and 2012

MONTH	2011			2012		
	Local Tourist	Foreign Tourist	Number	Local Tourist	Foreign Tourist	Number
January	125,376	8,431	133,807	265,517	11,999	277,516
February	83,582	9,997	93,579	122,911	11,814	134,725
March	85,013	12,322	97,335	153,362	12,937	166,299
Mei	73,437	11,769	85,206	162,499	13,126	175,625
July	223,424	13,273	236,697	398,069	15,383	413,452
June	289,167	12,524	301,691	353,060	15,371	368,431
August	186,007	23,404	209,411	192,071	25,055	217,126
Sept	62,208	19,859	82,067	262,789	22,597	285,386
October	240,306	16,765	257,071	132,329	20,864	153,193
November	126,002	15,930	141,932	140,075	16,999	157,074
December	97,194	12,321	109,515	155,193	14,199	169,392

Source: PT Taman Wisata Candi Borobudur

Table 1.2. Data Tourist/ Visitor on 2013 and 2014

Month	2013			2014		
	Local Tourist	Foreign Tourist	Number	Local Tourist	Foreign Tourist	Number
January	267,114	12,089	279,203	324,504	14,531	339,035
February	135,473	13,284	148,757	115,197	10,662	125,859
March	218,016	14,864	232,880	205,867	15,102	220,969
April	162,241	14,253	176,494	164,950	16,212	181,162
Mei	458,675	17,611	476,286	456,439	18,331	474,770
June	423,821	16,390	440,211	385,118	16,915	402,033
July	122,479	27,595	150,074	192,537	24,780	217,317
August	370,535	25,918	396,453	272,205	33,680	305,885
September	133,981	23,555	157,536	130,257	23,507	153,764
October	169,746	19,743	189,489	189,253	18,761	208,014
November	171,841	17,266	189,107	191,605	14,924	206,529
December	512,555	17,123	529,678	525,490	15,241	540,731

Source: PT Taman Wisata Candi Borobudur

2. Providing Place of Parking

The tourism object is hoped to be able to become asset of a facility for the increasing of welfare of local society, especially when the tourism object is famous and has high accessibility to reach Internationally. Borobudur temple is famous by foreign and local tourists making Borobudur temple become a interesting tourism destination for tourists, both local and foreign tourists to come to Borobudur temple. The parking area need tree where in Borobudur temple there are trees to protect the cars from sun and heat. The location of parking on the west side, the place is for bus, then east side is for car which have tariff of Rp 10.000,00, then for bus is Rp 15,000,00.

PT. Taman Wisata Candi Borobudur held the parking must provide facility of parking include:

- a) Land of parking is area in tourism park to use for parking, with the width are 38.767m²
- b) Traffic and mark of parking
- c) Information board is information, which it has written in board.
- d) Parking man is people who stand in parking area, including man in the enter locket place, and staff who give direction to parking in the tourism park of parking area.

- e) Parking card is using manually which the parking man is writing plat of car or bus.

Table 1.3. The Number of Parking Man

The Parking man	Number
Locket parking man	10 peoples
Parking man	8 peoples
Resposible of parking man	1 peoples

Source: PT Taman Wisata Candi Borobudur

**Table 1.4. The Capacity of Parking area in Borobudur Temple
Tourism Park**

Kind of transportation	Number
Bus	100 unit
Car	230 unit

Source: PT Taman Wisata Candi Borobudur

3. Provide Local Transportation

Local transport provision is important to the sustainability of tourism, which plays a role in the development of tourism to know the surrounding area attractions and transportation to get to the attractions. Attraction in the local transport is a means to transport the tourists who want to get to the attractions and touring around the tourist areas. Law Number 10 in 2009 stated that tourist transport services business is a special effort to provide transportation to the needs and activities of tourism, not regular transportation or public.

“Local transportation provides local train to accommodate to go around the Borobudur temple tourism park, and there are carriage “andong” which accommodate to go around villages, this called “tilek ndeso” or visiting to vilage .

Source: (Hendro, 2015)

Local transport including carriage or “andong” is visiting villages around Borobudur. There are seven (7) carriage “andong” which stand by in north side of Museum Karmawibangga. The starting is from of north side museum of Ship, and after that go out of Borobudur temple trough exit door, Sabrang rowo village and Ngaran. On the way there are local handcraft including Basio craft and another craft from local community. Tourist can shop there. The price to ride Andong is Rp 5.000,00.

Second, local transport is using local train which around the Borobudur tourism park area. There are five where three are the property of local society community, and two trains is property of PT. Taman Wisata Candi Borobudur. The price of local train is Rp 7.500,00/ 1 people for local tourist and foreign tourist is included ticket price. The starting of this trip is near with central information, in front of the Borobudur temple.

Third, local transport is using bicycle which accommodate tourist from main gap until the temple, this corporation with others party. Fourth, the local transport is using elephant to go around Borobudur tourism park area. There are five elephant. The price is Rp 50.000,00 for short route, and Rp 1,000,000,00 for maximum. The local and foreign tourists are interested to use this eco tour, especially for kids who enjoy very much many kids of foreign tourists riding this.

“There are some of local transports including carriage “andong”, local train, tourism bicycle, safari elephant. Local train, and bicycle is using for go surrounded Borobudur tourism park area, then andong is using to visit villages around the Borobudur temple, and tourism can visit handcraft, and societies art of Borobudur like Basio carft”.

Source: (Agastya, 2015)

Table 1.5. The local Transport in Borobudur Tourism Park

Transport	Number
Local train	There are 5 where 3 are property of local society communities, and 2 are propeerty of PT. Taman Wisata Candi Borobudur.
Andong	There are 7
Tourism Bicycle	Corporation with other party
Safari Elephant	There are 5 elephants

Source: PT Taman Wisata Candi Borobudur

4. Management of Complaint and Suggest

PT. Taman Wisata Candi Borobudur is using email, and also directly to PT Taman Wisata Candi Borobudur through facility complaint and suggestion office is near with foreign tourist locket. In another side, there are SMS center services but it managed by Central company in Jakarta. PT. Taman Wisata Candi Borobudur is utilizing email services and office of information center, it is using to service the feedback received from the tourists and the public can through criticism. It had intended that the PT. Taman Wisata Candi know the desires and expectations of the tourists from the object can expect an advance in the temple tour itself.

"...Tourist don't use sms services center, sms held by central company in Jakarta. Tourist always directly tell PT TWCB by using locket of information of comment and suggestion near foreign locket, and some are is using twitter account of PT Taman"

Source: (Agastya, 2015)

PT Taman Wisata Candi Borobudur also provides email. The tourist can give criticism and suggestion using email in corporate@borobudurpark.co.id. But until this time, no tourist, give criticism and suggestion using email. In another side, there are complaint and suggestion using twitter to PT Taman Wisata Candi account where he was not satisfied about facility of parking. After the management of PT Taman Wisata Candi Borobudur knew about this problem, especially criticism from tourist, the manager has given statement troughs media to give reason and to anticipate bad issues and handle the problems. In another side, PT Taman Wisata Candi Borobudur, is improving the quality of service.

"...There are tourists using PT Taman Wisata Candi twitter account where this account is to promot but he gave criticism about he wasnot satisfied of parking area. He wrote that parking in Borobudur tourism park area was closed because it was crowded and full so there are not space. So he or tourist must

park his car outside of tourism park. After he entered to Borobudur tourism park area to go to temple, he saw that there were space, so he was unsatisfied with service of parking in Borobudur temple..."

Source: (Agastya, 2015)

Table 1. 6. The Type and Number of Comment

Facility of Tourist center Indirectly/directly	The Number and Type of comment and suggestion
SMS visitor center to telkomsel is 7263 and another operator is 9600 managed by Central management of Company in Jakarta.	<ul style="list-style-type: none"> • No rate <p>It is managed by central company or PT. Taman in Jakarta.</p>
<ul style="list-style-type: none"> • Email to corporate@borobudurtourismpark.co.id • Twitter 	<ul style="list-style-type: none"> • Nothing • There is local tourist complaint about facility of parking using twitter where the service is not satisfied and crowded, the number is one
Directly including Central information for to	<ul style="list-style-type: none"> • There are local tourist is complaint about price. They

complaint and suggestion office near locket foreign tourist door	are usually middle economy of society. The number are 10 <ul style="list-style-type: none"> • There are foreign tourist is complaint about price because not same with local tourist prices. The number are five 5
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Source: Borobudur Tourism Park

“...There people who give complaint to the office, but the number is not much. It is not many tourist came to the servise of comment and suggest office...”

Source: (Agastya, 2015)

5. Provide Facilities Selling Souvenir

PT Taman Wisata Candi Borobudur also provided PT Taman Wisata Candi Borobudur has provided stalls selling for society who wish to rent of the place with pay monthly for to PT TWCB as a provider of place. Besides that, the are vendors is selling in near parking room area and exit door, and also there are in behind –north side. The place for vendor has been regulated by PT Taman Wisata Candi Borobudur. It is make tourist comfort who come and also vendor. The souvenir vendor

is exist in Borobudur temple area are 3.500 vendors. The vendors are come from local society of Magelang, and although also exist facts from another province who selling in Borobudur tourism park. The grouping of vendor is call with central art and Borobudur food "SKMB".

Then, about PT Taman Wisata Candi Borobudur and corporation with the vendors make the regulation. The regulation is including the vendor can selling their trade in north near main locket door. There are more of kios which provided by PT Taman Wisata Candi Borobudur, north near exit door and parking area which there are more of vendors with their place to selling their trade in there; north -behind and the vendor is don't disturb tourist, and must polite with tourist.

From the case was happened in the last time, in Borobudur tourism park was happened fired in environment of vendor "SKBM " or central of art and Borobudur food where got fired is located in north - behind side Candi Borobudur. After happened catch fire more of vendors fodes make the place theirsself in front of ship museum, so the impact of manager or PT. Taman Wisata Candi Borobudur made confusing. Now, ship Museum exists in north sidenear the temple, in front of it be full with vendors place. The efforts of PT Taman Wisata Candi Borobudur is doing rekonsiliation with the vendors for effort to moving vendors to temporary place have been provided by PT Taman Wisata Candi Borobudur, the reason is the vendors disturbing tourist and close ship museum area. But the effoert is still not optimal and vendors are donot

want to be moved to the place that have been provided. Although, PT Taman Wisata Candi Borobudur as manager is still doing efforts with doing reconsiliation with vendors move to the temporary place that have been provided by PT TWCB. From the result of investigation is doing by police stated that fire happened because of the short circuits.

“...The effort is still done by our company for vendor wish to move to temporary place....”

Source: (Agastya, 2015)

6. Provide facility of information and interpretation

Providing of information is facility for the convenience of visitors who come, with the provision of information managers can know what tourists desire and travelers and they can get clear information from the manager. PT Taman Wisata Candi Borobudur is providing facility of information and interpretation in area of Borobudur tourism park. There are facilities to have information about guiding or map of Borobudur tourism park area and there are brochure where give information about the history, including the first founding, and information about tourism package and etc. This service is in Borobudur tourism park after entrance locket door and exactly near the audio visual. The brochures are using many language including Indonesia version, German version, France

version, Turkish version, Dutch version, English version, Spanish version, Japanese version, Chinese version. The goal of using many languages is to make tourists, including foreign and local tourist understand about history of Borobudur temple, and guiding map using their languages and for easing tourist to get information.

7. Orderliness of street vendor

“...that until now, Borobudur temple still becomes tourist attraction to develop the economy activities of society around it. This describe when economy crisis happened in Indonesia on 1997, that time numbers of street vendor increased so fast as an impact from losing of jobs. PT Taman Wisata Candi Borobudur got 7.000 vendors who came from around Borobudur temple ...”

Source: (Hendro, 2015)

PT. Taman Wisata gives free places for street vendor to sell their stuff around temple in zone three, or outside of Borobudur temple tourism park area, or the place where local society can sell the staff. In another side, still many street vendors are seen entering to the temple for selling their stuff. In the development, many street vendors are selling their stuff by fades and following the tourist, for to tourist wish to selling their trade. Those become very disturbing tourists who come. The effort done by PT Taman Wisata Candi Borobudur is to facilitate vendors to

corporate in keeping the security, neat, polite attitude and do not disturb the tourists. The writer got the result that they do that the action because they want for their stuff sold out, because there are also vendor feel sad because their stuff is not sold out and they feel difficulty.

"...sometimes, my stuff is not sold out, even until three days, -we go home without getting money...."

Source: (Vendor S, 2015)

c. Establishing and collecting entrance fee including temple, and collecting another to utilize the facility is provided in the tourism park

a. Making ticket price of entrance the temple

The establishing of ticketing price is based on welfare of local economy, and foreign, where ticket price for local society is cheaper rather than for foreign, it is based on world society of economy more welfare.

"...The establishing of ticket price is based on consensus in the charge of State Business Agency Ministry. The ticket price for local society is based on economy welfare of society and for foreign tourist base on level of welfare world society that have been developed ..."

Source: (Hendro, 2015)

**Table 1.7. Ticket Price of Borobudur Temple Tourism Object
for Foreign Tourist**

Foreign Tourist	Ticket Prices
Adult	Rp 200,000,00
Children	Rp 150,000,00
Student	Rp. 150,000,00

Source: Unit PT Taman WCB

**Table 1.8. Ticket Price of Borobudur Temple Tourism Object
for local Tourist**

Local Tourist	Ticket Prices
Adult	Rp 30,000,00
Children	Rp. 12,500,00
Student	Rp. 12,500,00

Source: Unit PT Taman WCB

In the development, there are more local and foreign tourists who complaint to ticket price, although it is not too many. They said that the ticket price for local tourist is too expensive. Usually, who complaint is about that middle class of society. In another side, the foreign tourist

complaint about that ticket price is more expensive rather than local tourist price.

“...Tourist from Malaysia and Singapore stated that how the price could be expensive comparing to local tourists...”

Source: (Tourist A and B, 2015)

PT Taman Wisata Candi Borobudur manager gave reason that the ticket price was decided by meeting together by State Own Enterprise “BUMN” ministry. The ticket price for foreign tourists is adjusted with the level of world society welfare, all what can be learnt from the manager is that local tourists, got limited information. They just know that ticket price is around Rp 12.000,00 and Rp 20.000,00 and when they come to Borobudur temple, they just know that the price is up. The ticket is increased through the consideration of welfare of local and world society, which have been changed. Along with development of era and the service is increasing and the facility is improved based on world level. In another side, the local tourists get welcome drink as benefit from the manager in locket door, and ticket price included ticket of Borobudur Museum, Samudera raksa Museum, ticket of local train around Borobudur tourism park area and also ticket of audio visual.

Table 1.9. The increasing ticket price of Borobudur Temple

2012/2013

Ticket of Kinds	Foreign tourist		Local Tourist	
	Before July 2012	1 July 2012	Before July 2013	1 July 2013
Ticket prices for adult	US\$ 15	US\$20	Rp 30,000,00	Rp 30,000,00
Ticket Price for Kid and student	US\$ 8	US\$ 15	Rp 12,500,00	Rp 12,500,00

PT. Taman Wisata Candi Borobudur

Table 2.0. The Increasing Ticket Price of Borobudur Tourism

Park area

	2014		2015	
	Foreign tourist	Local Tourist	Foreign Tourist	Local Tourist
Ticket Price for adult	Rp 200,000,00	Rp 30.000,00	Rp 250,000,00	Rp 35,000,000

Ticket	Rp,	Rp	Rp	Rp
Price for kid and student	150,000,00	12,500,00	300,000,00	13,000,00

b. Making ticket price of parking

Table 2.1. Ticket Price for Transportation

Kinds of transportation	Ticket Price
BUS	Rp, 15,000,00
CAR	Rp, 10,000,00

C. Making ticket price of tourism package, including sunrise package and sunset package.

Table 2.2.

Sunrise Package/ Sunset Package	Ticket Prices
Foreign tourist	Rp200.000,00
Local Tourist	Rp 150,000,00

1. B. Planning of Cultural Property

a. Development versus conservation

1. Giving Education about Conservation of Environment to The Tourists, Through Information Board or Brochures.

Giving education about conservation have been provided by PT Taman Wisata Candi Borobudur trough information board installation provided in the temple area and entrance door of Borobudur temple including instruction related to environment safety of Borobudur temple including:

- Keep Clean
- Dont writes
- Don't smoke
- Don't move the stone arrangement
- Don't sit in stupa and step of gap
- Don't bring food
- Don't climb

Beside that, PT Taman Wisata Candi Borobudur corporates with Conservation Agency Borobudur temple to provide information board in the top of temple about the authority of Conservation Agency for keep the temple from anything that can destroy the environment of the temple.

The temple security is also done by the security guards and staff which keep and secure the temple from bad attitude of tourists. That effort has been done for keeping the temple from destruction and anything is not wanted.

Another effort done by manager of PT Taman Wisata Candi Borobudur is through brochure. It is a media to give information to tourists about the history of Borobudur temple and guiding map about Borobudur temple tourism park. Brochure is an important aspect in indirect tourism activity to promote Borobudur temple as cultural property and tourism object. In the promotion, there are more of educations that Borobudur temple as a cultural heritage and the humankind as cultural property.

“...to promotion and education for tourists is used brochure which is written about the history of Borobudur temple and there are guiding map...”.

Source: (Hendro, 2015)

Beside that, PT Taman Wisata Candi Borobudur provide tourist must wear sarong. The purpose of wear sarong is to limit the moving of tourists who came. By wearing sarong, the tourists can not (bergerak leluasa) which can destroy or disturb the environment of the temple.

"....PT TWCB provide sarong for to tourist. To be use by tourists, to limit tourist activities from bad attitude, and to feel live in cultural heritage..."

Source: (Hendro, 2015)

2. Make a program "*Sapta Pesona*"

"Sapta Pesona" is a condition that must realized in order to attract tourists to visit a little market area or region in our country. We have to create a wonderful atmosphere and enchanting anywhere and anytime, particularly, in places visited frequented by tourists and at the time of serving the tourists. With the conditions that attractive and comfortable atmosphere, tourists would like to stay longer, feel satisfied with the visit and provide wonderful memories of their life. *"Sapta Pesona"* consists of seven elements, namely:

1) Safe

The condition where tourists can feel and experience the atmosphere of a safe, free from threats, harassment, violence, crime, feel protected and free including:

- Crime, violence, threats such as rubber, extortion, hold-up, and fraud and so forth.
- Infectious, and other dangerous diseases.

- Accidents caused by fittings and inadequate facilities, such as vehicles, equipment for eating and drinking, elevator, fittings or recreation and sports.

Disturbances by the public which include the imposition of olh hawkers, ignorant hands, words, actions and behaviors that are not friendly, and so forth. So, safe means assured lives and physical integrity, including the tourists' staff.

Then, the meaning of safe is where in Borobudur tourism park is safe from danger of crime including robbing, thef etc. PT Taman Wisata Candi Borobudur have provided secure facility by providing tourism polices, who have office near Borobudur tourism object cooperate with resort police of Magelang, security guard, and metal protector or tool for tourists checking. Beside that, there are also checking for the tourists stuff. PT Taman Wisata Candi Borobudur provides tourism park which is for far away from dangerous disease, or environment that is far away from things can impact disease. PT Taman Wisata Candi Borobudur is providing cleaning service for to clean the environment of the temple to avoid any diseases. If there are tourists injured or ill, PT Taman Wisata is providing ambulans, and place of medical treatment in environment of the temple called First Aid Kids "P3K".

PT. Taman Wisata gives regulation to the vendor to not disturb the tourist, and improve the security by providing polices and security guards in the tourism park area, to anticipate robber, and other criminals that disturb tourists for example: vendor is disturbing by forcing them to their stuff.

“...In the past, there were lot of vendors who disturbed the tourists who came to Borobudur temple and they are forced to buy their stuf. The vendors can be friendly with the tourist and keep their attitude, although not all of them do...”.

Source: (Hendro, 2015)

2. Orderly

That is a condition that reflects the atmosphere of orderly and organized and disciplined in all aspects of community life both in terms of vehicle traffic, the use of the facilities as well as in a variety of other people's behavior, for example:

- Traffic orderly, regular and smooth transport equipment come and leave on time.
- People who crammed or scramble for getting or buying something necessary
- Building and orderly and neatly environment
- Correct information and not confuse

The first, traffic in Borobudur temple about transportation is on time. PT Taman Wisata Candi Borobudur provide local transport. Beside that, there are 7.000 vendor selling their stuff in Borobudur temple. Through training and management of vendor division, PT Taman Wisata Candi Borobudur give training and controls the vendors. In the past there was case that the vendor forced the tourists to buy their stuff and disturbed tourists. It made the tourist felt unsafe.

“... PT Taman Wisata trough division of training and vendor gives a training and controlling vendor and vendor to not disturb the tourists, and make tourist safe...”.

Source: (Hendro, 2015)

The building of locket door is a heritage building of world civilization, and the gate in the east of temple is adapted to the philosophy of Borobudur temple with entrance of eastward. The main building of supporting facility including locket door, museum and another facility of Borobudur tourism park was built based on Javanese architecture to tourist, while strengthening harmony with gardens and temples.

Then, the services in the tourism park of Borobudur temple there are locket of Information. The tourist can ask about information of Borobudur tourism park, home stay, attraction and another facility that provided, and for easily of way to know Borobudur tourism park area and

enjoy facility there are signage who tourist can know direction about facility of Borobudur tourism park.

3. Clean

- That condition showing clean and hygienic properties of both the state of the environment, tourism facilities, fittings and human services that provide these services. Tourists will feel welcomed and comfortable when the place is clean and healthy:

- Cleaning environment both at home or in at public place, hotels, restaurants, public transport, recreation, urination / large.
- Serving food and drink cleanly and healthy
- The use and provision of clean equipment
- The officer clothes and appearance is clean, tidy, and not stink.

In the tourism park, PT Taman Wisata provide places of trash, corporates with photographers, vendors, and other people to give understanding for tourist to keep clean and put the trash in a place. PT Taman Wisata also manages Manohara hotel in the Borobudur tourism park area. The condition is clean and safe. The other facility in Borobudur tourism park of recreation room are including clean camping ground, and play kind

PT. Taman Wisata Candi Borobudur cooperates with Conservation agency of Borobudur to give a equipment to make

environment of the temple still clean with the provision of clean equipment including:

- Do not bring drink or snack or food to the top of the temple with dirty the stone of temple, because every trash of food or drink will destroy the temple stone.
- Do not litter
- Do not Touch, hike, sit, write on the wall of temple and stupa because will destroy.

The staff in PT Taman Wisata Candi Borobudur is clean likes locket staff with waer batik clothes and tradition of Java.

“....The staff wear ethnical Java tradition”.

Source: (Hendro, 2015)

4. Cool

The creation of an atmosphere that is fresh, cool, and comfortable due to the greening regularly and beautiful both in the form of parks and greening in every neighborhood, for that we should all:

- Participate actively maintaining environmental sustainability and greening the results that have made by public or the government.
- Contribute actively to advocate and pioneer that local communities implement reforestation activities and maintain cleanliness, planting different crops in house or yard which is good decoration.

- Form associations aimed at nurturing environment.
- Adorn the study room / work, living room, bedrooms and other places with a variety of plants to decorate or conditioning
- Initiated various activities and other efforts that can make our environment into a cool, clean, fresh and comfort

This activity is including reforestation in Borobudur temple tourism park area where there are 85 hectare and held every years. Borobudur temple is situated on a hill with a height of approximately 15 meters. To support the preservation of the temple, the area around the temple performed greening program, especially in Zone I Borobudur which is the closest area to Borobudur. Greening activities at Borobudur was organized in addition to supporting the existence of Borobudur itself also to reduce the impact of global warming and to absorb emissions.

5. Beautiful

The condition that reflects the arrangement of regular, orderly and harmonious kind of infrastructure, facilities, use of color matching system, in harmony with the environment and demonstrates the properties of the national identity. Beautiful is always in line with the clean, and orderly and inseparable from the environment in the form of the creation of God Almighty and the work of man. Therefore, we are obliged to preserve the environment for sustainable and can be enjoyed by people.

Borobudur temple tourism park is beautiful place with scenery of cultural heritage, scenery of natural environment with there are hills, tourism forest, where there are lot of tree, natural scenery, supporting facilities including museum with Javanese architecture, and wear sarong activity which tourist must wear sarong to enter the temple. In another side, there are lot of facilities including attraction of elephant, developing attraction of audio visual, developing of sunrise package, camping ground, providing play kid place and etc.

Audio Visual: the price for Domestic price is Rp 7,500 and for foreign tourist is included the ticket.

Ticket Price Attraction of elephant:

- a. Attraction training of elephant with price of ticket is Rp. 50,000,00/people
- b. Posing or taking picture with elephant with prices of ticket is Rp 10.000,00/pose
- c. Giving food for elephant with price of ticket is Rp 15.000/package
- d. Take a bath together with elephant with price of ticket is Rp 20.000,/people
- e. T-shirt Elephant painting with ticket price is Rp 100.000/t-shirt

Safari of elephant

- a. Borobudur adventure package with ticket price is Rp 250,000,- /elephant

- b. Sileng adventure with ticket price package is Rp 1.250.000,-
- c. Adventure of mountain Bakal package with ticket price is Rp 1.000.000,
- d. Night elephant adventure package with ticket prices 1.500.000,00

6. Suave

That is the attitude and behavior of the people that friendly and courteous in communicating. Suave is the character and culture of Indonesia in general, always respecting the guests and can be a good host. This amenity is one of the main attraction for the tourists, by therefore must be maintained continuously. The staffs who give services to tourist are kind, friendly, good looking, and always give a smile to tourist in give service in Borobudur tourism park. In another side, the vendor there are training is held by PT TWCB to corporate with Coca cola. The training is for vendor with the purpose to make them can sell their stuff with kind, friendly, and politely to tourist.

7. Memories

That is a pleasant impression and will always be remembered. Memories may be beautiful and fun but could also unpleasant. Memories to be created in the memory and experience feelings of tourists traveled in Indonesia, by itself is fun. This beautiful memory can also be created by, among others:

- The accommodation was comfortable, clean and fast service friendly.
- Distinctive cultural attractions are fascinating.
- Types of delicious regional specialties with an attractive appearance and presentation and hygienic.
- Souvenirs that is characteristic of the area with a beautiful view and low prices.

The accommodation is using local transport with provide andong, local train who accommodate to around the Borobudur tourism park, and providing bicycle. The local transport is clean, safe, and comfortable with the driver is friendly. The local transport including andong where there are seven andong, local train there are five, and elephant there are three. In PT Taman Wisata Candi Borobudur is also provide another attraction with ethnic cultural dance including Jatilan, Dayakan, Topeng ireng. This dance held in Temple yard on Saturday and Monday. This attraction is corporation with local society around Borobudur temple.

"...Borobudur temple every month there are performance including Jatilan dance, and Dayakan dance, it is a local dance who performance in Plataran candi or temple yard...."

Source: (Hendro, 2015)

Sapta charm and implementation goals are so broad and not for tourism purposes only. Socializing and cultivate Sapta Pesona in daily life has a much broader purpose, namely to increase the national

discipline and national identity which will improve the image of both the nation and the state.

b. Supply versus demand

Supply side is tourism park with tourism product including the Borobudur temple, souvenir market, rest area, home stay, museums, parking area, toilet, etc. The another product of tourism is including making a play kid place, opening and developing camping ground, developing audio visual attraction, developing entertainment activity (corporation with event organizer), showing and given performance of local cultural likes Jatilan and Dayakan dance who performing in temple yard or plataran candi is held in every week. Beside that, provide local transport including use carriage “*andong*” to visit villages around Borobudur, visiting handcraft, gerabah villages, look sunset and sunrise in the top the temple or in Putuk Setumbu etc.

Demand is focusing to market tourism, including type tourist, how many tourist will be come to visit, where they will stay, how much money will be out, what interesting activity will be doing. Then for to targeting type tourist are foreign and local tourist who will come to Borobudur temple. The manager are measure that so many local tourist rather than foreign tourist who will come to Borobudur tourism object, for foreign and local tourist, they are come with using bus travel where they are grouping, local bus, motor cycle who they are come from Jogja,

taxi, and also private car. The manager is also provide home stay and hotel including Manohara hotel where near with the temple, and another home stay who the manager have corporation with Unit home stay or hotels. Then, to measuring how many expenditures of tourist is base on tourists consume. In another side, the price of tourism product is based on consensus and instruction of State Own Enterprises “BUMN” ministry. Demand side is including:

Table 2.4.

Facility who Provided by PT. TWCB	Type of Tourist
Purchase of the temple ticket	<ul style="list-style-type: none"> • Foreign tourist: adult is Rp, 250,000,00, child is Rp 150,000,00, and student is Rp, 150,000,00 • Local tourist: adult is Rp 30,000,00, child Rp. 12, 500,00 and student is Rp. 12,500,00
Performance of local dance	Foreign and local tourist and it is free.
Visiting to village is use carriage “andong”.	Foreign and domestic tourist, the price is 5,000,00/people

Visiting to handcraft or art is use andong also	Foreign tourist and also local tourist. The price is Rp 5,000,00
Borobudur and Samudra raksa Museum	Foreign and local tourist who included ticket enters to the temple.
Souvenir market	Foreign and local tourist, cheap and the price can be negotiating with the seller.
Making a play kid	Local tourist and foreign tourist
Opening and camping ground	all
Developing audio visual attraction	Local tourist, the price is rp 7,500,00 and for foreign tourist, the price is included ticket entrance.
Developing entertainment activity	All peoples who come
Developing sunset and sunrise package	Local tourist, the prices is Rp 200,000,00 and foreign tourist, the prices is Rp 300,000,00

C. Human versus environment

1. Held Education and Training to Staff and Vendor are Exist in Tourism Park Areal, Especially Relating with The Conservation

Training conducted by PT Taman Wisata through training is just for staff to give motivation, education about performance in the service to tourists. The training is held in every division annually, the factor make training because so many staff of PT TWCB give a bad performance and make tourist unsafe. The training held by human resources division of PT TWCB including:

- Division of Public relations has be sent to Jakarta
- Divisions of The drivers are sending to central Company of PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko in Jogjakarta. The training is about how to be a good driver. The driver is including driver of head unit, co head, driver of interest finance, driver of organization interest staff.
- Division of operational has training about in house care; the goal is to excellent services.
- Division of security has training about "*Bela negara*". The goal is to motivate about increasing secure in tourism area where Borobudur is becoming world cultural.
- The training has be followed by 250 staff TWCB is determined in the two cloters. The staff is following training consist of staff who

directly relate with guest/tourist including locket staff, security staff, parking staff and information staff. The educations to staff have been done held in audiovisual room. The training theme are how to manage personality, how to respond and solved complaint from tourist, how to speak and communicate with another people. The purpose of training is an effort to improve and increasing service to tourist with give motivation and give knowledge about how to showing a good performance in the service to tourist. The training is use to motivate and give knowledge about a good service to tourist just held in this time.

“...The training is just held in this time, the purpose is to improve nd increasing services to tourist...”

Source: (Agastya, 2015)

Then, the purpose of training vendor is to increasing the services and good attitude. The factor of training is where many vendors are impolite to tourist, and make tourist uncomfortable. PT TWCB is handle the problem with held training program and corporation with Coca Cola to improve and teach or give knowledge about how to be good vendor and how to polite attitude. This training is be hoped vendor in tourism field can increasing performed with focusing to good performance and polite service to tourist.

2. Installation signage is relating with conservation, include information about waste disposal, and trash places in tourism area

Put up billboards on how to visit Borobudur temple, such as at the entrance which forbade tourists bring food, stationery, and sharp objects to the top of the monument except beverage packaging can be recycled - are like mineral water, besides the packaging beverages of all goods must be left in each vehicle. Prohibition of carrying goods other than drinks to the top of the temple aims to prevent vandalism and desecration activities (garbage). Moreover, in the yard and the building of the temple is also fitted announcement which among other prohibited conduct scribble on temple building components, banned up part of the temple, throw trash in the space provided and a few other announcements.

Installation notice boards there is cooperation between public managers Borobudur temple with an interest in Borobudur as a photographer and tour guide to come together to give understanding to the tourists in order to comply with existing regulations and do not do things that can harm and destroy buildings Borobudur Temple. The active role of the community greatly assists in the conservation and protection of Borobudur.

PT Taman Wisata Candi Borobudur corporation with Conservation agency of Borobudur is making a regulation to tourists including:

- a. The tourist can to visiting general time on 06:00 am – 17.30 pm.
- b. The tourists can give a critic and suggestion for improvement of management and conservation cultural site directly or indirectly to PT TWCB email corporate@borobudurpark.co.id with Borobudur heritage of Conservation agency in email address: balai@konservasiborobudur.org.
- c. The tourists do not touch, hike, sit, writes on the wall of temple and stupa because can destroy the stone.
- d. Do not move, take, and change the arrangement of temple stone because will change structure origin of Borobudur.
- e. Do not bring a food or drink to the temple, because every kind of food or drink can destroy the temple stone.
- f. Do not enter to the temple where the place is there are reconstructions or is be cleaning.
- g. Do not for selling in zone 1 (one).
- h. Do not litter

3. Reforestation in around the temple

Borobudur is the world's cultural heritage that we must preserve its existence. Preservation of Borobudur temple has closely related to conditions in the surrounding environment. Borobudur temple has situated on a hill with a height of approximately 15 meters surrounded the temple. To support the preservation of the temple, the area around the temple performed greening program, especially in Zone I Borobudur,

which is the closest area to Borobudur. Greening activities at Borobudur has organized in addition to supporting the existence of Borobudur itself also to reduce the impact of global warming and to absorb emissions.

PT Taman Wisata Candi Borobudur is cooperate with Conservation Agency of Borobudur temple where PT Taman Wisata Candi Borobudur is supporting the activity with provide a place and facilitate opening ceremonial, provide host, trees, stuff for planting. The forestation has also held in out of the temple, including villages around the Borobudur temple.

“... We just supporting with provide tree, fertilizer, stuff to planting the tree, and provide opening ceremonial, M.C, sound system etc...”

Source: (Agastya, 2015)

d. Benefit versus cost

A. Benefit

The benefit is including as much Rp 100 billion with the distribution including:

- 25% for manager of PT Taman Wisata Candi Borobudur in the management of Borobudur temple. The benefit result including:

1. Setting of tourism arrival
 2. Setting of vendor
 3. Setting of security
 4. Supporting of provide facilities
- 25% for local society, including credit small industry of local society.

Until this time, Borobudur temple still become tourist attraction to growth the economy activities of society around the temple. The commitment from management of PT. Taman Wisata Candi Borobudur has be doing more of effort for increase value of economy utilize from the temple existence for society around it trough:

1. Opening job

It be realized with thousand peoples can got job as vendor in the temple area as much 3.500 vendor and out side of the temple are 7000 street vendors. Some of village also provides parking facility for tourists where society also feels get beneficial with parking income. Beside that there are 400 partnership of local society. Besides that, to held sarong, PT Taman Wisata Candi Borobudur has corporation with society to making sarong batik. It is indirectly can open job opportunity for local society.

The local society is staying in around Borobudur temple, they have a beneficial because their house yard can be parking area and another society is be came seller of food, open restaurants, and other. So many economy activities have held in zone III or out of Borobudur tourism area.

2. Training small industry

PT Taman Wisata Candi Borobudur is give credit as much Rp,5 – 15 million and 400 partnerships of local society.

3. Given opportunity to dance grouping in around Borobudur to perform on Sunday in Borobudur tourism park.

The training to society are 90 % people are society of Borobudur and 1 % people have be took from Isi “*Institute Seni Surakarta*” have be given training of dance has cooperation with Tourism Agency of Magelang Regency “*Dinas pariwisata Kabupaten Magelang*”, then showing Sendratari mahakarya Borobudur have be held anually. Held ethnical dance of Magelang society such as Jatilan dance, Dayakan, and topeng ireng have held in temple yard every Saturday and sunday.

“.....PT Taman Wisata Candi Borobudur have given beneficial for to society as much 25 % trough CSR (corporate social responsibility) program, and PBKL training work of environment whice there are 400 partner of training, and given modal to society as much rp 5 million until Rp 15 million.

Source: (Hendro, 2015)

PT Taman Wisata Candi Borobudur claimed that every year the management of PT Taman Wisata Candi Borobudur has given some of benefit to villages around temple. This is a form of CSR "*Corporate Social Responsibility*" in the forms have been described in before it. But, local society of Borobudur is felt un enough and helping from Taman Wisata Candi Borobudur is not giving significant impact for villages in around Borobudur temple.

"The value of Corporate Social Respocibility or CSR progam is very small. The help from PT TWCB is not able to giving significantly impact for villages in around the Borobudur temple area. The income of capita in Borobudur district period 2007 until 2011 just Rp 7,7 million. This is place Borobudur district in six rank from 21 district in Magelang regency. This value is far from under income Ngablak district is located in Merbabu Mountain, is more of Rp 11 million, Mertoyudan is Rp 13 million, or Srumbung where in the foot of Merapi Mountain district is Rp 15,4 million."

Source: (local society A, 2014)

- 50% for central government in the form of
 1. Dividen
 2. Tax of PPh ps 21
 3. Tax of PPh ps. 25

- Local Government of Magelang Regency

Borobudur tourism park activity must given benefit for local government including local tax. According to Presidential Decree clause 5 Number 1 in 1992, zone three (3) is outside area of zone two (2) temple and use for limitation home stay of society, farming area, green line, or another facility is provided for guarantee harmonies and balancing area in zone 1. Generally, for supporting conservation of the temple with function of tourism park on especially. President Decree clause 6 Number 2 in 1992 stated that spatial room, using for, and developing of zone 3 is by local government base on regulation has been established with look of decicion of ministry.

The benefit is getting for to Magelang regency government result from:

- Tax of earth and Building
- Retribution of parking

“...We have problem with local government about local tax of entertain when Local government of Magelang was be up became 30%. We cannot did it, but finally the tax have be formated based on decicion of court of justice “Mahkamah Agung” Number 03 P/HUM/2009. PT TWCB and local government was ever

problem, but our relation with regent is okey until this time, maybe just more people or any interest is not like and making a bad relation....”.

Source: (Hendro, 2015)

The retribution of parking is a result from local society made a facility of parking for tourist who came to Borobudur tourism object. The parking service is an important has become a supporting tourism facility. The condition of parking in outside of tourism park of Borobudur temple at zone of III is area can be utilize by society for activity and result of retribution parking for local government. At the first tourist parking had be mastery by PT. Taman Wisata Candi Borobudur, but society around it, at that time demonstrated welfare because feel not get utilize the existence of Borobudur tourism park. The last with policy of PT. TWCB at 2005 has given right to society for managing parking especially for motorcycle.

There are more of villages in the management of parking including Kenayan, Gendingan, Janan, and Ngaran. Kenayan, Gendingan, and Janan villages has mechanism self in the management of parking. That villages is using land of villages, so system of determine result enter to parking man and enter to village finance, and local tax. In another side with society around temple has a home around the temple,

they are changing their yard of home for became parking area and there are give a job for man for become parking man. The society who has parking land in their home is more beneficial because the income just decrease for to local tax. For to tariff of parking, all villages getting consensus with same price is Rp, 3000, this opportunity be took for nothing parking man is 'ugly' increase price self so make tourist disadvantage.

"...The management of Borobudur tourism park is just based on business system. So until this time still there are problem of poverty society around Borobudur temple. The formatting of entertain tax in PT Taman Wisata Candi Borobudur is trough decision of court "Mahkamah Agung" Number 03 P/HUM/2009 has make disadvantage Magelang government, Local government is losing "PAD" or origin local tax from around Rp 4 billion every years.."

Source: (local government A, 2014)

B. Cost

PT Taman Wisata Candi Borobudur have a corporation with Conservation agency of Borobudur to reducing the tourism impact with the budget from central government. The central government is giving

authority to Conservation agency of Borobudur temple is to handling impact the tourism activity in the temple or zone one (1).

“...The cost is be using for reducing tourism activity impact or any destroy and the budget is from the central government, there are cost self. The much of cost is based on how much destroying of the temple, and for this case, PT. Taman Wisata have corporation with Conservation National Agency...”

Source: (Hendro, 2015).

2.2. Organizing

According Effendy (1996:39), after planning step, the continue step is organizing. The step of organizing is arrangement of organization structure and gives a duty of work with establishing people and position in the structure of organizing. The structure of organization in PT. Taman Wisata Candi Borobudur with the composition including:

1. Head of Unit is leading the organization to achieve the goal
2. Head of operational division have be operated a products Borobudur tourism place including facilities of park, contention, and museum.
3. Head of administrative and finance division have a duty to doing maintenance of Borobudur temple tourism park, and the facilities.
4. Head of marketing have be market of product there are in Borobudur temple Tourism Park and management of any kind of attempts.

5. Division of general and human resources have duties to supporting activity of work well in office of Borobudur temple Tourism Park including secretariat, staff, and office of stockholder.
6. Divisions of security have a duty to secure of environment of Borobudur Tourism Park and participate to helping secure of Borobudur temple.
7. Division of Park have a duties in the making a plan to developing of park.

It is real that fulfill organization structure of the competency standards institution is very important. The education staffs PT Taman Wisata Candi Borobudur are working in the tourism park area or operational there are junior high school until senior high school level. The education staffs PT Taman Wisata Candi Borobudur are working in the office or managerial there are senior high school until master level.

No	Type of Staff	Education
1.	Permanent Staffs are 80	Senior High School until Master.
2.	Free lances are 460	Junior High School until senior High school level

The organizing of the human resources is meeting held annually attended by directors, shareholders, and followed by each unit including a unit of PT. Taman Wisata Candi Borobudur, in accordance with the mechanism of the shareholders and the State Own Enterprises ministry or "BUMN" ministry. The meeting discuss about planning will be doing:

The patterns are

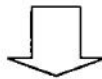
Planning



Unit Borobudur Temple + Unit Prambanan Temple + Unit Services of Transport + Unit Theater and performance



Consolidate of every Units, work assignee under the State Owned Enterprises, Director



Financial reporting to head central office

2.3. Staffing

Staffing is one of the management function include arrange of staff on an organization since requirement of employer, development until effort for every employer give benefit of the company. Top of form the big organizations is organization with high cultural value, with a big attention on the value, expectation, and attitude. Always in the cultural, surely there are teamwork, fair treatment of employees, initiative, and innovation. These cultures also must continue has communicated to employees, both old and new. Therefore, staffing decision is an important decision for the organization, which also must known to the business strategy in order to support the organizational culture.

The staffs are working in Borobudur temple as much 540 peoples where the permanent staffs are 80 and freelance staffs are 460 peoples. The all staffs or 90 percent are Magelang peoples. The staffs are private staff. Beside that, the requirement is searching people to work in the empty position of the company with the searching candidate from freelance staffs, because so many freelance staffs are 460 people. The requirement is based on test, and the information is open to free lance staffs.

“...If there are empty position in top level, there are announcement to low staff or frre lance who want to apply, but

with the requirement including standard of education and follow the test... ”.

Source: (Agastya, 2015)

There are staff stated that requirement in top position is doing with long of work in PT Taman. The staffs work in low level until in top position.

“...We work from low level in here, until middle position or maybe top position, and for work in here, he or she have to long experience to work in PT Taman... ”.

Source: (Staff A, 2014)

“...PT. Taman Wisata Candi Borobudur have 540 peoples, with a permanent are 80 peoples and there are 460 of the free lance staff where the all employer or 90 percent of employer are a local society of Magelang. The requirement itself is take employer from freelance because in this company there are 460 peoples. We are afraid if open recruitment will make so many candidates to apply because as always, PT Taman just need one or two empty position... ”.

Source: (Hendro, 2015)

PT Taman Wisata Candi Borobudur is give training for making staff works effectively. Human resources division has held by attending a mentor to teach and give knowledge to staff, including:

- Divisions of Public relation have sent to Jakarta to following training.
- The drivers have sent to PT Taman Wisata Candi Borobudur Prambanan, and Ratu Boko in Yogyakarta.
- Division of operational, the last Friday there training about motivation for to work effective
- Division of operational has training about in house care, with the goal for to excellent service.
- Division of security has training about (bela negara), with the goal for to increasing service about secure in the tourism area.
- The training for operational division is about how to manage of personality, how to handling and solve the problem, how to speak and communicate with another people. This training has held in Borobudur temple audio visual.
- The training is for staff where the goal is increasing knowledge about Microsoft word with there are 10 peoples following the program.
- The training is held for photographer staff of PT. Taman Wisata Candi Borobudur, with the goal is for to increasing knowledge about photograph because in Borobudur temple there are more of ceremonial, and need photographer to take images of Borobudur temple tourism park.

PT Taman Wisata Candi Borobudur is held training through human resources division for all staff every time when staffs are need knowledge and motivate. The goal is to increasing performance and quality of services. The training activity is held just in this time.

“...Training is just doing this time, the purpose is for increasing skill, knowledge, and service quality to tourists...”

Source: (Agastya, 2015)

In another side, different with another source that to increasing performance is held in every division through head of every division with head of divisions is give support and motivate.

“...To make the staffs work effectively is to provide guidance and training in each division. Every head of division is give motivate and guidance to the staff to can give good work to their performance...”

Source: (Hendro, 2015)

2.4. Controlling

Controlling is the last from the management, after process of planning, organizing, staffing, the next step is controlling. Controlling is needed because with controlling will be known with be controlled if there

are mistake and wrong in the management of Borobudur temple as tourism object and cultural property held by staff of Unit PT Taman Wisata Candi Borobudur.

PT Taman Wisata Candi Borobudur have be three (3) division in the management of Borobudur temple including:

1. Division of vendor
2. Division of operational
3. Division of administration

Every divisions have an effort self for monitoring their staff, it is likes head of vendor is monitoring his staff base on regulation has been established.

“...The system of controlling is through head of each divisions including head of operational division, head of administration and finance division, head of training vendor....”.

Source: (Hendro, 2015)

The indicator for to measure performance of employer of Unit PT. Taman Wisata Candi Borobudur including:

1. Absence based on equity

The presentation or absence of employer is very important thing for to doing a duties, and implementation of duties. So, if the employer can coordination well and can doing all duties, the goal is will be reach but if the employer are not corporation well with not come for to doing

duties, it will disadvantage and the goal will be not achieve. Absence base on equity is mean that the value of presentation of employer is base on equity for all staffs, not separate that he or she is head, or just short of position in the company. The employer or staff in Unit PT. Taman Wisata Candi Borobudur is same and they have be right for to be appreciated.

“...Unit PT Taman Wisata Candi Borobudur have indicator for controlling the employer with look of absence staff based on equity...”

Source: (Hendro, 2015)

2.4. Evaluating

According Mehrens & Man (1978), evaluation is a process to plan, acquire, and provide information that needed to make the alternative of decision. The next step is evaluation, this step is use for to know what the implementation of work field fit with the plan or not. Than in PT. Taman Wisata Candi Borobudur evaluating step is be doing with there are meeting every three month at once to discuss and evaluate in Unit of Borobudur tourism park with the leader is Head of Unit and head of every divisions to fit with the condition in Borobudur temple tourism park.