

**IMPLEMENTASI *POLYCHRONICITY BEHAVIOR* PADA KARYAWAN
FRONTLINE
PT. Taman Wisata Candi Borobudur**

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Submitted : 8 July 2019 Revised: 10 August 2019

Accepted : 1 September 2019

ABSTRAK

Candi Borobudur merupakan candi atau kuil Buddha terbesar di dunia berbentuk tumpukan stupa dengan tinggi 42 meter dan memiliki relief dengan panjang lebih dari 1 kilometer yang terletak di Kota Magelang, provinsi Jawa Tengah yang dikelola oleh PT. Taman Wisata Candi Borobudur. Candi Borobudur tidak hanya menjadi tempat ibadah namun menjadi tempat wisata sejarah yang di kelola oleh PT. Taman wisata Candi Borobudur, Prambanan dan Ratu Boko. Faktor tersebut yang menuntut manajemen Candi Borobudur untuk memberikan *service excellent* kepada pengunjung, terutama pada divisi *frontline* yang berinteraksi langsung dengan pengunjung. Upaya memaksimalkan faktor *service excellent* melalui karyawan *frontline* dapat dilaksanakan dengan memiliki *polychronicity behavior*. Peneliti menggunakan metode penelitian kualitatif deskriptif dalam penelitian ini untuk mengetahui efektivitas *polychronicity behavior* dalam meningkatkan kualitas *service excellent*. Melalui observasi yang mendalam, peneliti mendapatkan hasil temuan bahwa sebagian besar karyawan *Frontline* mampu menjalankan *polychronicity behavior*. Kendala utama dalam pelaksanaan *polychronicity behavior* adalah faktor usia dan tingkat pendidikan karyawan *frontline*.

Kata Kunci: *polychronicity behavior*, karyawan *frontline*, candi Borobudur

***IMPLEMENTATION OF POLYCHRONICITY BEHAVIOR IN
FRONTLINE EMPLOYEES PT. TAMAN WISATA CANDI BOROBUDUR***

ABSTRACT

Borobudur Temple is the largest Buddhist temple in the world in the form of a pile of 42 meters high stupa and more than 1 kilometer long relief located in the city of Magelang, Central Java province. Borobudur Temple is not only a place of worship but a historical tourist place managed by PT. Borobudur Temple tourism park, besides Prambanan and Ratu Boko. This factor demands the management of Borobudur Temple to provide excellent service to visitors, especially in the frontline division that interacts directly with visitors. Efforts to maximize excellent service factors through frontline employees can be implemented by having a polychronicity behavior. The researcher used descriptive qualitative research methods in this study to determine the effectiveness of polychronicity behavior in improving excellent service quality. Through in-depth observation, the researchers obtained findings that most Frontline employees were able to carry out polychronicity behavior. The main obstacle in the implementation of the polychronicity behavior is the age and education level of frontline employees.

Keywords: *polychronicity behavior, frontline employees, Borobudur temple*

INTRODUCTION

Borobudur is the largest Buddhist temple in the world with a height of 42 meters and has reliefs of more than 1 kilometer. Borobudur Temple is a Buddhist monument in the form of a pile of stupas, built by the Syailendra dynasty during the period of the ancient Mataram kingdom 750-850 AD. The construction of the Borobudur Temple stupa has 10 levels and the construction time takes 40 years. Borobudur Temple is located in Magelang City, Central Java province. Because of the grandeur and majesty of the Borobudur Temple, in 1991 UNESCO established it as a world heritage of culture or one of the world's cultural heritages that had a major influence on Indonesian tourism especially in Central Java (Taylor, 2003).

High standardization set by a tourist destination is useful in improving the quality of services to tourists visiting tourist destinations, this makes a note worth noting namely employees (Barata, 2003; Andriani, Brahmanto and Purba, 2019). Every company as a whole has a distinctive culture, the important role of human resources in carrying out tourism activities in a tourism destination is very important, the company's awareness of the importance of managing human resources who are qualified and have the ability to carry out their work (Andriani and Disman, 2019).

The work industry, especially the tourism sector, has the demand to provide maximum service, so that a polychronicity behavior can play an important role in improving positive work outcomes for employees. HR needs to be developed continuously in order to obtain quality human resources in the real sense, namely the work carried out will produce something that is as expected. Quality is not only clever, but can fulfill all the requirements demanded in the work, so that the work can be completed according to plan.

An employee who has a polychronicity behavior orientation can interact with several visitors at once, in this case as an example is a frontline employee. The working pattern of

frontline employees who in their daily activities carry out several work activities in a period of time. In Indonesia there are many problems related to HR, including lack of knowledge, most employees have very low education and training grounds so this low level of education will lead to their low productivity (Andriani, 2014).

Table 1
Data on Tourist Visits of Borobudur Temple Tourism Park

Year	Domestic Tourist	Foreign Tourists	Total
2013	3.147.164	224.287	3.371.451
2014	3.159.744	268.664	3.428.408
2015	3.302.328	256.362	3.558.690
2016	3.616.775	276.141	3.892.916
2017	3.969.550	332.720	4.302.270

Source : ('Kearsitekturan Candi Borobudur', 2016)

A visit to Borobudur Temple in the last five years from 2013 to 2017 experienced a number of positive developments, this can be seen from the number of tourist visits in 2013 which recorded a number of tourist visits of 3,371,451 tourists, then in 2014 the number of tourist visits increased by 1,6%, in 2015 the number of visits was 3.6% then in 2016 an increase of 8.5% and the latest data in 2017 the number of tourist visits was 4,302,270 tourists or an increase of 9.5%.

The number of visits that each year has increased makes the management of PT. Borobudur Temple Tourism Park demands that its employees, especially the frontline division, be more able to interact with many visitors. This makes the employee expected to be able to run the polychronicity behavior. Frontline employees of PT. Borobudur Temple Tourism Park is expected to be able to carry out various work activities at the same time, such as public relations, arranging scouting activities, providing information related to Borobudur Temple, describing

model areas around Borobudur Temple, receiving telephone calls, serving announcement services, broadcasting news lost and car calls, in addition to these activities frontline Borobudur Temple employees are also required to be able to operate audio visuals, along with ticket purchase services to watch audio visuals. Based on this background, the authors are interested in taking the research title "Implementation of Polychronicity Behavior in Frontline Employees PT. Borobudur Temple Tourism Park".

LITERATURE REVIEW

Tourism

Tourism is a journey carried out by individuals or groups from one place to another that is temporary in an effort to find balance or a harmony and happiness with the environment in the social, cultural and natural dimensions (Hariyana, I. K., & Mahagangga, 2015). The term tourism appears in the community around the 18th century, originating from the implementation of a tourism activity, which means a change of residence activity from someone who is temporary for any reason other than conducting activities that can produce a wage or salary (Putra, 2016).

Frontline

Front office is part of the organization where the employees directly serve customers. Every employee is given a decentralized authority to the job description. In this way, employees can improve services to the community, as in the teller system. Frontline consists of, customer service, teller and security guard (Hasibuan, 2017). Every employee is given a decentralized authority, in this way employees can improve services to the community. Based on this understanding, it can be concluded that frontline is the spearhead of the company in direct service to visitors, who become first impression and last impression (first impression and last impression) for visitors who play an important role in the guest service process

because this division is a line division front of the first to face customers.

Work Behaviour

The terms of behavior are activity, action, performance, response, and reaction. In general, behavior (behavior) is defined as something that is said or done by someone. Employee behavior as a series of activities, while the activity is always oriented to the goals or objectives. In carrying out human work take actions or behaviors to realize the work. Behavior is generally carried out with behavior. According to Koentjaraningrat (1979) behavior is a human behavior whose process is not planned in its genes or which does not arise instinctively but as a matter that must be taken into account by learning (Sari, U. M., Yusuf, A. M., Benti, 2016). In working behavior, humans realize themselves as social beings who must always work together with other people. Cooperation between humans is intended to meet the needs of his life.

Polychronicity

The term "polychronicity" refers to the ability or tendency of someone to do many activities in the same period of time (Hall, 1959). The concept of high and low context culture can be distinguished between two cultures. This research analyzes different patterns of behavior based on the orientation of use of time, space, friendship relationships, material, and social relations (Martins and Nunes, 2010). Hall was the expert who first introduced the terms polychronic and monochronic. Polychronicity refers to the culture or orientation of individual psychology which is more inclined to change and flexibility in the use of time (Davis, Lee and Yi, 2009).

(Benabou, 1999) in its efforts to find links between individual time perspectives (polychronicity) and dimensions of organizational culture. Polychronicity / monochronicity is more of an individual's "temporal personality" than group behavior (Daskin, 2016). Polychronic individuals tend to do many activities at one time. Individuals

like this tend to be very strong oriented towards the current situation (when doing activities) and don't think much about the sequence of time and procedures in carrying out their activities compared to a monochronic person (Capdeferro, Romero and Barberà, 2014). They regard time as an inexhaustible resource and consider interpersonal relationships with other people during activities as important to them as the work they must complete (Kirchberg, Roe and Van Eerde, 2015).

Polychronicity Indicator

Culture is a predictor of the orientation of polychronicity (König and Waller, 2010). In the sense that someone with a certain culture does not show a striking difference in the orientation of polychronicity with someone from another culture. Some predictors of polychronicity orientation (Jang and George, 2012) :

a. Work environment

The work atmosphere or workplace environment can be a predictor of polychronic orientation. In an effort to achieve maximum work performance in a work environment, individuals are required to be able to do many tasks quickly. Certain work situations that demand multitasking have an impact on the development of one's polychronic orientation. This assumption is based on the assumption (1) that certain types of work do require individuals to do multitasking and (2) individuals who work in situations requiring multitasking will develop polychronic orientation tendencies (Love, 2009).

b. Personality

Efforts to understand more about multitasking behavior in polychronic orientations some researchers connect polychronic orientation with five big personality traits (Barrick and Mount, 1991).

RESEARCH METHOD

This study uses a qualitative or naturalistic method because it is carried out

in natural conditions. Qualitative research method is a research method used to examine natural object conditions, where the researcher is a key instrument, the technique of data collection is triangulated (combined), data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization (Sugiyono, 2013).

The relationship between research and the scientific method is very close or even inseparable from one another, the point is that the scientific method is a way of applying logical principles to discovery, validation, and explanation of a truth (Sollaci and Pereira, 2004). In this study, researchers determined several techniques in collecting data needed in this study. Following are the data collection techniques :

1. Deep Interview

The key informants used in the study were the Head of HR Section, Assistant Manager of Visitor Services, Assistant sales & marketing, Visitor Service Supervisor, Administrative Customer service and Staff Information Center, regarding the application of polychronicity behavior to frontline employees of PT. Borobudur Temple Tourism Park.

2. Observation

Observations in this study were conducted for 6 months from May - November 2018, to find out how much the effectiveness of the application of polychronicity behavior in frontline employees of PT. Borobudur Temple Park is in excellent service quality to visitors.

3. Documentation

Documentation is carried out during interviews in the form of recording the results of interviews and photos of interview activities.

In the validity of the data, researchers use data triangulation. Triangulation in credibility testing is defined as checking data from various sources at various times (Sugiyono, 2012). Thus there is source triangulation, triangulation of data collection techniques, and time.

DISCUSSION

Analysis of Work Quality Produced by Frontline Employees PT. Borobudur Temple Tourism Park

Based on the results of interviews according to 6 informants, namely the Head of HR Section, Assistant Manager of Visitor Services, Assistant sales & marketing, Visitor Services supervisor, Admin Customer service and Information Center Staff, it can be concluded that the quality of employee performance is good but not very good, this is because the productivity factor of employees is characterized by 85% of the age of employees at the age of 40-55 years, age factor becomes an analysis factor of the productivity or not of employees in producing quality performance.

Based on observations that the researchers did this because of the age of senior employees, most of whom are already over 40 years old, it will affect productivity and trigger a decrease in the quality of employees in the quality of work produced, supported by the Head of HR Division who stated that HR factors the current criteria are above 40 years old which should no longer be in the frontline division. By switching to new HR, it is hoped that it can provide enthusiasm and improve the quality of performance. Age becomes one of the factors that have an influence on employee productivity is age factors that are still in the past usually have a higher level of productivity compared to workers who are old so that the physical possessions become weak and limited.

Analysis of the ability of Frontline PT employees in Borobudur Temple Tourism Park to provide excellent service

Based on the results of interviews from several informants produced several answers to the ability of frontline employees of PT. Borobudur Temple Tourism Park in providing excellent service. The results of the interview show that the polychronicity behavior of employees is indeed required by companies to be able to carry out more than one activity in a period of time and have the

ability to conduct polychronicity behavior. The company's demands and capabilities that must be owned by employees include age factors related to quality and effectiveness of performance. New employees recruited by the company are aged 20-29 years. Employee discipline is a very important component for all employees other than that foreign language skills that must be stocked and used in daily work activities that aim to be effective in providing information and communication need to be supported by employee knowledge capabilities about company facilities or tourist attractions around the Borobudur area. The level of education is the provision of employees in providing excellent service to visitors, with the high level of education of employees it will also increase the competence of the employee's expertise. Frontline employees are front service employees who deal directly with guests and become a source of information for visitors to facilities, models of Borobudur Temple tourism parks and other information, besides that a high level of education will have an influence in dealing with problems that occur in the work environment so as to minimize widespread problems.

Factor Analysis Affecting Frontline Employees Running Polichronicity Behavior

Based on interviews from several informants, it can be concluded that salaries affect someone who can conduct polychronicity, this is indeed very evident with the low level of community income which is still below the minimum wage of regional work. PT. Borobudur Temple tourism park itself provides salary standards along with other facilities, such as health, transport, holiday allowances and others. This becomes the interest of the community in order to become employees of PT. Borobudur Temple tourism park or can survive at PT. Borobudur Temple tourism park, this is a motivation for employees to be able and able to run the polychronicity behavior well. The company's openness in

providing assessment and direction as well as the condition of the company becomes a trust for employees, especially low management in carrying out its work activities, under any circumstances and situations.

Polychronic is defined as a behavior tendency or a person's ability to complete many tasks or work in a period of work time. This term refers to the ability or tendency of someone to do many activities in a period of time. We often encounter polychronic cultures in every division of tourist destinations, one of the divisions in tourist destinations which currently uses the culture of polychronicity in its work environment is frontline employees. Every work activity from frontline works is always accompanied by several things that must be done simultaneously in a period of time. The number of work activities carried out by frontline employees makes employees who occupy the position of Frontline are required to be able to run every work activity to the maximum and very well.

The fact is that in the field, the majority of employees who work as frontline employees are high school graduates, this makes their work productivity not optimal so that every employee, especially the frontline division needs an intensive training to support the quality of work of PT. Borobudur Temple Tourism Park especially frontline division. Service excellent training is needed by employees to become a tourist destination that has the best service excellent standardization.

Companies should provide training to at least 168 hours of employees in each annual period, this is supported by Dessler's theory that only less than 35 percent, training participants can transfer what they learned in training to their work a year after training. Implementation and provision of longer training time in training employees is a solution to maximizing the training gained by applying it to employment.

Referring to the causes of the lack of maximization in services caused by age, based on direct reviews in this study PT.

Borobudur Temple Tourism Park does have employees who are mostly over 40 years old, this has caused decreased service effectiveness, especially in the Frontline division, this should immediately get attention from PT. Borobudur Temple Tourism Park, the best way to deal with this problem is by rolling the department and recruitment. Psychological factors can have a positive and negative impact on employees, especially frontline employees in carrying out a culture of polychronicity, this is because even though the frontline employees of the Borobudur Temple Tourism Park have done a lot of work in a period of time, they still complain due to their dedication to work. no, the status of employees active age 20-29 years, the majority of which are still outsourced even though they have worked for more than 5 years, and the lack of regeneration in staffing makes them work less innovation in service renewal.

Several factors and ways that can be taken to overcome the problem in order to achieve company goals are management policies that must provide concrete solutions in resolving complaints of Borobudur Temple Tourism employees, this is intended to increase the work productivity of each frontline employee in maximizing performance and service company that wants to be achieved, if the psychological factors of employees can be met by the management, it is not impossible their performance in carrying out polychronicity behavior can run better in the future.

CONCLUSION

The conclusions of this study are as follows:

1. The quality of employee performance is now quite good but it is expected to be improved, because the productivity factor of employees is declining, marked by 85% of the age of employees at the age of 40-55 years. Regeneration that does not work well causes employee work productivity to be not optimal.
2. Based on age, discipline, knowledge, level of education, solving problems and

the ability to teamwork, are factors that influence the ability of frontline employees in carrying out excellent services to visitors.

3. The minimum salary or work wage received by an employee affects a person doing a polychronicity behavior, this is indeed evident with the low level of community income which is still below the minimum wage of the regional work. PT. Borobudur Temple Tourism Park is expected to be able to provide salaries above the regional average set by the government coupled with other benefits that drive companies to employees to be able to run polychronicity behaviors as well as employees' salary or minimum work wages to influence and encourage employees to be able to run polychronicity behavior.
4. Frontline SWOT Analysis of PT. Borobudur Temple Tourism Park, it is known that the weakness factor consists of: employees have excessive workload, limited employees owned, and the difficulty in managing employee work schedules. The threat factor consists of: the demands of the employee will be higher, the difficulty of getting the criteria of the employee according to the company's needs or company specifications, is a factor that must be addressed by PT. Borobudur Temple Tourism Park.

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