



THE IMPORTANCE OF DIVISION OF TASKS AND MARKETING DIVISION ROLES IN KAMPOENG KAJOE TANGAN HERITAGE DEVELOPMENT

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Abstract

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A rural area located in Kauman, Kec. Klojen, Kota Malang, is known for Kampoeng Kajoe Tangan (KJT) heritage due to the uniquely built old buildings. However, it is not well recognized by other people. The purpose of this service is to assist the KJT management team in distributing the tasks and the responsibilities for each division as well as to emphasize the importance of additional marketing divisions within the organizational structure. The visitations and the interview with the management team were done to observe the village's condition and to investigate its management team's role. The results from the discussions with the KJT team show that the division of tasks and responsibilities within the team has not well-divided yet resulting in an overlap of each division and causing an ineffectiveness in the implementations of plans and activities. The lacking promotion was caused by the marketing division shortage. Creating job descriptions, and adding more marketing divisions, encouraging a more effective and clear work division, especially on how the marketing division plans a continual promotion so that people will recognize the place and attract more visitors. The suggestion is that each division creates an operational work plan that can support the KJT management team's vision.

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1. Introduction

Around the 1800s during the Dutch era, Kajoetangan, Malang was the center of the shopping complex as well as the main road that connected Blitar and Surabaya which today is called Basuki Rachmad street. The shopping complex around it used to be burned to the ground, however after the situation was relatively safe and peace the complex was built once again, and around 1960-1990 became a crowded shopping complex. Due to its crowd, many people settle there. But sadly, when the modern stores started to emerge, the stores around the complex were shut down thus, they became the abandoned and old stores and other historical buildings.

Based on the historical background, Kayutangan becomes a precious heritage asset that should be preserved. Therefore, Kayutangan heritage needs to be managed properly. Not only it has a valuable historical value but also it might be a potential tourist destination and attract more visitors worldwide. Becoming a favorite tourist destination is the dream of the local people so that they can generate more income. One of the locations that could be a tourism icon in Malang city is Kampung Kajoe Tangan located in Kelurahan Kajoe Tangan, Malang. KJT village has its uniqueness because there are histories and uniquely carved old buildings that are still inhabited by the original descendants.

The development of Kampung Kajoe Tangan (KJT) to become a heritage site should be handled and managed appropriately, because KJT will give positive outcomes specifically for the economic and social improvement and generally for Malang city. Therefore, the management of the product, marketing, and finance as well as the human resources should be done professionally. *Kelompok Sadar Wisata (Pokdarwis)* in KJT has an important role and contribution in developing tourism in the village. To effectively manage KJT, the management team and proper organizational structure are needed. KJT will be managed by a management team led by a Chairman, the operational funds will be assisted by a Vice-Chairman and other sections, treasurer, and Secretary.

Partnership Problems

Based on the visitation and interview, the underlying problems are:

1. Despite having the management team, the organizational structures have not been administered resulting in a not optimal KJT management. Management-wise, there are internal dissents and objectives between the neighborhoods (*RW*). Such conditions can cause a failure of planned activities to be run effectively and optimally.
2. The icons in the captivating spots are not well presented. Therefore, the KJT needs to be promoted continually.

3. KJT team does not have a marketing division.

Targets

The targets of this community service for the people who live in KJT are:

1. To make KJT a favorable selfie destination which provides old yet fascinating houses and other captivating buildings as the main photo spots.
2. To popularize KJT in a larger scope and attracts more visitors.
3. To emphasize the tasks and authority division's role within each section.
4. The formation of JD in each existing part.
5. Explaining the importance of marketing division within the KJT team

IMPLEMENTATION METHODOLOGY

To get an overview of the data and information regarding the KJT development, the visitation by strolling around KJT, documentation, and interview with the Team Leader of KJT development and the staff was done. The visitation and the interview had been done five times from September to December 2019. The interview result is then analyzed and evaluated to find out the problems, obstacles, and alternatives.

According to Terry, Rue, and Ticoalu (2005) to effectively and efficiently manage an organization, it needs to comply with POAC, namely; 1) *Planning*, creating a plan and objective 2) *Organizing* (organizing the existing resources), 3) *Actuating* (an act to manage the resources) dan 4) *Controlling* (controlling the activities). As stated by Terry (2011), the organizing principles are; 1) Establish goals (*Objective*), 2) implementing the division of works (*Departementation*), 3) assigning people to their proper position (*assign the personnel*), 4) Granting the authority and the responsibility to certain people or sections (*Authority and responsibility*) and 5) Delegation of authority

As the implementation of the organizing principle, each division should have a duty and responsibility following the job description or JD. According to Dessler (2010), JD is the task details, responsibilities, reports, working conditions, the concerns with job responsibilities, and job analysis. As stated by Handoko (2008), JD is a written statement that outlines the functions, tasks, responsibility, authority, working conditions, and other related aspects.

According to Brannick, Levine, and Morgeson (2007), JD should be made with job analysis, however, practically some tasks are new and completely different from others so it needs to be made and adjusted with the existing condition. JD generally will be used to measure the employees' performance, however in this case, KJT is not an organization that merely generates profits, therefore, the division's performance needs to be measured using a model that is adjusted

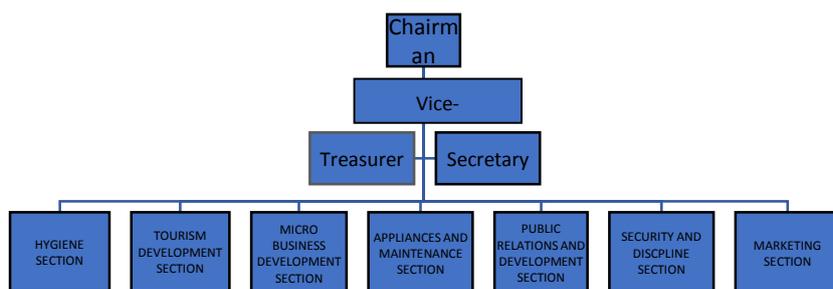
with the existing condition and the objectives. Job description (JD) and job analysis are the core of human resources and they are important to assist the organization in determining the right person in the right position. Levine, Sistrunk, McNutt, and Gael (1988)

Concerning POAC, although the KJT organization is relatively small, each division should do a "planning" or a plan containing things that will be done within a year. Then, alongside the Chairman and other departments implement the plan accordingly and are oriented to the resources, knowledge, and skill. During the activities, the monitoring is done to observe the activity's improvement. Therefore, the KJT team needs to create a series of activities plan for at least one year ahead so that they are already prepared as early as possible and do planning more carefully.

To introduce KJT, the KJT team needs to promote continually. According to Villarejo-Ramos and Sánchez-Franco (2005), marketing communication is essential because it affects brand equity namely; perceived quality, brand loyalty, brand awareness, brand image. Therefore, a marketing team with more specific tasks needs to be formed.

RESULTS AND DISCUSSIONS

During the interview and the visitation, plentiful information and data regarding the KJT team were gathered. Therefore the proposed organizational structure is as follow:



Picture 1. Proposed Organizational structure for KJT team

Under the initial objectives, namely to develop the tourist village KJT Heritage potential, to expose the village with the international community, therefore the information delivery about the KJT Heritage Malang's existence is very crucial to build a good branding image to the society. To actuate the tasks regarding the introduction and promotion of KJT a specific division such as the marketing division is needed. If it is reviewed from the existing structure, KJT has not owned

a specific division that specifically handles its marketing yet. Although a section such as Public Relations has already existed, the tasks are completely different from the marketing division. The proposed marketing division has a function of publishing interesting and entertaining activities and places in KJT to international audiences as well as maintaining a good branding image so that it will become a well-known tourist destination. Its responsibilities are; designing easily remembered and memorable messages and entertaining news about KJT heritage to be published, and to find other opportunities of KJT heritage's unique side that can be improved and has an economic value.

The marketing division's tasks are to find the potential market, marketing the products which in this case is to "sell" every resource that KJT possesses to be exposed publicly such as; old houses, traditional foods, antiques and even creating an atmosphere and nuances of living in the past for selfie photos. The publication that has been done so far was holding some events, like exhibitions, competitions, in special moments such as Indonesia Independence Day, Malang City Anniversary, KJT Heritage Anniversary, and heroes day. Media used for publications are IG, Youtube, and Facebook that are popularized by the internal party (*Pokdamwis*) and from external parties such as from the people who have visited KJT. It is hoped that with the marketing division's existence, the marketing tasks can be more specified to how to promote KJT either on-line or off-line. The tourists that have visited KJT could be the influencer, help to promote the place, maintaining a good branding image so that it can persuade the readers or other potential tourists to visit KJT.

To carry out activities and to introduce and develop KJT Heritage, the firm collaboration and contribution with the local and central government are heavily needed. Therefore, the KJT team needs to design a plan programmed for a year, and it is expected that this program receives beneficial input and assistance from local and central government.

Some activities carried out to promote KJT are to help arranging places or ancient houses and making them unique, beautiful, attractive, impressive or eye catching, and can be pointed by visitors for selfish. In addition, team from STIE Malangkeucecwara also provides board names of historic houses or places that can tell the history of the place/house. STIE Malangkeucecwara also provides a large icon board "I Kampoeng Kajoe Tangan Heritage" which will become a good KJT icon and will be applied for tourist's selfish photo and be shared in social media.



Fig 1. Arranging an old “Air Mantjur” house



Fig 2. Arranging houses name boards



Fig 3. “Jengki House” as an icon unique house



Fig 4. Discussion and Consultation with KJT team



Fig 5. Icon Board for selfie

CONCLUSIONS

To manage KJT, a solid team is needed by emphasizing the tasks divisions and authority to each department so that every plan and task could be effectively and efficiently done by implementing POAC. Tasks and authority must well-recorded within the Job Description and each division should create a short-term, medium-term, and long-term plan. While carrying out the plan, it needs to be monitored to make sure that it is on the right track, and will be evaluated later if it is not.

There is a relationship between marketing communication and brand awareness as well as brand image, therefore the additional marketing team within an organizational structure is critical to emphasize the importance of the tasks and responsibility in promoting and creating a branding image for KJT to attract visitors to come. Apart from those things, a collaboration between the

KJT team and the stakeholders is needed to communicate, coordinate and formulate the marketing strategy so that it is in line with the local and central government's visions and missions.

Suggestions

Regarding the KJT development plan, these are the following suggestions:

1. Holding an annual event at least once in two years.
2. Creating virtual tourism videos as a part of promoting the plan and gain more subscribers on an online platform.
3. Organizing educational training for the local people especially about the culinary, making toys or other antique yet contemporary products so that they can sell them as souvenirs.

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