


Rising From The Slump: The Role Of Human Resource Management In Improving The Performance Of Saung Angklung Udjo

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Article Info	ABSTRACT
<p>Keywords: Human Resource Management, Performance, Saung Angklung Udjo, Pandemic, Covid-19.</p>	<p>Saung Angklung Udjo, as one of the cultural tourism destinations in Bandung, faces major challenges in maintaining its existence, especially related to effective human resource management. This study aims to analyze the role of Human Resource Management in improving the performance of Saung Angklung Udjo after the downturn experienced due to the impact of the Covid-19 pandemic. This study uses a descriptive qualitative approach with data collection through in-depth interviews, observations, and documentation studies. The results of the study show that the Covid-19 Pandemic has had a significant impact on the tourism sector in Indonesia, including Saung Angklung Udjo in Bandung, which experienced a drastic decline in the number of visitors due to social restrictions and the closure of tourist attractions. To recover from this downturn, Saung Angklung Udjo needs to improve its management, especially in the management of human resources. Steps taken include evaluating organizational structures, implementing training programs to improve employee skills and motivation, and creating a healthy work culture. In addition, it is important to build a positive image of the organization through open communication and fair implementation of policies. The human resource development strategy must consider Sundanese cultural values, including arts and culture training, mentorship between senior and young artists, and increasing multicultural awareness. With these steps, Saung Angklung Udjo can strengthen its position as a sustainable arts and culture center.</p>
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INTRODUCTION

Cultural heritage includes all material traces of an artistic and symbolic nature that are passed down from previous generations to each culture and humanity as a whole (Mardianah, 2021). Apart from functioning as one of the main identities of a nation, cultural heritage has an important role in the economy, especially through the tourism sector. By utilizing cultural wealth as a tourist attraction, the country can optimize significant revenue potential (Wibawati & Prabhawati, 2021). More than just a historical relic, cultural heritage is also one of the main pillars in sustainable development, because culture has a profound impact on various aspects of social, economic, and environmental life (Brata et al., 2020).

Therefore, preserving cultural heritage not only supports economic growth but also helps preserve historical values that are valuable to society.

Saung Angklung Udjo is a cultural destination that not only functions as a center for preserving the angklung musical instrument, but also as a place for captivating cultural education and entertainment (Susanti & Sjachro, 2019). Located in Bandung City, West Java Province, Saung Angklung Udjo has become one of the leading tourist destinations that offers a unique and distinctive experience that is difficult to find elsewhere. With a focus on the angklung, a traditional musical instrument that has been recognized as an Intangible Cultural Heritage by UNESCO, Saung Angklung Udjo has succeeded in maintaining local cultural traditions and at the same time introducing the richness of Sundanese art to the world (Sopandi, 2017). In addition to the angklung, this destination also presents comprehensive art performances, featuring national dances, musical performances, and Sundanese songs, creating an atmosphere that combines education and entertainment in one package. Through the various programs and activities they offer, Saung Angklung Udjo has succeeded in attracting interest not only from domestic tourists, but also from abroad (Syarifuddin, 2016).

The potential of Saung Angklung Udjo is enormous, especially because of their main attraction, namely the angklung, which is a magnet for tourists who want to experience the richness of Indonesian culture firsthand (Mulyana, 2023). The art performances they present are not only passive, but also interactive, where tourists are given the opportunity to take part in the performance, either by dancing or playing the angklung together. This uniqueness provides an unforgettable and profound experience, making a visit to Saung Angklung Udjo a living and dynamic cultural learning experience (Bellani & Siswhara, 2016). In addition, the international achievements that have been achieved by Saung Angklung Udjo have further strengthened its position as a cultural destination that is able to compete on the global stage. Their efforts to preserve the angklung while introducing Sundanese cultural arts to the world prove that traditional cultural heritage can be adapted and developed without losing its essence (Tiara et al., 2024).

The Covid-19 pandemic has had a significant impact on Saung Angklung Udjo, which has experienced a drastic decline in the number of visitors and turnover (Dewi et al. 2022). The impact was so great that the management was forced to lay off more than 90 percent of its employees, as reported by Kompas. Before the pandemic, Saung Angklung Udjo routinely held performances every day at 15.30 WIB, and even if there was a special order, the performance could last up to four sessions a day—morning, afternoon, evening, and night. However, during the pandemic, almost all performance schedules were stopped due to the lack of visitors (kompas.com). Nevertheless, the management of Saung Angklung Udjo continues to strive to maintain the quality and capacity of their human resources by organizing various training for the remaining employees (Ariwibowo et al., 2022) .

Human Resource Management plays a very vital role in restoring the performance and sustainability of an organization, especially in post-crisis times such as the Covid-19 pandemic (Stahl et al., 2020). A culture-based organization like Saung Angklung Udjo, which relies heavily on the skills and participation of human resources, must be able to

maximize employee potential to maintain the sustainability of its operations. Effective HR is able to identify skills development needs, develop appropriate training strategies, and maintain employee motivation to remain productive even in difficult situations (Piwowar-Sulej (2021). One of the keys to successful recovery is through continuous employee training and development, which not only improves their competency, but also provides a deeper sense of ownership and involvement in the organization's mission. By providing relevant training, employees can continue to hone the necessary artistic and managerial skills, so that they are ready when the situation returns to normal (Lepak et al., 2006).

Literature Review

Cultural Heritage in Indonesia

Indonesia is a country rich in cultural heritage diversity, making it one of the most important assets for national identity and values that should be preserved. This cultural heritage not only includes various forms of art, traditions, and unique social practices, but also reflects values and philosophies that have been passed down from generation to generation (Anggita, 2018). This diversity includes various musical instruments, dances, traditional ceremonies, and handicrafts that have deep meaning for local communities. In addition, many Indonesian cultural heritages have received recognition at the global level, showing that the culture of this nation is not only relevant to domestic society, but also attracts world attention (Karmadi, 2007). The definition of cultural heritage includes all material signs, both artistic and symbolic, inherited from the past for each culture and humanity as a whole.

Indonesia has many cultural heritages that are recognized worldwide, reflecting the richness and diversity of the nation's culture. One of the most famous is Borobudur Temple, which is the largest Buddhist temple in the world and was recognized as a world cultural heritage by UNESCO in 1991. In addition, batik is also a source of national pride, where this fabric is produced with various motifs using canting and wax techniques, and is recognized as an intangible cultural heritage by UNESCO. The traditional musical instrument angklung from West Java, made of bamboo and played in a way digoyang, has received similar recognition since 2010. Saman Dance, a traditional dance of the Gayo people in Aceh, has also been recognized as an intangible cultural heritage by UNESCO since 2011 and is often performed at religious ceremonies and national holidays at the State Palace. Wayang Kulit, a performing art that uses leather puppets, originates from Java Island, especially East Java, and has deep historical value. Not to forget, Noken, a knitted bag typical of the Papuan Mountains people that is carried by hanging it above the head, has been recognized as an intangible cultural heritage by UNESCO since 2012. All of these cultural heritages are not only symbols of the identity of the Indonesian nation, but also play a role in strengthening tourist attractions and educating future generations about the importance of preserving culture.

Human Resource Management in Cultural Organizations

Human Resource Management is a series of essential activities in an organization, aimed at attracting, developing, and retaining an effective workforce (Sinambela, 2021). This process begins with proper human resource planning to ensure that the organization

has the number and type of employees appropriate to its strategic needs. Furthermore, the staffing function focuses on the recruitment and selection of the right employees, followed by performance appraisals aimed at evaluating and improving individual contributions to organizational goals (Harsono et al., 2024). Human Resource also plays a role in improving the quality of workers through training and development, as well as creating a conducive and supportive work environment. In addition, achieving effective working relationships between management and employees is key to creating a harmonious and productive work atmosphere, so that it can improve the overall performance of the organization (Umar et al., 2024).

Cross-cultural training and development is an important element in Human resource management to support diversity in organizations. Training programs designed to understand and appreciate cultural differences can help employees develop effective communication skills as well as negotiation and conflict management skills (Umar et al., 2024). Through cross-cultural mentoring or coaching programs, employees can learn from each other's experiences, build trust, and strengthen intercultural relationships. With this kind of training, employees not only become more aware of diversity but also better prepared to work together in a multicultural environment (Basuki, 2023).

Creating an inclusive work environment is a strategic step to position cultural organizations for success. When organizations embrace cultural diversity, they create a space where every individual can contribute to their full potential (Tahir et al., 2023). An inclusive work environment not only increases employee satisfaction and engagement but also drives productivity and innovation. Organizations that successfully create an inclusive atmosphere tend to have higher employee retention rates, as well as a positive reputation in the eyes of the public (Adrai & Perkasa, 2024). Thus, HRM that focuses on diversity and inclusivity is not only beneficial for employees but also for the sustainability and growth of the organization as a whole.

METHOD

This study uses a qualitative research approach to understand the phenomenon of the role of human resource management in improving the performance of Saung Angklung Udjo. This study uses a descriptive method to provide a systematic and factual picture of the condition of Saung Angklung Udjo, whose performance has declined as a result of the Covid-19 pandemic. The research location was conducted at Saung Angklung Udjo located at Jl. Padasuka No.118, Pasirlayang, Kec. Cibeunying Kidul, Bandung City, West Java. Data sources according to Bungin (2001) consist of primary data sources and secondary data. Primary data in this study were obtained by observation and interviews with sources at the research location. While secondary data were obtained from secondary sources as a complement, including literature books, newspapers, papers, office documents related to the research. The data were then processed by the researcher. The field data collection techniques are carried out through observation, interviews, and documentation. Observations are carried out by observing and recording the implementation of the object process. The interviews conducted are unstructured, this is because it makes it easier for

researchers to conduct interviews. Interviews were conducted with Mr. Taufik as the owner of Saung Angklung Udjo and several employees. Documentation was done by taking several photos related to the data of Saung Angklung Udjo. Furthermore, the data that has been collected will be analyzed using the Miles and Huberman interactive model which provides a systematic framework in analyzing qualitative data. This analysis process consists of three main stages: data reduction, data presentation, and drawing conclusions or verification. Each stage is carried out interactively and repeatedly until the data collected can truly answer the research objectives.

RESULT AND DISCUSSION

Saung Angklung Udjo during the Covid 19 Pandemic

The Covid-19 pandemic that hit Indonesia has had a significant impact on various sectors, including the tourism industry which has experienced a drastic decline. The tourism sector, which is one of the main sources of income in West Java province, has been hit hard by social restrictions and the closure of tourist destinations to control the spread of the virus. Cities and leading tourist areas such as Greater Bandung, Bogor, Pangandaran, and Cianjur, which were previously crowded with domestic and foreign tourists, are now experiencing a drastic decline in the number of visitors. Hotels, restaurants, and various businesses that depend on tourism are facing major challenges, ranging from decreased income to layoffs.

Saung Angklung Udjo is one of the iconic tourist destinations and arts and culture learning centers in West Java. This place not only offers traditional art performances, but also plays an important role in preserving and introducing the angklung musical instrument to various parts of the world. As a cultural center, Saung Angklung Udjo provides various educational activities that allow visitors to learn to play the angklung directly, understand its history, and watch cultural performances that reflect the rich heritage of West Java. Through a combination of cultural preservation and education, Saung Angklung Udjo has succeeded in attracting the attention of not only local but also foreign tourists, making it one of Indonesia's cultural icons in the international world.

One of the major breakthroughs initiated by the late Mang Udjo was to modify the angklung's notation from the traditional pentatonic system to a diatonic system (seven notes), as used in modern musical instruments such as the guitar or piano. This innovation allows the angklung to be played together with other musical instruments and create wider harmonies in various types of music. With this system, the angklung can be used to play both contemporary and classical songs, thus increasing its appeal among the wider community. In addition, Saung Angklung Udjo's ability to involve many people in playing angklung simultaneously provides a unique experience for the audience, showing the beauty and togetherness of traditional music played together. Through continuous innovation and cultural preservation, Saung Angklung Udjo has become an important symbol in promoting Indonesian traditional arts on the global stage.

Saung Angklung Udjo in Bandung has become a popular tourist attraction, not only among local people, but also among foreign tourists. Interactive activities that allow visitors to learn and play the angklung directly have become a magnet for those interested in

traditional Indonesian culture. Before the pandemic, this place was almost always crowded with visitors who wanted to enjoy the beauty of angklung art while experiencing a unique cultural experience. In fact, according to Taufik, the owner of Saung Angklung Udjo, the number of tourists who come to this place every day ranges from 600 to 2,000 people. Both local and international tourists come to experience the specialness of the angklung performance and participate in the group playing sessions that are characteristic of Saung Angklung Udjo. This success places Saung Angklung Udjo as one of the most important cultural destinations in Bandung.

Before the pandemic, Saung Angklung Udjo employed around 600 people, involved in various operational aspects, from organizing art performances, cultural education, to tourism services. However, with the decline in the number of visitors and drastically reduced income, the management was forced to carry out large-scale layoffs. Currently, only about 40 employees remain and continue to struggle to keep the wheels of operation running. They not only have to adapt to the economic challenges they face, but also maintain the spirit of cultural preservation that has always been the core of Saung Angklung Udjo. Although the number of employees has decreased, the spirit to preserve and introduce angklung as a cultural heritage remains alive, even though it has to operate with limited resources.

During the Covid-19 pandemic, Saung Angklung Udjo faced a major challenge in maintaining its existence amidst a drastic decline in the number of visitors and strict restrictions from the government. According to Maul, Director of Marketing Operations at Saung Angklung Udjo, the conditions at the beginning of the pandemic were so worrying that tourism activities almost stopped completely. The high number of Covid-19 cases in Indonesia forced the management to postpone various cultural tourism activities that had been their mainstay, especially with the strict rules on social restrictions and the prohibition of gatherings. This has a huge impact on the operational continuity of Saung Angklung Udjo, which was previously able to attract many visitors every day.

However, in the midst of this situation, Saung Angklung Udjo is trying to maintain its existence by prioritizing creativity. They began to explore various forms of innovation, one of which was through digital platforms. Angklung performances and training, which were previously carried out in person, have started to be held online. Thus, even though tourists cannot visit the location physically, they can still enjoy Sundanese cultural performances from a distance. This initiative not only helps maintain the existence of angklung as a cultural heritage, but also opens up opportunities to introduce Indonesian cultural arts to a wider global audience during the pandemic.

Although Saung Angklung Udjo has made various efforts to survive the pandemic, such as innovating through online performances and maintaining creativity, unfortunately these steps have not been enough to save them from the threat of bankruptcy. This condition is very sad considering that Saung Angklung Udjo, which used to be one of Indonesia's cultural icons, not only popular domestically but also successfully making the nation's name famous on the international stage, is now on the brink of collapse. The drastic reduction in the number of visitors, coupled with social restrictions and the temporary closure of tourism activities, have caused Saung Angklung Udjo's income to decline sharply.

Although efforts have been made to adapt to the situation, the economic impact caused by the Covid-19 pandemic is still too great to overcome, so the threat of bankruptcy continues to loom over this cultural destination that was once the pride of West Java.

Saung Angklung Udjo as a Preservator of Sundanese Cultural Heritage

Saung Angklung Udjo is a very complete cultural and educational tourism destination, combining various elements of art and culture in one place. Known as a center for traditional arts, Saung Angklung Udjo not only presents stunning Angklung performances, but also provides visitors with a first-hand experience to get to know this Sundanese musical instrument better. With a performance arena, bamboo craft center, and workshop for bamboo musical instruments, Saung Angklung Udjo provides an opportunity for tourists to not only enjoy, but also learn and interact directly with traditional Indonesian culture, especially from West Java.

Angklung Udjo offers an experience that is not only focused on entertainment, but also provides an opportunity for tourists to be directly involved in educational and interactive activities. In addition to enjoying the stunning angklung art performance, visitors can learn how to play this traditional musical instrument through a special workshop. This angklung training program is very popular, because it allows tourists, both local and foreign, to understand more about the history and how to play the angklung. In addition, Saung Angklung Udjo also offers a variety of unique souvenirs made with a touch of Sundanese culture, giving visitors the opportunity to take home authentic memories of their visit. Not only that, for tourists who want to enjoy the Sundanese nuances for longer, Saung Angklung Udjo also provides a guest house designed with a traditional touch of West Java, making it a complete cultural experience.

The founder of Saung Angklung Udjo, Udjo Ngalagena, was inspired by the philosophy taught by his teacher, Daeng Soetigna, known as the 5M principle: Easy, Cheap, Educative, Interesting, and Massive. These principles aim to make the art of angklung accessible to all levels of society, while providing educational value and interesting entertainment. This philosophy was then perfected by adding one more value, namely Meriah, which emphasizes the excitement and joy in every performance. These principles are then applied in every aspect of the performance at Saung Angklung Udjo, known as the Kaulinan Urang Lembur concept, which combines attractive and educational Sundanese art. Through the performances held, Saung Angklung Udjo has succeeded in practicing this philosophy by presenting performances that are not only interesting, but also educational and lively, so that they have succeeded in attracting tourists from various circles, both from Indonesia and abroad.

At Saung Angklung Udjo, visitors are not only treated to a variety of traditional art performances, such as wayang golek, helaran, traditional dances, angklung orchestras, and arumba, but also have the opportunity to experience firsthand the learning experience. They can take part in training sessions to make angklung, understand the techniques and materials used in making this West Javanese musical instrument. In addition, visitors can also witness the process of making bamboo crafts which is one of the characteristics of Sundanese culture. This activity not only provides insight into local arts and culture, but also

enriches the tourist experience with direct interaction, thus creating deep memories and appreciation for Indonesia's cultural heritage. Saung Angklung Udjo is thus an ideal place for anyone who wants to explore the beauty of Sundanese culture in an interactive and fun way.

One of the main attractions of the performances at Saung Angklung Udjo is the demonstration of Wayang Golek, a traditional puppet performance art that has become an integral part of Sundanese culture. In this performance, skilled puppeteers tell epic stories using beautifully carved wooden puppets. In addition, there is also the Helaran ceremony, which is part of the traditional celebration that displays Sundanese cultural rituals and symbols. Traditional dance art is also no less interesting, where the dancers show graceful movements inspired by local stories, thus bringing tradition to life through movement and expression.

In terms of music, visitors can enjoy Angklung beginners and Angklung orchestra, which shows variations of angklung playing in a larger and coordinated format. Arumba, which combines various bamboo instruments, adds diversity to the performance and provides a unique listening experience. Interestingly, at the end of the show, the audience was invited to actively participate by dancing with the children. This not only creates a cheerful atmosphere and interaction, but also strengthens the bond between culture and society. Thus, Saung Angklung Udjo is not only a place of entertainment, but also an effective means of education and cultural preservation.

As one of the famous cultural tourism destinations in Indonesia, Saung Angklung Udjo has an important role in preserving Sundanese culture, especially angklung. With its existence and activities held, Saung Angklung Udjo makes a significant contribution to the tourism and creative economy sectors in the country. It is not surprising that Saung Angklung Udjo is now recognized as one of the pillars of cultural tourism in Indonesia. Through various programs and performances, Saung Angklung Udjo is committed to maintaining the sustainability of the angklung tradition so that it remains relevant amidst the development of the times.

The main tasks of Saung Angklung Udjo include several important aspects, such as preserving culture, providing educational facilities, and carrying out coaching and evaluation. In carrying out its role, Saung Angklung Udjo performs several key functions. First, as a cultural tourism destination, Saung Angklung Udjo strives to preserve Sundanese culture, especially angklung, so that it remains alive and develops over time. By presenting an interesting angklung performance, visitors can directly experience the beauty and depth of this tradition.

Second, Saung Angklung Udjo functions as an educational institution that provides space for anyone who wants to learn the art of angklung. By offering training and workshops, this place facilitates tourists and the general public to understand and master the techniques of playing the angklung. Third, in terms of coaching and carrying out tasks in the field of tourism and culture, Saung Angklung Udjo collaborates with various parties to strengthen networks and promote Sundanese culture more widely. Through these efforts,

Saung Angklung Udjo not only contributes to tourism, but also plays an important role in cultural education and the preservation of local heritage.

The Role of Human Resource Management in Improving Performance at Saung Angklung Udjo

Saung Angklung Udjo went through difficult times during the Covid-19 pandemic, which almost brought it to a standstill. The restrictions on gathering activities imposed by the government to combat the spread of the virus have become a major challenge for Saung Angklung Udjo, which relies heavily on performing arts as its main source of income. In such conditions, the management of Saung Angklung Udjo struggled hard to maintain the continuity of its operations. They are struggling to cover production costs and maintain employee salaries, despite sharply declining revenues. Amidst such enormous challenges, the management team is finding creative ways to stay operational, such as implementing online programs and exploring potential collaborations with others to engage visitors virtually.

Gradually, thanks to these efforts and innovations, Saung Angklung Udjo began to find a way to operate again and slowly entered a new normal phase. Following mass vaccination and easing of restrictions, visitors have begun to flock back to enjoy performances and workshops. This recovery process not only marks the return of Saung Angklung Udjo as a tourist destination, but also a symbol of cultural resilience in the face of crisis. While challenges remain, the steps taken during difficult times have helped Saung Angklung Udjo to bounce back and continue its mission of preserving and promoting the art of angklung to the wider community.

In an effort to recover from the downturn caused by the pandemic, Saung Angklung Udjo realized the need for comprehensive management improvements, especially in the internal sector, with a primary focus on human resource management. During the pandemic, many employees were laid off or forced to stay home, which not only impacted individual income, but also team spirit and overall organizational performance. To overcome this challenge, Saung Angklung Udjo must conduct a thorough evaluation of the existing organizational structure and managerial processes, including creating training programs to improve the skills and motivation of remaining employees.

The role of human resource management is very important in improving organizational performance in this case Saung Angklung Udjo. These roles can be:

1. Creating a healthy work culture. Creating a healthy work culture at Saung Angklung Udjo is one of the vital roles of human resource management (HR) in improving organizational performance. A healthy work culture involves a positive environment, where employees feel appreciated, motivated, and involved in every activity of the organization. This can be achieved by encouraging collaboration between employees, rewarding individual and team achievements, and ensuring open communication channels between management and staff. When employees feel comfortable and supported in their work, they tend to perform better, contribute actively, and have high loyalty to the organization. Thus, a healthy work culture not only increases employee

satisfaction, but also has a positive impact on the quality of service and visitor experience at Saung Angklung Udjo .

2. Improving employee motivation. Improving employee motivation at Saung Angklung Udjo through human resource management can be done by providing timely and relevant awards. These awards can be in the form of verbal recognition, financial bonuses, or other forms of incentives that are in accordance with employee achievements. When employees receive awards for their hard work and contributions, they will feel appreciated and motivated to continue to give their best. In addition, awards given in a timely manner can strengthen positive relationships between employees and management, creating a sense of mutual respect and trust. With high motivation, employees tend to be more productive, innovative, and committed to achieving organizational goals, which will ultimately contribute to the success of Saung Angklung Udjo in promoting Indonesian traditional culture and arts.
3. Increase productivity. Increasing productivity at Saung Angklung Udjo can be achieved through effective human resource management. By implementing appropriate training and development, employees will gain the skills and knowledge needed to perform their tasks more efficiently. In addition, creating a supportive work environment, including adequate tools and resources, will allow employees to work more focused and productively. With good communication between management and employees, any challenges can be resolved quickly, so that team performance can be improved. This increase in productivity is not only beneficial for employees, but also contributes to the sustainability and success of Saung Angklung Udjo in preserving and promoting cultural arts .
4. Identifying gaps . Human resource management plays a crucial role in identifying gaps in the Saung Angklung Udjo organization. By conducting an in-depth analysis of the organization's performance, processes, and needs, Human resource management can identify areas that require improvement or development. This includes assessing the skills and competencies of current employees to determine if they are a good fit for the position or if there is a need for additional training. In addition, by understanding the needs of the organization and matching them with the potential of employees, Human resource management can recruit or transfer the right employees to the right positions, thereby maximizing individual potential and increasing overall efficiency in achieving organizational goals. This approach not only benefits the organization but also provides opportunities for employees to grow and contribute optimally .
5. Creating a positive image. Human resource management has an important responsibility in creating a positive image of the Saung Angklung Udjo organization in the eyes of its employees. By building open and transparent communication, Human resource management can ensure that every employee feels appreciated and cared for, which in turn increases job satisfaction. In addition, the implementation of fair and consistent policies in human resource management, such as providing opportunities for career development, training, and awards for achievement, will increase employee loyalty to the organization. This positive image created will not only strengthen the

relationship between employees and management, but will also attract the interest of qualified prospective employees to join, as well as strengthen Saung Angklung Udjo's reputation as a good place to work in the arts and culture industry. Thus, this positive image plays a vital role in supporting the sustainability and success of the organization as a whole.

6. Employee training and development . Human resource management plays a crucial role in improving the skills and competencies of Saung Angklung Udjo employees through systematic training and development programs. By providing relevant and job-specific training, Human resource management can help employees hone the technical and non-technical skills needed in performing arts and organizational management. In addition, ongoing development programs, such as workshops and seminars, not only enhance employees' knowledge of angklung culture and art, but also prepare them to face challenges and changes in the tourism and cultural industry. Thus, investment in training and development not only benefits individual employees, but also contributes to improving the overall performance of the organization, creating a more competent and innovative team at Saung Angklung Udjo.

Human Resource Management Development Strategy in Improving the Performance of Saung Angklung Udjo

Good and targeted human resource management is the key to improving organizational performance, including at Saung Angklung Udjo. With effective Human resource management, starting from selective recruitment, training and development of culture-based skills, to the implementation of a performance evaluation system that values the contribution of each individual, the organization can ensure that employees not only understand their responsibilities, but also have high motivation and commitment to preserving the angklung cultural heritage. In addition, leadership development that is in accordance with local values, such as mutual cooperation and respect for each other, will encourage the creation of a harmonious and productive work environment. Thus, well-managed Human resource will play an important role in maintaining the quality of performances, increasing the appeal of cultural tourism, and strengthening the image of Saung Angklung Udjo as a sustainable cultural center.

The right human resource development strategy for a culture-based organization such as Saung Angklung Udjo needs to consider cultural values and traditional heritage as the main foundation. Some strategies that can be applied are:

1. Arts and Culture Skills Training and Development

Training and development of arts and cultural skills is the main foundation in maintaining the quality and sustainability of Saung Angklung Udjo as a Sundanese cultural center. Employees, whether angklung players, dancers, or show guides, need to be routinely provided with intensive training related to traditional arts. This training not only focuses on the technical ability to play musical instruments or dance, but also includes a deep understanding of the cultural values contained therein. With a strong understanding, employees will be better able to convey the essence of Sundanese culture to the audience, so that not only entertainment is presented, but also cultural education.

In addition, structured training can help update and enrich the repertoire of performances to remain relevant to the times, without leaving behind its cultural authenticity. Through the development of skills in choreography, musical composition, and innovation in delivery, performances at Saung Angklung Udjo can continue to attract local and international audiences. The use of technology in staging can also be part of this training, so that performances can be presented in a more modern way while still maintaining a strong cultural identity. This will make each performance more dynamic and provide a richer experience for the audience.

On the other hand, the development of cultural arts skills must also involve the process of regeneration and transfer of knowledge between generations. Saung Angklung Udjo needs to facilitate a mentorship program between senior artists who have extensive experience with young artists who are still learning. This program is important to ensure that traditional arts knowledge is not lost over time, but continues to be passed down well. With smooth regeneration, the quality of the performances will be maintained and Sundanese cultural heritage can continue to be preserved from generation to generation.

2. Mentorship and Intergenerational Knowledge Transfer

Mentorship and intergenerational knowledge transfer play a vital role in preserving cultural heritage at Saung Angklung Udjo. This process involves maestros or senior artists who have in-depth knowledge and years of experience in playing the angklung and Sundanese cultural arts, who share their skills and insights with the younger generation. Through this mentor-mentee relationship, young artists not only learn the techniques of playing the angklung or other performing arts, but also gain a deeper understanding of the cultural values and philosophies underlying each performance. Thus, the knowledge inherited is not only technical, but also includes the spiritual and social aspects of Sundanese culture.

The mentorship program also plays a role in maintaining the authenticity of the performances at Saung Angklung Udjo. The younger generation who are trained directly by the maestros have the opportunity to learn directly from original and proven sources, which maintain the authenticity of traditional music and dance. This experience cannot be completely replaced by formal training or literature alone, because much of the knowledge of arts and culture can only be understood through direct practice and continuous guidance. With mentorship, the quality of arts and culture is maintained, and the next generation can deliver performances with high authenticity, while remaining open to innovations that are relevant to current developments.

More than just a transfer of skills, mentorship also creates a strong social and emotional bond between the senior and younger generations. This process encourages a dialogue between generations, where not only art and culture are shared, but also life values, work ethics, and a love for culture. This close relationship creates a harmonious and mutually supportive work environment, where each individual feels a shared responsibility to preserve the culture. Thus, Saung Angklung Udjo not only functions as a venue for art performances, but also as a living and dynamic cultural community, where each member plays a role in preserving the tradition.

3. Culture Based Awards Program

Cultural-based award programs are an effective way to motivate employees at Saung Angklung Udjo by recognizing their contributions through awards that are relevant to local cultural values. In addition to material incentives such as bonuses or salary increases, the awarding of traditional titles or recognized cultural status within the arts community can be a form of deep appreciation. For example, an angklung artist who has made significant contributions may be given an honorary title that reflects his expertise and role in preserving Sundanese culture. The title is not only symbolic, but also increases their sense of pride and responsibility in maintaining the quality of the art they are engaged in.

These culture-based awards also strengthen the bond between employees and the arts communities in which they work. By being rewarded in the form of a title or cultural recognition, employees feel more connected to the cultural heritage they represent in each performance. They feel valued not only as workers, but also as cultural guardians who have an important role in preserving traditional arts. This creates a stronger sense of belonging to Saung Angklung Udjo as a cultural center, thereby increasing employee loyalty and dedication in carrying out their duties better.

In addition, cultural-based awards provide recognition that can be received not only within the internal scope of Saung Angklung Udjo, but also within the wider arts community. Employees who receive traditional titles or cultural status will be respected by their peers and other arts communities, thereby enhancing their personal and professional reputations. This recognition can also inspire other employees to continue improving their skills and dedication, because they see that their contributions are appreciated in a wider cultural context. Thus, a cultural-based award program can create a productive, harmonious, and respectful work environment for artistic values and traditions.

4. Multicultural Education and Awareness.

Multicultural education and awareness are important elements for Saung Angklung Udjo, which increasingly interacts with international tourists. While the organization focuses on preserving Sundanese culture, employees also need to have an understanding of other cultures in order to convey local culture in a way that is inclusive and sensitive to the backgrounds of visitors. By providing multicultural training, employees will be better prepared to explain Sundanese cultural values in a language and manner that is easily understood by people from different countries and cultures, so that the show is not only entertaining but also globally educational.

Multicultural understanding also helps employees to communicate better in cross-cultural situations. International tourists often have different expectations regarding cultural experiences, and Saung Angklung Udjo employees equipped with multicultural knowledge can adapt their approach to conveying information. They can avoid potential misunderstandings or discomfort by understanding different cultural norms, making interactions with visitors more harmonious and professional. This training may also include basic foreign language skills or an understanding of the etiquette and customs of the countries that most frequently source tourists.

By raising multicultural awareness, Saung Angklung Udjo also strengthens its position as an inclusive and welcoming cultural destination for visitors from all over the world. Employees who have high cultural sensitivity can make visitors feel more welcome and appreciated, which in turn enhances their experience while at Saung Angklung Udjo. This not only supports the positive image of the organization in the eyes of international tourists, but can also encourage positive word-of-mouth marketing, increase the number of visitors, and expand the reach of Sundanese culture on the global stage.

5. Development of Creativity and Innovation Based on Culture

Developing creativity and innovation based on culture is an important step in maintaining the relevance of Saung Angklung Udjo amidst the development of the times, without sacrificing the essence of Sundanese cultural traditions. Encouraging employees to think creatively and innovate in new performance formats can enrich the experience for audiences, both locally and internationally. For example, employees can incorporate modern elements such as sophisticated lighting, multimedia visualization, or collaboration with other music genres, but still keep the angklung as the main instrument. In this way, the performance remains attractive to the younger generation who are more familiar with technology, while still respecting and preserving the existing cultural heritage.

Cultural innovation can also include developing traditional musical instruments to better suit modern contexts. Employees with expertise in technology or design can contribute by updating the angklung or other instruments in terms of material, form, or function, so that they are easier to play in various contemporary music genres without losing their unique characteristics. For example, the angklung can be adapted to perform in various electronic music formats or combined with other modern instruments to create new melodies while still maintaining its traditional identity.

In addition, the development of culture-based creativity and innovation can create a collaborative space between employees and the international arts community. By inviting artists or musicians from various countries to collaborate on cultural projects, Saung Angklung Udjo can expand its cultural reach while introducing Sundanese art to the global stage. This can also enrich local performances by showcasing different cultural elements, thus creating a more dynamic and global performance. Ultimately, innovation that remains rooted in tradition not only maintains cultural sustainability, but also opens up new opportunities in developing more relevant and universal traditional arts.

CONCLUSION

The Covid-19 pandemic has had a significant impact on the tourism sector in Indonesia, including Saung Angklung Udjo, a cultural tourism destination in Bandung. Before the pandemic, Saung Angklung Udjo attracted many local and foreign tourists with angklung art performances, cultural education, and interactive activities such as angklung training. This place is known as a center for the preservation and development of angklung, a traditional Sundanese musical instrument modified by Mang Udjo to be played in a diatonic system. As an icon of Indonesian culture, Saung Angklung Udjo not only provides entertainment, but also promotes traditional Indonesian arts to the international stage. However, the pandemic

caused a drastic decline in the number of visitors due to social restrictions and the closure of tourist attractions. As a result, Saung Angklung Udjo experienced major challenges, including decreased revenue and layoffs. Despite trying to survive through digital innovations, such as holding online performances, these efforts were not enough to overcome the enormous economic impact, and the cultural destination is now on the brink of bankruptcy.

In an effort to recover from the downturn caused by the pandemic, Saung Angklung Udjo realized the importance of improving management, especially in the human resources management sector. Many employees were laid off, affecting team spirit and performance. Therefore, management needs to evaluate the organizational structure and implement training programs to improve employee skills and motivation. Some of the important roles of Human resource management include creating a healthy work culture so that employees feel valued and motivated, increasing productivity through proper training and a supportive work environment, and identifying skills gaps to ensure employees are in the right positions. In addition, management must also build a positive image of the organization through open communication and fair implementation of policies, as well as implementing systematic training and development programs to improve employee capabilities. All these steps aim to strengthen Saung Angklung Udjo as a sustainable arts and culture center.

The human resource development strategy at Saung Angklung Udjo must consider Sundanese cultural values and traditional heritage. Some steps that can be taken include training and development of arts and cultural skills for employees, mentorship between senior and young artists, and culture-based award programs to recognize their contributions. In addition, it is important to increase multicultural awareness among employees to better interact with international tourists. Finally, the development of culture-based creativity and innovation needs to be carried out to maintain the relevance and sustainability of the performance, such as adapting traditional instruments into a modern context and collaborating with artists from various countries.

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