



Forming conservation ambassadors: an education and training-based hr development program at semarang zoo

Aristo Lahagu¹, Pranoto²

^{1,2} Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, Semarang, Indonesia

Article Info

Article history:

Received: Nop 9, 2024

Revised: Nop 20, 2024

Accepted: Nop 28, 2024

Keywords:

Human Resource Management;
Semarang Zoo;
Tourism Destination.

ABSTRACT

The management of Semarang Zoo has taken significant steps to improve the quality of services and conservation through the impact of the development and implementation of more modern and inclusive Human Resource management practices. This study presents an observational analysis of how the organizational structure, jobdesk, job requirements, planning and assessment of human resource performance, recruitment process, and human resource problems in Semarang Zoo are present. The research method used is an ethnomethodological approach that involves observation, interviews, and in-depth understanding and interaction regarding Human Resource Management at the destination. The results show that Semarang Zoo has a structure and jobdesk with the aim that the zoo can be managed into a recreational place that has conservation and educational value. Employee characteristics play an important role, there are job opportunities that offer a degree of flexibility depending on the size of the risk. Decisions are not just black on white, but depend on employee experience. Planning and assessing Human Resources performance are also carried out to anticipate problems that will occur in the future. However, the problems that arise can be solved because there are suitable solutions to overcome them. The reference at Semarang Zoo is reflected through the existence of structured management procedures. Knowledge of this is important in the development of conceptual and sustainable tourism management.

This is an open access article under the CC BY-NC license.



Corresponding Author:

Pranoto,

Manajemen,

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, Semarang

Jl. Lamongan Tengah No.2, Bendan Ngisor, Kota Semarang, Jawa Tengah 50233, Indonesia

Email: pranoto@stiepari.ac.id

1. INTRODUCTION

In a world that is constantly changing and full of challenges, human resource management (HR) is one of the key factors that determine the success of an organization or institution. This is no exception for conservation and recreation institutions such as Semarang Zoo, which is located in the city of Semarang, Indonesia. As one of the oldest zoos in Indonesia, Semarang Zoo not only serves as a recreational place for the community, but also as a center for conservation and education regarding biodiversity. In this context, the implementation of effective HR management is crucial to ensure that Semarang Zoo can carry out its mission well, while providing a memorable and educational experience for its visitors.

Modern zoos not only serve as recreational places, but also as centers for conservation, education, and research. In this context, Semarang Zoo, as one of the main tourist destinations in Central Java, has an important role in promoting conservation awareness and providing an educational experience to visitors. However, to achieve this goal, the development of quality human resources (HR) is the main key (Ballantyne et al., 2007)

Some of the problems that have been detected in the operations at Semarang Zoo are the lack of staff competence in the aspects of conservation and visitor education, the limitations of the human resource development program that focuses on the role of the zoo as a conservation center, as well as the challenges in integrating aspects of conservation, education, and visitor services in zoo staff training.

This study aims to provide an overview of how human resource management is applied in Semarang Zoo. Through direct observation and interviews with various parties involved, this report will identify the HR management strategies adopted by Semarang Zoo. What is the organizational structure and jobdesk, job requirements, planning and assessing HR performance and how is the recruitment process at Semarang Zoo.

In recent years, the management of Semarang Zoo has taken significant steps by analyzing the human resource development needs at Semarang Zoo related to its role as a conservation ambassador, designing effective education and training programs to improve staff competencies in the aspects of conservation, education, and visitor services, evaluating the impact of human resource development programs on the quality of service and visitor satisfaction of Semarang Zoo and developing a human resource development model to form conservation ambassadors in zoos.

By focusing on developing employee competencies, welfare, and job satisfaction, as well as building a strong organizational culture, Semarang Zoo strives to create a conducive work environment for employees, which in turn is expected to improve the quality of service to visitors and conservation efforts.

The role of human resources in the tourism industry, including zoos, is crucial in providing quality services and creating memorable experiences for visitors (Baum, 2015). More specifically, in the context of zoos, well-trained staff can act as effective "conservation ambassadors", bridging the gap between visitors and animals, and promoting conservation messages (Moscardo et al., 2007).

HR management at Semarang Zoo is not only concerned with aspects of recruitment, training, and employee development, but also includes aspects such as performance management, compensation and benefits, occupational health and safety, and industrial relations. All of these aspects are integrated in a comprehensive HR management strategy, designed to support the achievement of organizational goals, while ensuring that Semarang Zoo remains an ethical, sustainable, and enjoyable workplace for all employees.

Education and training are important instruments in developing competent human resources in the tourism sector (Zagonari, 2009). A structured and sustainable HR development program can improve employee knowledge, skills, and attitudes, which in turn will improve service quality and visitor satisfaction (Kusluvan et al., 2010).

Given the importance of Semarang Zoo's role in conservation, education, and recreation, this observation report will attempt to provide in-depth insights into how human resource management can contribute to the success of this institution in carrying out its mission. By understanding the human resource management practices applied, the challenges faced, and the strategies used to overcome them, it is hoped that this report can provide useful recommendations for Semarang Zoo and other similar institutions in optimizing the management of their human resources. In addition, this report is also expected to be a source of information and inspiration for practitioners, academics, and other related parties who are interested in human resource management in the conservation and recreation sector.

This research will explore the importance of education and training-based human resource development programs at Semarang Zoo in forming effective "conservation ambassadors". By focusing on improving staff competencies in aspects of conservation, environmental education, and visitor

services, it is hoped that Semarang Zoo can increase its role as a quality conservation and education center.

2. RESEARCH METHOD

The research methodology chosen for this study is an ethnomethodological approach. This approach has proven to be more appropriate to explore a deep understanding of organizational structure, job requirements, planning and evaluation of Human Resources performance, recruitment process, and Human Resources problems in Semarang Zoo tourist destinations. In addition, we also emphasize on the analysis of human interaction in real situations. In the context of human resource management, it is important to understand how the interaction between various elements of the organization affects the effectiveness of human resource management and research can be better connected to the specific context of the Semarang Zoo Tourism Destination. This allows researchers to explore in depth the unique challenges and dynamics in human resource management in these tourist destinations. In this study, we are actively involved in the environment of tourist destinations and conduct observations, as well as in-depth interviews with employees, especially the Human Resource Management division. By combining an ethnomethodological approach in research that discusses human resource management at Semarang Zoo, it is hoped that the journal can make a valuable contribution to the understanding and development of human resource management practices in these tourist destinations.

3. RESULTS AND DISCUSSIONS

Organizational Structure and Jobdesk Semarang Zoo

The definition of organizational structure is put forward by several experts as follows: Robbins and Coulter, said that organizational structure can be interpreted as a formal framework of organization with which work tasks are divided, grouped, and coordinated. Gibson, et al, said that organizational structure is a formal pattern of grouping people and jobs.

The Organizational Structure establishes the way in which tasks and work are formally divided, grouped and coordinated. This statement refers to six key elements consisting of elements of job specialization, departmentalization, chain of command, range of control, centralization and decentralization and formalization). An organizational structure can be defined as a system or network of tasks, reporting and communication systems that jointly connect individual work with groups. All organizations, however small, have some kind of structure because in general a structure is designed with the intention of ensuring that the organization is designed in the best way to achieve its goals and objectives. This statement also refers to six key elements consisting of elements of job specialization, departmentalization, chain of command, range of control, centralization and decentralization as well as formalization (Nuraeni, 2021).

As one of the tourist destinations, Semarang Zoo has its own structure and jobdesk. Semarang Zoo itself is one of the leading tourist destinations in Semarang. In addition to being a place of recreation, this zoo is expected to be a place of conservation and education. In an effort to achieve this goal. The Semarang Zoo manager divides the jobdesk well.

1) Shareholder

Shareholders in a tourist destination have an important role in making strategic decisions, obtaining funds for development, and determining the direction of the business. They also contribute to the growth of the local economy through investment and job creation. Semarang Zoo who has an important role in this matter is the mayor of Semarang.

2) Commissioner

Jobdesk or commissioner duties in a Semarang Zoo tourist destination include:

- (a) Supervise and evaluate executives
- (b) Providing strategic advice on the development of Semarang Zoo
- (c) Approve important decisions such as major expenses and acquisitions

- (d) Assisting in the development of relationships with shareholders (mayors) and several related parties
 - (e) Monitor financial performance and provide direction to improve efficiency and performance.
- 3) Director
Directors are responsible for formulating long-term and short-term strategies for the development of tourist destinations, including product development, marketing, and resource management. In addition, the Director is also responsible for managing the budget, monitoring financial performance, and ensuring that tourist destinations operate efficiently and profitably. The role of the director is very important in determining the direction and success of a tourist destination, both in terms of development, operations, and marketing.
- 4) Operations and Development Manager
Operations managers are responsible for overseeing the day-to-day operations of tourist destinations, including facility management, customer service, and security. They are also involved in developing and updating tourism products, such as new attractions, activities, and experiences to increase the attractiveness of destinations. In addition, they are involved in developing short-term and long-term business plans for tourist destinations, as well as evaluating performance and making necessary improvements.
- 5) Marketing and Promotion Division
The task of this division is to market things related to Semarang Zoo tourist destinations, one of which is to design an effective marketing strategy to increase the visibility of tourist destinations and attract the interest of potential visitors and can also create promotional materials such as brochures, videos, websites, and other promotional materials that are interesting and informative.
- 6) Operations Division
The operational division has an important role, one of which is to be responsible and ensure that all tourist destination facilities are well maintained, including buildings and animal clans. This division is in charge of ensuring and maintaining the operational sustainability of tourist destinations and providing a good impression and experience to visitors
- 7) Animal Division
As the name suggests, this division is in charge of ensuring that animals are safe. And ensure that related operations run safely.
- 8) Medic Veteriner
Veterinary medicine is a field of medicine that specializes in the study of animal health and diseases. Therefore, the task or jobdesk is to ensure that the animals at Semarang Zoo are safe, healthy and there are no things that are detrimental to the destination or visitors.
- 9) Internal Supervisory Unit
The duties or roles of SPI are very important in helping to achieve the goals in an efficient, effective and standardized manner. SPI is tasked with examining and evaluating the efficiency and effectiveness of operations at tourist destinations, including facility management, customer service, and security, SPI also has the authority to investigate complaints or ethical violations, as well as conduct periodic internal audits to ensure compliance and accountability in all aspects of the tourist destination's operations.
- 10) HR and Financial Management
HR management has the responsibility to attract, select, and recruit qualified employees in accordance with the operational needs of tourist destinations. In addition, HR Management also handles conflicts between employees or between employees and management, and ensures that personal or professional problems are solved fairly and effectively.

Meanwhile, in Financial Management, it is necessary to identify, evaluate, and manage financial risks related to the operation of tourist destinations, as well as develop strategies to reduce their impact as well as plan annual and long-term budgets for tourist destinations, as well as identify optimal sources and use of funds (Nuraeni, 2021)

Job Requirement

Job Requirement is the minimum requirement that must be met by the person who occupies a position, so that he can carry out the tasks assigned to him properly. The specifications of this position can be compiled together with the description of the position, but can also be prepared separately. Some of the things that are generally included in the job description are:

- (a) Education, training and work experience requirements,
- (b) Knowledge and skill requirements,
- (c) Physical and mental requirements,
- (d) Age and gender requirements.

According to Wilson, performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be able to be done to achieve the goals referred to as job standards (Sugiarti, 2018)

Based on an interview with one of the employees of Semarang Zoo related to the Job Requirement, the results obtained by the author are that at Semarang Zoo, there are job opportunities that offer a level of flexibility that depends on the size of the risk, especially in handling large animals such as elephants and tigers. Here, decisions are not black on white, but rather depend on the experience that prospective employees have. The training process to become an animal keeper at Semarang Zoo is similar to the experience in the field, where the added value comes from real experience. An experienced animal keeper in the animal world is not only measured by the length of time they spend in the job, but also by the depth of their experience in handling various situations and types of animals.

The length of experience as an animal keeper varies depending on the individual, while experience in the field helps in honing skills in handling animals. Prospective employees may have experience handling a wide variety of animals, from large mammals such as elephants and tigers to reptiles and birds.

An employee at Semarang Zoo may have spent years honing their skills in animal handling, learning from everyday experience in the field. In this role, they learn not only how to physically care for animals, but also how to read animal behavior, understand their individual needs, and respond quickly and effectively to situations that may arise.

HR Performance Planning and Assessment

HR planning already includes very detailed and technical matters related to employees. Such as, the number of employees, employee characteristics and employee needs, as well as in terms of planning what tasks will be done by the employee in the company. With this HR planning, every company can anticipate obstacles that will occur in the future, and companies can find out what solutions are suitable to overcome these obstacles. This HR planning material is very necessary for both government agencies and private companies which can be used as a general guideline to carry out planning and recruitment of human resources. (Supiah et al, 2021)

Human resource planning is the integrated ability of the thinking and physical power possessed by the individual, his behavior and nature are determined by his offspring and environment, while his work performance is motivated by the desire to fulfill his satisfaction (Setiati et al, 2019). In HR Management activities, HR planning is one of the earliest things and is usually done by the company which aims to form better HR management.

Davis & Newstorm (2008) reveals that human resource planning is a systematic planning of the estimated needs and procurement of employees. Human resource planning is a series of activities carried out to anticipate business and environmental demands on the organization in the future, and to meet the needs of the workforce caused by these conditions. Thus, it can be explained that there are four activities that must be carried out by human resource planning, namely:

- a) Invest in human resource supplies.
- b) Predicting human resources.
- c) Preparation of human resource plans.
- d) Monitor and evaluate.

Stages in HR Planning

Human Resource Planning (HR) is a systematic process carried out to manage and organize human resources as the main asset of a company or organization. What is needed to make HR planning is in a simple way, by making a systematic workforce planning (Human Resources Planning) to ensure the survival and development of the organization through a series of targeted employment programs to ensure employee protection. Here are the stages of HR planning:

- a) Collect and process company and personnel data
- b) Conducting a position analysis
- c) Forecasting and planning employee inventory
- d) Preparation of employee balance sheet
- e) Preparation of personnel programs

HR Planning at Semarang Zoo

HR planning in a zoo is an important process to ensure that the zoo has the right staff with the necessary skills and knowledge to achieve its goals. It should be noted that the planning of Semarang ZOO's human resources with other zoos is arguably the same. Here are some important aspects of HR planning in zoos:

- a) **HR Needs Analysis:** First, zoos need to identify their HR needs. This includes determining the number of employees needed, the skills needed, and the roles they will play. This analysis can be done through surveys of current employees, interviews with managers, and case studies from other zoos.
- b) **Position Development:** After determining the need for human resources, the zoo needs to develop a suitable position. This includes defining the responsibilities, duties, and responsibilities of each position. This position should be in accordance with the needs of the zoo and the capabilities of existing employees.
- c) **Training and Development:** Zoos must provide training and development for their employees. This can include special skills training, safety training, and professional development training. This training is essential to ensure that employees have the necessary skills to do their jobs effectively and safely.
- d) **Employee Satisfaction Management:** Zoos should also have a strategy in place to manage employee satisfaction. This can include employee satisfaction surveys, reward programs, and policies that support employee well-being.
- e) **Staffing Planning:** Finally, zoos need to have effective staffing planning. This includes planning for employee upgrades, employee replacement, and planning for the future. This planning should consider factors such as the growth of the zoo, changes in the industry, and the specific needs of the zoo.

Effective HR planning is the key to running a zoo successfully. By ensuring that zoos have adequate and trained human resources, zoos can achieve their goals and provide a great experience for visitors.

HR Performance Assessment

According to Mondy, performance appraisal is a formal review and evaluation or team task. Meanwhile, Gary Dessler (2016) stated that performance appraisal is evaluating the relative performance of current or past employees against their performance standards. HR performance assessment, according to Handoko, is a process to measure employee performance based on predetermined regulations. By comparing the goals (work results) with the job description requirements, namely the work standards that have been set during a certain period (Handoo, 2011)

One of the important components that determines the success of an organization is the leader. Leaders must pay attention to those they lead. This concern is manifested in the form of caring and willing to listen to every need, interest, dream and hope of those he leads (Wahyuningsih et al, 2015). In setting performance criteria, they can be divided as follows (Nurul, 2020)

- a) Characteristics, characteristics of employees such as attitude, appearance, and initiative are the basis for evaluation.
- b) Behavior, when the outcome of an individual's task is difficult to determine, the organization can evaluate a person's behavior related to a task or competency.
- c) Competencies, competencies consist of knowledge, skills of traits and behaviors, and relate to interpersonal or business-oriented skills.
- d) Goal achievement, if the organization considers the end result of goal achievement as a meaningful thing, the goal achievement result will be the right factor to evaluate to compare with the standard.
- e) Increased potential, when an organization evaluates employee performance, criteria are focused on the past, present, compared to standards.

Assessing the performance of human resources employees at zoos is an important process to ensure that zoos operate efficiently and effectively. Here are the steps that can be taken to assess the performance of employee HR at the zoo:

- a) Development of Assessment Criteria: First, zoos need to develop clear and objective assessment criteria. These criteria should include aspects of performance that are relevant to each employee's duties and responsibilities. These criteria can include quality of work, policy compliance, skills, and employee satisfaction.
- b) Data Collection: Once the assessment criteria are developed, the zoo needs to collect relevant data for each criterion. This can be done through surveys, interviews, or direct observation. This data should be collected systematically and objectively.
- c) Assessment: With the data that has been collected, zoos can conduct performance assessments. This assessment must be carried out objectively and based on predetermined criteria. These assessments can be carried out by the superior manager or by a separate performance appraisal team.
- d) Feedback and Discussion: After the assessment is conducted, it is important to provide feedback to employees about their performance. This feedback should be constructive and help employees understand areas that need improvement. Discussions between employees and supervisors are also important to ensure that employees understand the assessment criteria and how they can improve their performance.
- e) Using indicators: Performance appraisals should use indicators that are in line with performance standards, such as quality of work, timeliness, effectiveness, and more.
- f) Using assessment methods: Performance appraisals should use appropriate methods, such as traditional methods, Management by Objectives (MBO), and others.
- g) Conduct periodic appraisals: Performance appraisals should be conducted periodically, such as every three months, six months, or one year.

Effective HR planning is essential to ensure that the zoo has the right staff to achieve its goals. By following the steps outlined above, zoos can develop and maintain a team of qualified and dedicated staff.

Proses Recruitment

According to Simamora, "recruitment is a series of activities to find and attract job applicants with the motivation, ability, expertise, and knowledge required for their duties according to the responsibilities given to them". Based on the definition of recruitment according to the experts above, it can be concluded that recruitment is a process or effort that is carried out to find and collect a number of workers who have the ability according to their needs or vacant positions to be employed in the company (Rahmawati, 2020).

Recruitment has the following objectives:

- a) To attract a large number of job seekers so that companies have a greater chance of selecting candidates who are considered to meet the qualifications required by the company.
- b) The goal after hiring is to get good employees who will stay at the company for an agreed time.

- c) Recruitment must have a ripple effect, namely: the company's overall image will improve and even candidates who fail the selection process must have a positive image of the company.

The recruitment process has several stages that must be carried out to find a human resource that accommodates and is in accordance with the required qualifications (Irawan et al, 2022). The stages in the recruitment process are as follows:

- a) Recruitment Planning
Which includes a new employee request letter, outcome ratio, job description, and job specifications.
- b) Strategi Recruitment
It usually contains about where, how, and when to attract prospective applicants.
- c) Sumber Recruitment
The sources of information dissemination must be considered such as internal, external and the labor market.
- d) Filtering,
- e) Non-compliant opt-out process,
- f) Applicant pool,
- g) Processing of information or notification to applicants

As with agencies in general, Semarang Zoo also has a recruitment process for its employees with its own strategy. The results of interviews with Semarang Zoo officers and observations show that the recruitment process carried out there is very flexible, they do not use black on white or demands in general, because the Semarang Zoo uses a process of reviewing the experience of the applicant whether the person has ever had a history or experience in handling animals such as where the person has been entertaining as an animal keeper, how long he has been an animal keeper, what agencies he used to participate in animal care training, what experiences he has gained. Which is a qualification in the process of recruiting employees there. In addition, before making an announcement about the opening of recruitment, they also looked first at how big or small the risks would be, especially in protecting animals. So that in this case it provides convenience for applicants and also the convenience of the officers in determining who will be accepted.

Problematic Human Resources

Based on our group's interview with Semarang Zoo Public Relations, we found out the human resource problems that occurred at Semarang Zoo. Based on information from Semarang Zoo Public Relations, the HR problems that have occurred at Semarang Zoo are miscommunication between divisions, and Personal Problems that occur between employees. However, the Public Relations did not want to explain in detail the problems that often occur to employees at the Zoo, so we have our own perception regarding Personal Problems, namely:

- a) Differences in personality and work style
Everyone has a different personality and work style. This can lead to miscommunication, misunderstandings, and even conflicts between employees.
- b) Competition between employees
Unfair competition between employees for promotions, salary increases, or recognition from superiors can lead to envy, envy, and hostility. This is what makes the relationship between employees unhealthy.
- c) Lack of communication and collaboration
Lack of communication and collaboration between employees can make work ineffective and cause frustration.
- d) Excessive workload
Excessive workload can make employees feel stressed and irritable, which can result in disharmonious interpersonal relationships.
- e) Lack of appreciation and recognition

Lack of appreciation and recognition from superiors to employees can cause the employee to feel disappreciated for the performance carried out and can result in mental and physical health.

Based on our group's assumptions about Personal Problems in employees at the Zoo, we concluded that there was an impact that arose due to Personal Problems between employees. That is:

- a) Reduced productivity: Employees who are involved in personal problems are usually unable to focus on their work, which can reduce productivity.
- b) Increased employee turnover: Employees who feel uncomfortable with a conflict-ridden work environment will usually look for other jobs.
- c) Damage to the company's image: Companies that have a lot of personal problems between employees can have a bad image in the eyes of the public.

With the possible impact above, we take some appropriate solutions to overcome the problem, namely:

- a) Establish open and effective communication: The Zoo must encourage open and effective communication between employees. This can be done by holding communication training, holding regular team meetings, and providing communication channels that are easily accessible to employees.
- b) Increase cooperation and collaboration: Employers should encourage cooperation and collaboration between employees. This can be done by providing tasks that require teamwork, holding team building activities, and giving awards for good teamwork.
- c) Creating a fair and inclusive work environment: Employers should create a fair and inclusive work environment for all employees. This can be done by implementing anti-discrimination policies, providing diversity and inclusion training, and providing a grievance channel for employees who experience harassment or discrimination.
- d) Provide awards and recognition: Companies must provide awards and recognition for employee achievements. This can be done by providing bonuses, raises, or other awards.
- e) Provide employee assistance programs: Leaders can provide employee assistance programs to help employees experiencing Personal Problems, such as counseling, mental health programs, and financial assistance programs.

Apart from some of the things mentioned related to internal or personal problems, there are miscommunication that occurs in Semarang Zoo tourist destinations such as when the management does not understand the right context in communicating with visitors, disappointment and miscommunication. Of course, in a company, agency, or organization is no stranger to communication problems, or commonly called miscommunication.

Miscommunication is a situation in which the message conveyed is not properly understood by the recipient of the message, which can occur due to various factors. This can lead to misunderstandings, conflicts, or unintended outcomes in the interaction or communication process. The triggers of the miscommunication that occurred are as follows:

- a) Lack of understanding of context
In social interaction, understanding the context becomes very necessary because it is related to the alignment of the direction of communication that is established.
- b) There is an assumption
Assumption can be interpreted as a foundation of thought that tends to be considered true. In communication, assumptions become problematic when something is considered true but never confirmed, and it happens at every stage of the communication cycle.
- c) Errors of understanding
Misunderstandings can occur when assumptions are not correct. This is based on a message that is not fully conveyed by the communicator or it could be that the recipient of the message neglected to ask a clarification question.
- d) Excess Information

In fact, the existence of excessive information can also lead to miscommunication. This is because a lot of information can actually make the core idea or message missed. This causes many unimportant messages to come in, and communication errors occur

- e) Weak non-verbal and interpersonal communication skills of employees
Weak non-verbal and interpersonal communication skills of employees are one of the most common causes of miscommunication in the workplace.
- f) Personal assumptions or opinions
Personal assumptions or opinions in communication can lead to miscommunication, especially if the assumption is never confirmed.

To overcome miscommunication at Semarang Zoo, effective efforts need to be made. First, it is necessary to improve employees' non-verbal and interpersonal communication skills. Employees must have the ability to communicate effectively and clearly, as well as have the ability to understand the context and assumptions associated with communication. Second, it is necessary to improve the context in communication. The Semarang Zoo must have the ability to understand the context related to communication, such as the needs of tourists and their expectations. Third, it is necessary to improve clear and effective policies. Clear and effective policies can help address miscommunication and improve communication effectiveness. Fourth, it is necessary to increase the development of tourist destinations. The development of balanced tourist destinations can help increase tourist interest and face competition with other tourist destinations. Thus, Semarang Zoo can increase the effectiveness of communication and improve the quality of the tourist experience by overcoming miscommunication that occurs in this tourist destination.

4. CONCLUSION

This report reveals that the Semarang Zoo tourist destination already has an organizational structure that describes the framework and arrangement of relationships between functions, parts, or positions. The existing organizational structure is used to reduce confusion in the implementation of tasks or jobdesks in collaborating for the sustainability or development of a tourist destination. Researchers found that in Semarang Zoo this has job requirements that include flexibility that depends on the level of risk, especially to handle large animals such as elephants and tigers. Here, the decision is based on the experience of the prospective employee rather than the formal requirements. The training to become an animal keeper at Semarang Zoo focuses on real work experience, which provides added value. Therefore, the job requirements for Semarang Zoo not only meet the formal criteria, but also consider the practical experience required to handle tasks involving large animals. The researcher also found that in the process of planning human resources at Semarang Zoo tourist destinations, it turns out that there are many things that must be considered, such as human resource needs, development and positioning, training and development of employees/HR, employee satisfaction management, planning for improvement, replacement, and future planning for HR/Employees. After the HR planning process, in the Semarang Zoo tourist destination there is also an employee performance assessment, this is done so that Semarang Zoo continues to operate efficiently and effectively. Semarang Zoo also has a recruitment process for its employees with its own strategy. The recruitment process carried out by Semarang Zoo is none other than to get employees who are in accordance with the qualifications that have been announced. Recruitment is a process or effort that is carried out to find and collect a number of workers who have the ability according to the needs or vacant positions to be employed in the Company. Although in terms of management implementation is quite good, Semarang Zoo also experiences human resource problems that are quite common to most existing organizations. The HR problems that we managed to find were personal problems and also miscommunication. However, according to existing sources, both problems can always be overcome well, because they realize that if these problems continue to be felt and continue to exist, it will affect the performance of human resources who are working.

REFERENCES

Ballantyne, R., Packer, J., & Hughes, K. (2007). Environmental awareness, interests and motives of botanic gardens

Forming conservation ambassadors: an education and training-based hr development program at semarang zoo
(Aristo Lahagu et al)

- visitors: Implications for interpretive practice. *Tourism Management*, 28(2), 439-444.
- Barber, P. H., et al. (2020). Developing competencies for conservation success. *Conservation Science and Practice*, 2(9), e236.
- Baum, T. (2015). Human resources in tourism: Still waiting for change?—A 2015 reprise. *Tourism Management*, 50, 204-212.
- Baum, T. (2019). Does the hospitality industry need or deserve talent? *International Journal of Contemporary Hospitality Management*, 31(10), 3823-3837.
- Carr, N., & Cohen, S. (2011). The public face of zoos: Images of entertainment, education and conservation. *Anthrozoös*, 24(2), 175-189.
- Davis, K., & Newstorm, J. W. 2008. *Perilaku Dalam Organisasi*. Bandung: Erlangga.
- Dessler, Gary. 2016. *Human Resource Management: Manajemen Sumber Daya Manusia Perekrut Kerja Manajer*. Salemba Empat.
- Endang Sugiarti. 2018. Pengaruh Kedisiplinan terhadap Kinerja Pegawai pada Badan Meteorologi Klimatologi dan Geofisika Wilayah II Ciputat. *Kreatif: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 6(3).
- Frost, W. (2011). *Zoos and tourism: Conservation, education, entertainment?* Channel View Publications.
- Gani Nuraeni, 2021. *Manajemen Sumber Daya Manusia*, UIN Alaudin Makasar.
- Handoko, T. H. 2011. *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: ANDI.
- Irawanan, Joseph, Ramahani, dkk. 2022. Analisis Kualifikasi Dasar Kemampuan Kepemimpinan alam Recruitment Karyawan Biang Industri Pariwisata. *Jurnal Mabha*. 3(1)
- Kuslivan, S., Kuslivan, Z., Ilhan, I., & Buyruk, L. (2010). The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171-214.
- Moscardo, G., Woods, B., & Saltzer, R. (2007). Environmental learning in wildlife tourism settings: Lessons from research in zoos and aquariums. *Environmental Education Research*, 13(3), 367-383.
- Moss, A., Jensen, E., & Gusset, M. (2015). Evaluating the contribution of zoos and aquariums to Aichi Biodiversity Target 1. *Conservation Biology*, 29(2), 537-544.
- Ningsih, Supiah, dkk, 2021. *Manajemen Sumber Daya Manusia*. Bandung: Widina Bhakti Persada Bandung.
- Priartini N, Rahmawati P. 2020. Analisis Proses Recruitment Daily Worker pada Holiday In Express Baruan Bali. *Jurnal Manajemen Perhotelan dan Pariwisata*. 3(2).
- Qomariah, Nurul. 2020. *Manajemen Sumber Daya Manusia (Teori, Aplikasi dan Studi Empiris*. Jember: CV. Pustaka Abad.
- Saharudin, 2023. Struktur Organisasi Lembaga Pendidikan. *Jurnal Pendidikan Tambusai*. 7(1).
- Setiyati, Rita, dkk, 2019. "Pentingnya Perencanaan Sdm Dalam Organisasi", *Forum Ilmiah* 16(2).
- Sugih Arto P. 2004. Analisis jabatan (job analysis). Universitas Sumatera Utara: Teknik Industri.
- Wahjono, Sentot Imam, dkk. 2020. *Perilaku Organisasi, Di Era Revolusi Industri 4.0*. Jakarta: Raja Grafindo Perkasa.
- Wahyuningsih, Diah, & Endrawati, Susilo. 2015. "Studi Evaluasi Kinerja Sumber Daya Manusia (SDM) Dalam Mengelola Obyek Wisata Taman Margasatwa Mangkang Kota Semarang", *Serat Acitya: Jurnal Ilmiah UNTAG Semarang*.
- Whitham, J. C., & Wielebnowski, N. (2013). New directions for zoo animal welfare science. *Applied Animal Behaviour Science*, 147(3-4), 247-260..
- Zagonari, F. (2009). Balancing tourism education and training. *International Journal of Hospitality Management*, 28(1), 2-9.