



Human Resource Management in Tourism Post-COVID-19 Pandemic at De Bale Cingkrong, Cingkrong Village, Grobogan Regency, Central Java

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ABSTRACT

Mbolata Beach in East Manggarai Regency has significant tourism potential, showcasing natural beauty with white sands, high waves, and a backdrop of mountains and savannas. However, the management of this area as a primary tourist destination remains suboptimal due to limited supporting facilities such as road access, toilets, and accommodations. Additionally, a lack of cooperation among stakeholders and issues related to land ownership hinder further development. This study aims to evaluate the tourism potential of Mbolata Beach and formulate an appropriate development strategy to enhance its attractiveness as a tourist destination.

This research uses a descriptive qualitative method, with data collection techniques including observation, interviews, questionnaires, and literature review. Data analysis was conducted using a SWOT approach. The results indicate that Mbolata Beach has a high opportunity score (3.47) and low threat score (0.25), yielding a total EFAS score of 3.22. SWOT analysis places Mbolata Beach in quadrant III (WO), indicating the need for strategies to minimize weaknesses by leveraging available opportunities.

Recommended strategies include investment in infrastructure development and improvement, increased cooperation with local security to provide regular patrols, the formation of a Tourism Awareness Group (TAG), and diversification of tourist attractions. These strategies are expected to increase tourist visits and positively impact the local economy.

Keywords: *Community Strategy, Development, Coastal Tourism, SWOT*

Introduction

At the beginning of 2020, the world was shocked by the outbreak of the Covid-19 virus. According to WHO, Covid-19 is a group of viruses that can cause diseases in humans and animals. It has been identified that some types of these viruses affect the respiratory system, causing ailments ranging from the common cold and cough to severe conditions like Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). On March 11, 2020, the World Health Organization (WHO) declared Covid-19 a pandemic.

The Covid-19 pandemic caused serious problems across various sectors, including tourism. It led to significant losses for investors, many companies going bankrupt, widespread layoffs, and a sharp decline in the economy. Consequently, people faced challenges in earning a livelihood to meet daily needs and other expenses such as their children's education, as job opportunities became increasingly scarce (Muslim, 2020).

Tourism plays an important role in Indonesia's development, serving as a source of foreign exchange earnings. The goals of tourism development in Indonesia are to increase regional income, improve general welfare, expand employment opportunities, and encourage supporting industries and other ancillary businesses (Kustanto, 2019). The modern society's growing interest in tourism activities has naturally increased the potential for income generation in the creative industry sector, particularly tourism.

Given tourism's status as one of the largest contributors to foreign exchange, many regions in Indonesia have focused on developing their areas to support the tourism sector. This development in the tourism industry has created job opportunities to meet the needs of tourists, whether in goods production, such as souvenirs, or services like tour guiding (Rusyidi & Fedryansah, 2018).

Tourism businesses aim to provide tourism services or offer tourist attractions, goods, and other related activities. The tourism industry can be defined as an organizational structure, whether governmental or private, that is involved in the development, production, and marketing of products or services to meet the needs of individuals engaged in tourism or travel-related activities. In regions with untapped potential, tourism could become a significant contributor if appropriately managed (Suryani, 2017).

The Covid-19 pandemic severely impacted the sustainability of tourism businesses, causing a decline in tourist visits to attractions. The closure of tourist sites and restrictions on visitor quotas due to the implementation of Large-Scale Social Restrictions (PSBB) in East Nusa Tenggara Province led to a lack of visitors to these destinations. However, tourism businesses still require operational costs to produce goods and services (Nugraha, 2021). Similarly, several tourist destinations in Central Java experienced comparable challenges, including De Bale Cingkrong.

De Bale Cingkrong is one of the tourist attractions in Grobogan that suffered losses due to the Covid-19 pandemic. Located in Cingkrong Village, Purwodadi District, Grobogan Regency, Central Java, De Bale Cingkrong is situated behind the Cingkrong Village Hall. This destination is popular among both local and out-of-town tourists due to its unique theme of "fun and education," offering various recreational activities alongside cultural and traditional game education.

However, during the pandemic, the number of tourist visits significantly decreased. This decline in visitor numbers adversely affected De Bale Cingkrong's revenue, indirectly influencing its human resource management. Human resource management at De Bale Cingkrong involves fulfilling employee needs, staffing, recruitment, screening, compensation, and training (Dessler, 2015).

Human resources are a vital strength in an organization, and their existence is recognized as an essential asset among other resources within an organization. Human resource management encompasses coordination, implementation, development, planning, organizing, maintenance, integration, workforce separation, and compensation to achieve organizational goals (Huzain, 2021). Furthermore, empowering human resources must be emphasized, as it affects employees' ability to recover during the pandemic. This can be achieved through training, courses, and education programs (Setiawan, 2018).

The role of humans in organizations is more valuable than other resources like methods, materials, machinery, money, and markets (Rahman, Fathorrahman & Karnawati, 2020). This realization has led experts to develop theories about human resource management. Essentially, human resource management must be well-implemented because it is crucial to organizational management, whether governmental or private, and regardless of the organization's size (Samsuni, 2017).

Methodology

Moleong (2017:280-281) explains that data analysis is the process of organizing and sorting data into categories, patterns, and basic descriptive units to identify themes and formulate working hypotheses as suggested by the data. The data analysis technique used by the researcher in this study is qualitative analysis, as described by Miles and Huberman (Sugiyono, 2007: 204), which involves data collection, data reduction, data presentation, and the final step of drawing conclusions. These steps are outlined as follows:

1. Data Collection

Data collection is the initial activity in obtaining the data needed to achieve the research objectives. The researcher gathers all forms of information, including interview results, documentation, and observations, related to tourism human resources and the management of tourism human resources at De Bale Cingkrong.

2. Data Reduction

Data reduction involves simplifying or condensing the data obtained from written records during field research. Sugiyono (2018:247-249) defines data reduction as selecting core aspects, focusing on important elements related to the research topic, identifying themes and patterns, and ultimately providing a detailed overview that facilitates subsequent data collection.

In this study, data reduction refers to the data obtained through interviews, observations, and documentation related to the research objectives. The researcher conducts direct field observations at De Bale Cingkrong to examine tourism human resources and management practices, followed by interviews and documentation to collect comprehensive data. The collected data is then summarized and categorized based on its relevance and importance to the study.

3. Data Presentation

According to Yuni (2011), data presentation is a sequence of activities in the process of analyzing research results using methods aligned with the research objectives. This step simplifies the compiled data, making it easier to understand and providing a clear picture of the observed phenomena.

The data presentation in this study is prepared in descriptive text format, illustrating the tourism human resources and the management practices at De Bale Cingkrong. This approach helps researchers and stakeholders gain insights into the current conditions and challenges.

4. Conclusion

Conclusion drawing is the final step in integrating the collected data by reviewing, verifying, and reflecting on the findings throughout the research process. This ensures that the conclusions align with the study's objectives and are validated by relevant parties involved in the research.

Results

Overview

Cingkronk Village is located on Jl. Desa Cingkronk, Krajan, Cingkronk, Purwodadi District, Grobogan Regency, Central Java. De Bale Cingkronk was built on a 3,000-square-meter plot of land, of which 1,500 square meters are owned by the village, while the rest belongs to local residents and is used as an outbound area. The site has excellent accessibility as it is situated in the village center, behind the village hall, close to an intersection and market.

The tourist area is strategically located near a bustling marketplace and a connecting route between villages, attracting many visitors. Located 5 kilometers from the city center, it takes approximately 15 minutes to travel from the tourist site to the city using ground transportation. This strategic location and favorable geographic conditions make it easy for visitors to locate the destination.

De Bale Cingkronk was officially inaugurated on April 10, 2019, by the Regent of Grobogan, as explained by Mrs. Widaryanti, the field coordination head of De Bale Cingkronk. The regent expressed appreciation for the innovative efforts of BUMDes (Village-Owned Enterprises) in transforming Cingkronk Village into a tourist destination. With the theme of "fun and education," De Bale Cingkronk offers recreational facilities and traditional and cultural tourism education.

The development of this tourist destination aims to empower the local community by providing opportunities to earn income from tourism activities, thereby improving their welfare and contributing to the village's economic growth. Before the establishment of De Bale Cingkronk, most residents relied on farming as their sole means of livelihood. The lack of sufficient job opportunities forced the community to sustain themselves primarily through agriculture.

Initially, Cingkronk was an ordinary village. However, under the visionary leadership of Mrs. Jasmi, the head of Cingkronk Village and the manager of BUMDes, the previously unused swamp land was transformed into a thriving tourist destination. Alongside creating a recreational space, the management sought to uplift the native Cingkronk community by providing employment opportunities and hiring local residents as employees. The village head envisioned producing high-quality human resources in Cingkronk through the tourism sector, allowing Grobogan's tourism industry to compete with other regions also developing their attractions.

The community responded positively to the presence of a tourist attraction in the village. This was evident during the early days of De Bale Cingkronk's operation, which drew many visitors, both local and from outside the area. This positive response has significantly boosted De Bale Cingkronk's image as a tourism innovation. Despite not having abundant natural resources like some other regions, Cingkronk Village has managed to offer an excellent tourism product through its unique and creative concepts.

Tourism Product Components at De Bale Cingkronk

De Bale Cingkronk offers a wide range of attractions that cater to diverse visitor preferences. These attractions include outbound facilities, various playgrounds, scenic photo spots, and a delightful culinary experience. Additionally, there is a karaoke facility for visitors who enjoy singing and music. These features ensure that visitors feel comfortable and relaxed, making De Bale Cingkronk an ideal destination to unwind and escape the stresses of daily life.

The restaurant at De Bale Cingkronk provides traditional cuisine with a rural theme, commonly referred to as wong ndeso dishes. These dishes are inspired by the daily meals of farmers and include a variety of river fish dishes, corn rice, and assorted sambals. The food is not only rich in cultural heritage but also offered at very affordable prices, ensuring that it is accessible to a broad audience.

In terms of ticket pricing, the cost is extremely budget-friendly. The entrance fee is set at Rp. 5,000 per person, and local residents of Cingkronk Village are granted free entry upon presenting their village identification card. For additional activities, visitors can enjoy a duck boat ride for Rp. 5,000 per person, accommodating a maximum of four passengers. Other attractions, such as the Traffic Education Park, the "Ciblon" Pool, Batik Education activities, and Traditional Games, are also available for Rp. 5,000 per person. For those interested in outdoor adventures, the outbound activity is priced at Rp. 20,000 per person.

Accessibility to De Bale Cingkronk is highly convenient. The roads leading to the destination are well-maintained and suitable for motorcycles, mini-buses, and cars. Located strategically at the village center, the site is in close proximity to the market, the village hall, and a major crossroad. Visitors have multiple transportation options, including private vehicles, online transportation services, and public transport. Additionally, De Bale Cingkronk maintains an active online presence, providing information and updates through social media platforms such as Instagram (@debalecingkronk) and Facebook (debalecingkronk).

The amenities available at De Bale Cingkronk enhance the overall visitor experience. These include a mosque for worship, a spacious parking area capable of accommodating a large number of vehicles, clean and well-maintained restrooms, gazebos for relaxation, and a restaurant. There is also a village midwife health clinic for basic medical needs and souvenir shops where visitors can purchase local crafts. For those requiring overnight accommodations, there are nearby homestays situated just 30 meters from the tourist site, providing a convenient and comfortable stay for travelers.

The development and success of De Bale Cingkronk can be attributed to the crucial role played by the Village-Owned Enterprise (BUMDes). The management of the tourism site is overseen by two key figures: the Village Head, Mrs. Jasmi, and the Field Coordinator, Mrs. Widaryanti. This tourism initiative has received strong support from the Grobogan Regent, who praised the transformation of previously unused land into a vibrant and unique tourist destination. The initiative has also been met with remarkable enthusiasm from the local community, who frequently visit and support the site. This high level of community engagement underscores the success of De Bale Cingkronk as a model of innovative and inclusive tourism development.

Operational Management of De Bale Cingkronk Tourism Destination

The operational management of De Bale Cingkronng is led by Mrs. Widaryanti, who serves as the field coordinator. She is supported by several key team members: Ditha Larasati (Secretary), Joko Prayitno (Treasurer), Tri Atminatun (Marketing), Abdul Aziz (Event Coordinator), Yuliana (Restaurant Coordinator), and Maryono (Equipment Coordinator).

In addition to the main team members, there are specialized divisions responsible for tourist services, including Siti Ambarwati (Entrance Ticket Division), Endang Widyowati (Attraction Ticket Division), and Suharto (Security Division).

The general responsibilities of the primary team members are as follows:

1. Chairperson
 - Develop communication and information strategies within the organization.
 - Coordinate field operations.
 - Handle complaints effectively.
 - Foster a positive image of the organization.
2. Secretary
 - Prepare detailed reports.
 - Draft proposals.
 - Design promotional pamphlets.
3. Treasurer
 - Manage financial activities, including income and expenses.
 - Develop budget plans.
 - Create and maintain financial records and reports.
4. Marketing
 - Promote the destination.
 - Develop and implement marketing strategies.
 - Understand customer needs and feedback.
 - Enhance branding efforts.
 - Monitor market trends and analyze competition.
5. Event Coordinator
 - Plan and execute events.
 - Arrange accommodations for event participants.
 - Coordinate catering vendors.
6. Restaurant Coordinator
 - Innovate and create diverse menu items.
 - Evaluate food quality.
 - Oversee hygiene and cleanliness in food preparation.
 - Supervise cooking equipment and tools.
7. Equipment Coordinator
 - Prepare cleaning supplies.
 - Manage maintenance tools.
 - Inspect playground equipment.
 - Address issues with recreational facilities.
8. Ticket Division

- Handle ticket sales.
- Ensure ticket availability.
- Report ticket sales to the treasurer.

9. Security Division

- Monitor and oversee the safety of the destination area.
- Ensure the security and comfort of visitors.
- Maintain order in the parking area.

This structured management approach ensures that De Bale Cingkrong operates efficiently while providing high-quality services and experiences for its visitors. The collaboration between various divisions allows for smooth day-to-day operations and effective handling of responsibilities.

Human Resources in Tourism at De Bale Cingkrong

The city of Grobogan, located in Central Java, is in the development phase of leveraging its tourism potential. The local government has sought to utilize the natural resources of Cingkrong Village by transforming an unused, marshy area with bamboo trees into a thriving tourist destination known as De Bale Cingkrong.

De Bale Cingkrong stands out with its innovative tourism attractions, as evidenced by data gathered through field observations in Cingkrong Village. The destination offers unique and captivating tourism products under the concept of "fun and education," designed by Mrs. Jasmi, the village head of Cingkrong. The attractions include recreational activities such as duck boat rides (pedal boats), outbound adventures with activities like flying fox and archery, as well as a "Ciblon Pool." Additionally, the educational attractions, such as traditional games ("dolanan jadoel"), aim to encourage visitors to reminisce about their childhood while promoting the preservation of local culture amidst the influence of globalization.

Visitors to De Bale Cingkrong primarily come from the local community in Cingkrong and nearby areas, along with some from outside the city. These visitors often come alone, with friends, or with family for various personal reasons. According to Mill and Morrison (2002), the motivation to visit arises when individuals become aware of unmet needs. Pereira & Gosling (2019) further argue that "motivation is a basic point for consumers' decision processes and is important for understanding tourist behavior." Motivation is a critical aspect of understanding tourist behavior, serving as a fundamental framework for decision-making (Ciasullo et al., 2019).

De Bale Cingkrong has succeeded in creating superior and high-quality tourism products, which would not have been possible without the effective management of its human resources. The management team ensures that the planned attractions align with the preferences of their target audience by offering training and coaching to all staff members. This results in excellent service quality. Tourists appreciate the colorful infrastructure, unique and clean building designs, neatly arranged tables and chairs under shady trees, and the friendliness of the staff, creating a home-like atmosphere.

The managerial expertise in managing human resources at this tourist attraction is evident in the significant increase in visits within a few months of its inauguration. This achievement fosters employee loyalty, motivating them to uphold the company's reputation by delivering exceptional service to visitors. As noted by Wan (2012:2), employee loyalty is a psychological attachment or commitment to an organization, driven by increased satisfaction through internal evaluations. When employees' expectations are met, satisfaction grows.

In addition to their loyalty, employees at De Bale Cingkrong are highly motivated in their work. According to McClelland, as cited by Suwanto (2020:161), work motivation is the sum of internal and external forces driving an individual to start and sustain their efforts in a specific direction, intensity, and duration. The work motivation of the staff at De Bale Cingkrong stems from their personal needs, including household expenses, education, and other necessities.

Management of Human Resources in Tourism Post-COVID-19 Pandemic

De Bale Cingkrong has received an overwhelmingly positive response from both the local community and the regional government. The support from the local population has become a source of pride for the members of the organization, as they have been able to provide solutions to the employment challenges in Cingkrong Village. The majority of the local population relies on agriculture and trade for their livelihoods, and the creation of De Bale Cingkrong has introduced new employment opportunities.

The management team is committed to improving the local economy by prioritizing the recruitment of residents from Cingkrong Village. The policy is clear that only local villagers are eligible for employment at the tourist destination, and people from outside the village are not permitted to apply for positions. This approach is intended to ensure that the economic benefits of the tourism project are channeled directly to the community, helping to improve the overall standard of living in the village, especially in the aftermath of the COVID-19 pandemic.

The focus on employing local residents contributes not only to economic growth but also to fostering a sense of ownership and pride among the community members. As the tourism sector recovers from the impacts of the pandemic, such local initiatives have become crucial in revitalizing both the local economy and the social fabric of the area.

No.	Management Form	Implementation Form
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1	Planning	Conducting meetings to prepare plans for problem-solving, evaluating marketing strategies by lowering entrance fees, and creating health protocol SOPs.
2	Organizing	Reducing working hours, implementing shift work, changing work schedules.
3	Directing	Encouraging staff to be disciplined and punctual at work, using masks, and washing hands while working.
4	Controlling	Providing safety facilities such as handwashing stations, body temperature check tools, and free masks for workers and visitors.
5	Staffing	The management recruits workers specifically from the local Cingkrong village residents.
6	Developing	Conducting Covid-19 awareness training, evaluating marketing strategies, and handling staff or employees who test positive for Covid-19.
7	Compensation	Providing holiday allowances, commissions, and bonuses.
8	Integrating	Holding meetings with management, staff, and employees.
9	Maintaining	Management creating flexible policies including security guarantees, comfort, supporting facilities, and shift changes.
10	Discipline	Imposing sanctions, following work SOPs.
11	Termination	Termination of employment.

Management of Tourism Human Resources at De Bale Cingkrong Post-Covid-19 Pandemic

De Bale Cingkrong received a lot of positive feedback from the community and local government. The attention from the local community became a source of pride for the organization's members, as they were able to provide a solution to the lack of employment opportunities in Cingkrong Village, where the majority of the population works as farmers or traders. The management wanted to improve the village's economy by specifically recruiting local Cingkrong residents to work at the tourist attraction, disallowing non-local applicants.

However, after being affected by the Covid-19 pandemic, De Bale Cingkrong experienced a decline in tourist visits. This led to disruptions in the tasks and roles of the staff, with many being furloughed. Based on interviews conducted by the researcher with the management, the management of tourism human resources at De Bale Cingkrong, based on the eleven functions of human resource management, is as follows:

a. Planning

The management held meetings to prepare plans for the staff, considering what problem-solving measures should be implemented to address the decline in tourist visits, which also affected staff income. Additionally, an evaluation of marketing strategies was carried out by lowering ticket prices and entrance fees for attractions to stabilize the company's revenue. Furthermore, the management created health protocol SOPs to prevent the spread of the virus at De Bale Cingkrong.

b. Organizing

There was a reduction in working hours during the pandemic, where the management assigned shifts with reduced working hours, changing from 8 hours to 6 hours per day. Additionally, the work schedule was changed, and instead of working every day, the staff and employees now only worked 4 times a week.

c. Directing

All staff and employees were encouraged to be disciplined in their work, arrive on time, and minimize the risk of virus transmission by adhering to health protocols, such as wearing masks and washing hands before performing work activities. Directing was done to help the tourism industry at De Bale Cingkrong recover.

d. Controlling

The staff and employees strictly followed the health protocols at De Bale Cingkrong. The management provided supporting facilities for the safety of workers and tourists, including handwashing stations at the entrance, body temperature checks, and free masks for visitors who were not wearing one when entering the tourist site.

e. Staffing

The recruitment process was conducted according to the wishes of Mrs. Widaryanti, the field coordinator at De Bale Cingkrong, who stated that non-local villagers were not allowed to apply for jobs at the tourist attraction. She wanted the local community to improve the quality of their human resources for future work experience. The economic conditions of the local residents were also considered, as the average income of Cingkrong village residents was low. Indirectly, the economy of Cingkrong Village benefited from the presence of De Bale Cingkrong, providing job opportunities to the local people.

f. Developing

Training and development were provided to all staff and employees to deal with the Covid-19 pandemic. These efforts included education on the dangers of Covid-19, the health protocols to be implemented, the evaluation of marketing strategies, and handling staff and employees diagnosed with Covid-19.

g. Compensation

To reward staff and employees for their performance, compensation was provided to ensure their economic welfare, including holiday allowances, commissions, and bonuses based on achievements, as well as loyalty for maintaining the company's image during the pandemic, except for those who chose to leave the organization.

h. Integrating

The workers at De Bale Cingkrong had dynamic expectations, backgrounds, characteristics, and needs within the organization. Therefore, work agreements were formed with the leadership spirit provided by the management to all employees and their openness to adhering to the policies created to achieve the company's vision and mission, through meetings between the management, staff, and employees.

i. Maintaining

The management created flexible policies for all staff and employees, including guarantees for security, health, and comfort in the work environment, as well as supporting facilities to help them focus on their duties. This made the relationship between staff and employees even closer. If an employee was unable to attend work due to illness, accidents, or other important matters, they would help each other by replacing work schedules or shifts.

j. Discipline

Discipline is the most important aspect in achieving the company's objectives. Sanctions were applied to staff and employees who violated the rules at De Bale Cingkrong. Moreover, full responsibility for any negligence due to lack of discipline was imposed as punishment. Work SOPs were provided by the management to avoid accidents, improve efficiency in carrying out roles and functions, and to train character and qualities to become strong, honest, and responsible individuals.

k. Termination

Termination was imposed on staff or employees who were absent during working hours without providing clear reasons or evidence of their condition or necessity. The management would terminate the employment of staff or employees who were absent more than three times, as this disrupted the operational stability of the company.

4. Conclusion

Based on the research findings, it can be concluded that De Bale Cingkrong is a tourist destination located in Cingkrong Village, Purwodadi District, Grobogan Regency, Central Java. Originally a typical village, it had the potential to utilize vacant land owned by both the village and local residents, which was eventually transformed into a tourism area. The development of this area was supported by the 4A components of tourism products, including Attraction (attractions), Amenity (amenities), Accessibility (access), and Ancillary (additional services). De Bale Cingkrong offers various attractions such as duck boat rides (bebek gowes), a traffic education park, traditional games (dolanan jadoel), outbound activities, the Ciblon pool, batik education, selfie spots, and a restaurant offering rice field-themed dishes.

Furthermore, the successful management of human resources at De Bale Cingkrong played a significant role in the recovery of the tourism business. The management applied the eleven functions of human resource management, which include planning, organizing, directing, controlling, staffing, developing, compensating, integrating, maintaining, disciplining, and termination. These functions contributed to improving the mental resilience of the staff and employees, helping them navigate the challenges presented by the Covid-19 pandemic. The management's approach focused on problem-solving and fostering discipline among workers to achieve the company's objectives, ultimately ensuring the continued success of the tourism destination during difficult times.

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