



HR Development Strategy Through Training  
Towards Superior Tourism on the Department of  
Tourism, Youth and Sports at Bulukumba  
Regency, Indonesia

---

Nuryanti Mustari, Junaedi Junaedi, Rosdianti Razak,  
Andi Jurdiana Ahmad and Herman Herman

EasyChair preprints are intended for rapid  
dissemination of research results and are  
integrated with the rest of EasyChair.

December 11, 2023

# HR Development Strategy through Training towards Superior Tourism on the Department of Tourism, Youth and Sports at Bulukumba Regency, Indonesia

Nuryanti Mustari<sup>1\*</sup>(0000-0002-2413-7402), Junaedi<sup>2</sup>, Rosdianti Razak<sup>3</sup>, Andi Jusdiana Ahmad<sup>4</sup>, Herman<sup>5</sup>

<sup>1,2,3,4,5</sup>Master of Public Administration, Universitas Muhammadiyah Makassar, Makassar, Indonesia  
[nuryantimustari@unismuh.ac.id](mailto:nuryantimustari@unismuh.ac.id)

**Abstract.** Human resources are an asset or driving force in an organization. This study aims to analyze the strategy for developing human resources in tourism sector on the Department of Tourism, Youth and Sports at Bulukumba Regency. This study used qualitative method with a case study type. The data collection techniques used observation, interviews and documentation with 14 informants (8 employees from Department of Tourism, Youth and Sports at Bulukumba Regency, 2 employees from Personnel and Human Resources Development Agency Office and 4 people from community). Data analysis techniques were assisted by software NVivo 12 plus. The results of this research indicate that HR development strategies in the tourism sector can be carried out by improving the training process. The recruitment process requires an even distribution of employees so that the strength of human resources becomes more balanced. Through formal education, employees have a basic starting point so they can easily complete the work they are entrusted with. However, when an employee has an educational background that is not appropriate to the fieldwork can be compensated by some experiences that have been undertaken and following training that can develop the employee's skills. Besides, the role of the community was very important for the progress of tourism in Bulukumba Regency, the community has a lot of participation in developing tourist attractions in Bulukumba, both in the form of ecotourism managed by the local village, cultural tourism, and also existing marine tourism.

**Keywords:** Human Resources, Training, Tourism

## 1 Introduction

Human resources are one of the important aspects that support the success of a tourism industry. Human resources are an asset or driving force in an organization [1]. Tourism management requires professional human resources, in this case the government which develops institutional development strategies or tourism services [2]. Human resource development as an organized learning effort aimed at increasing personal growth and professional performance of employees [3]. To ensure the achievement of organizational goals in times of crisis requires agility The agencies must be able to prepare and allocate resources to coordinate the necessary mechanisms and to use organizational resources and knowledge correctly [4].

Tourism HR needs to understand how important competition is in the world of work after graduating from education. In this day and age, it is not just a diploma that is needed, the needs of the tourism industry are also increasing, which is equipped with human resources equipped with competence [5]. Quality human resources are human resources who have the knowledge, competence, abilities and skills to produce satisfactory quality services [6].

Several previous studies discussed human resource development strategies in the tourism sector which states that increasing HR competency in the tourism sector consists of a strategy to increase institutional capacity, a strategy to increase HR competency through training, and a strategy to increase HR competency through certification programs and standardization of models for increasing HR competency [7]. This is in line with research conducted by Wiryanto (2017) study regarding the tourism sector HR competency development policy and explains that Suggestions for developing human resource competency in the apparatus are carried out through developing managerial, technical and socio-cultural competency for tourism human resources with the right to a minimum of 20 hours of learning per year through education and training, seminars, courses and upgrading [8].

Further research was carried out by Budiarti et al (2021) analyzed and reviewed tourism HR development models and stated that HR development in the tourism sector needs to be implemented by paying attention to competency. Human resources in the tourism sector need to follow competency development which includes, managerial competency, namely knowledge, skills and attitudes/behavior that can be observed, measured, developed to lead or manage an organization; Technical competence is knowledge, skills and attitudes that can be observed, measured and developed in relation to the field of position in the organization [10].

Human resource development in the tourism industry is currently facing global challenges that need to be addressed. One solution that needs to be taken is to increase the capacity or competency of human resources by improving the quality of appropriate education and training[11]. Good governance or management of the tourism sector is a very, very important responsibility for HR because they are the main managers of the tourism sector [12]–[14].

Several appropriate human resource development strategies must be dynamic following the times, especially in the era of globalization. Several steps taken to develop human resources in the tourism sector were stated by Habibillah & Niswah (2019), namely recruitment, education and training [1].

The tourism industry has the authority to provide information regarding the existence of existing tourist potential and attractions as well as marketing them to the public. Bulukumba as one of the districts in South Sulawesi is certainly one of the areas most popular with local and foreign tourists. This is based on the potential possessed by the area called “Butta Panrita Lopi” with its cultural richness and quite diverse tourism potential. Bulukumba Regency has a geographical location consisting of mountainous areas and coastal areas, so it has a variety of ethnicities, cultures and other tourist attractions, making it interesting to visit nationally and internationally [16].

The contribution of the tourism sector has recently become increasingly large for a region[17]. Bulukumba district is no exception, as the number of foreign or domestic tourist visits increases, which has a positive effect on the economy, which should be followed by an increase in human resources. Because one of the most important resources, even one of the determining factors in development, is human resources (HR), because HR will be able to play an important role in competing in creating innovation and building creativity in the tourism sector.

If the quality of Bulukumba’s tourism human resources is weak, it could set a bad precedent for tourists in the future, because tourism cannot survive on its natural beauty alone. Therefore, the quality of tourism human resources needs to receive attention by increasing their capacity and competence. Based on biographical data from Bulukumba Regency Tourism Office employees, most of these employees do not come from tourism graduates. With the lack of human resources with a tourism education background at the Bulukumba Regency Tourism Office, one thing that can be done is to develop training to develop employee skills. By attending a lot of training you can develop an employee’s skills. The main problem should be the recruitment process carried out by the Bulukumba Regency Tourism Office.

Based on data from the Bulukumba Regency Tourism Office, there are 93 tourist attractions owned by Bulukumba Regency, 9 of which are managed directly by the Bulukumba Regency Tourism Office and the rest are managed by BUMDES and the local community. Bulukumba Regency tourist visits in the last 5 years have continued to increase every year with the highest number currently in 2022 amounting to 423,446 tourists. Based on many tourist destinations that Bulukumba has, it certainly requires human resources who must have potential in the tourism sector. Apart from the recruitment and education aspects which are considered to be a problem, tourism managers, in this case tourism service employees, have also not been able to develop tourism optimally because there are still many employees who have not received training as an effort to increase their tourism competency.

Several appropriate human resource development strategies must be dynamic following the times, especially in the era of globalization. Several steps taken to develop human resources in the tourism sector were stated by Habibillah & Niswah (2019), namely recruitment, education and training [1].

Based on initial observations carried out by researchers by conducting direct interviews with Adiatama Tourism in the Tourism Resource Development and Creative Economy Sector of the Bulukumba Regency Tourism Office, it was found that in human resource development there are still several problems that often occur. Problems that usually occur are the minimal level of training carried out by the Bulukumba Regency Tourism Office in an effort to develop the potential of its human resources. This was also explained by the Tourism and Creative Economy Adyatama of the Bulukumba Tourism Office, said that tourism education and training is usually only carried out by institutions outside the Bulukumba Regency Tourism Office itself so that only a small number of employees can take part in this series of potential development activities. Then it was explained again by Adyatama Tourism and Creative Economy of the Bulukumba Tourism Office that the main problem with the Bulukumba Regency Tourism Office was the agency's limited budget so that in carrying out work programs the potential for Human Resources (HR) development was very limited.

Apart from the factors explained above in the form of tourism and human resources in management, there are also components that are usually the best even though they have a big role. The community also has an influence on improving the quality of existing tourism. Tourism development will be difficult to realize when local communities feel neglected, only as objects, and feel threatened by tourism activities in their area [8]. So that the synergy between the community, government and management will make tourism better.

From the explanation of the problems that occurred above, researchers can conclude that human resource development strategies are very important, especially in the tourism industry. Tourism management in Bulukumba, which has many tourist destinations, requires quality human resources. This happens because tourism in Bulukumba Regency continues to develop so that human resource capabilities also need to be improved in line with the progress and development of tourism in Bulukumba Regency. The aim of this research is to fill the void or gaps left by previous researchers by examining human resource development strategies in the tourism sector. This research is very important to carry out because so far it has not been explored further regarding HR development strategy models, especially in recruitment, education and training in improving the quality and competency of human resources in the tourism sector. From several problems explained in the previous paragraph, a question was formulated for this research: What are the aspects of recruitment, education and training in the human resource development strategy in the tourism sector to realize superior tourism in Bulukumba Regency?

## **2 Method**

This study used is a qualitative method. The informants in this research were 8 employees at the Bulukumba Regency Tourism, Youth and Sports Office, 2 BKPSDM employees, and 4 people from the community as human resources who have an important influence on developing tourism in Bulukumba Regency. In this research, the technique for determining informants uses purposive sampling, which is a data source sampling technique based on certain objectives and considerations related to the case study being studied and the researcher's objectives. To obtain appropriate data and information needed in this research to strengthen the research results, the techniques used were observation, interviews and documentation. The analysis used is source triangulation, technical triangulation, time triangulation and the help of the Nvivo 12 application *Plus for windows*. Application NVivo is effective for data triangulation and research triangulation so that it can help in producing reliable qualitative research.

## **3 Results and Discussion**

Strategy for developing human resources in the tourism sector at the Office Department of Tourism, Youth and Sports Bulukumba Regency has various benchmarks based on the problem formulation and framework of thought in the research. If referring to the theory presented by Fitriana (2018) said that the development of tourism human resources is very necessary considering that tourism is one of the industrial sectors that has potential as a regional development strategy [18].

The tourism industry plays an important role in a country's economy because it provides additional foreign exchange so that state revenues increase. Then, this becomes the most basic part of several indicators to be discussed in more depth by looking at the results of the author's research. The HR development indicators in question will be explained more clearly below.

### **3.1 Recruitment**

To see more detailed recruitment aspects in HR development at the Bulukumba Tourism Office, the researchers divided them into two sub-indicators, namely selection and placement, as follows.

#### **a. Selection**

Based on the research results with information found by researchers, it shows that aspects of selection are very influential in the HR development strategy at the Bulukumba Regency Tourism, Youth and Sports Department. Why is that, because the selection process for prospective employees with civil servant status follows the operational procedures (SOP) of the State Civil Service Agency (BKN). There is a request regarding the criteria for applicants from the Tourism Department Bulukumba according to your needs. As for non-ASN employees, in this case the honorary employees at the Bulukumba Regency Tourism Office are purely from the recruitment of the OPD in question without interference from BKSDM because the Bulukumba Regency BKSDM only carries out selection for civil servants and P3K.

Apart from that, there is also secondary data that supports the research informant's statement above based on the Bulukumba Regent's announcement number 800/844-VI/BKPSDM/2021 regarding the selection for procurement of civil servant candidates for general formations and special formations for the Bulukumba Regency government for the 2021 fiscal year which explains the details of formation, educational qualifications, and also requirements for CPNS applicants.

From the statement above it can be said to be in line with the theory presented by Krisdianto & Nurhajati (2017) said that recruitment has the aim of obtaining human resources according to the classification of organizational needs and as an organizational tool for renewal and development. There needs to be a recruitment system so that in the HR planning or procurement process, competent workers/employees are obtained [19].

#### **b. Employee Placement**

Based on the research results with information found by researchers, it shows that aspects of placement are very influential in the HR development strategy at the Bulukumba Regency Tourism, Youth and Sports Department because there are several formations in civil servant recruitment carried out by BKSDM. From this formation it then becomes a reference in recruiting employees by looking at the needs of the Bulukumba Regency Tourism Office so that automatically the criteria for recruitment are of course basic tourism education. Then there are also several employees who are placed in tourism agencies not from basic tourism education which is a proposal from the OPD concerned. This means that the mechanism for placing employees by BKSDM at the Bulukumba Tourism Service office looks at the needs and requests of the Bulukumba Regency Tourism Office.

The support of secondary data from the statement above can also be seen from the announcement by the Regent of Bulukumba with number 800/844-VI/BKPSDM/2021 regarding the selection for procurement of civil servant candidates for general formations and special formations for the Bulukumba Regency government for the 2021 fiscal year with the first point, namely details of the formation, educational qualifications, and location of CPNS placement.

From the statement above it can be said to be in line with what was conveyed by Habibillah & Niswah (2019) said that the HR recruitment process should not be neglected to ensure that there is no mismatch between what is desired and what is obtained. This means that the organization is not getting the right employees, in terms of both quality and quantity. If things do not happen as expected by the organization, it can be said that work activities are less effective and efficient, then the organization will experience failure [1].

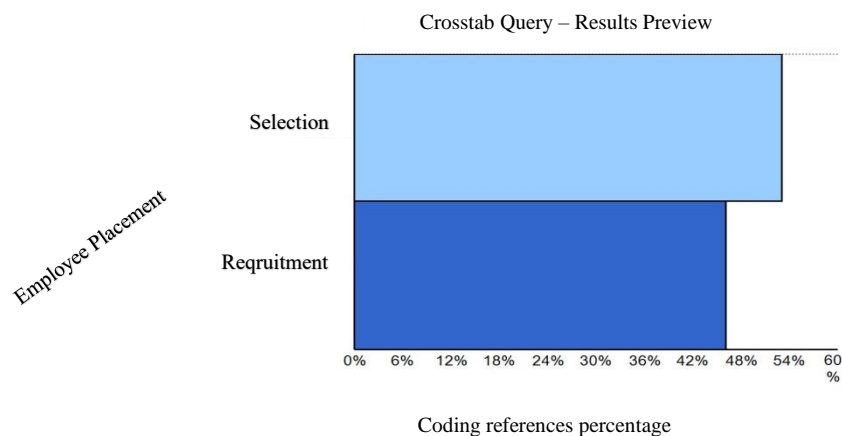
Recruitment can be carried out to add new employees to work units whose activities require high levels of activity. The recruitment process requires an even distribution of employees so that the strength of human resources becomes more balanced. The recruitment process starts with searching for candidates and ends until they are accepted. The stage after recruitment is complete is the selection stage.

Selection is the process of selecting from a group of applicants who best meet the selection criteria for available positions in an industry or agency. The recruitment strategy carried out is based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform concerning the Procurement of Civil Servants which was stipulated and came into effect on 07 June 2021. Recruitment of CPNS is also regulated in PP Number 11 of 2002 concerning Amendments to Government Regulation Number 98 of 2000 concerning Procurement Civil Servants, which regulate the following matters: (1) Procurement of civil servants is carried out starting from planning, announcements, applications, screening, appointment of CPNS up to appointment as civil servants. (2) The procurement of civil servants is carried out by the Civil Service Development Officer.

The strategies are:

- 1) Pay attention to OPD needs.
- 2) Planning of required human resources and available human resources.
- 3) Job analysis.

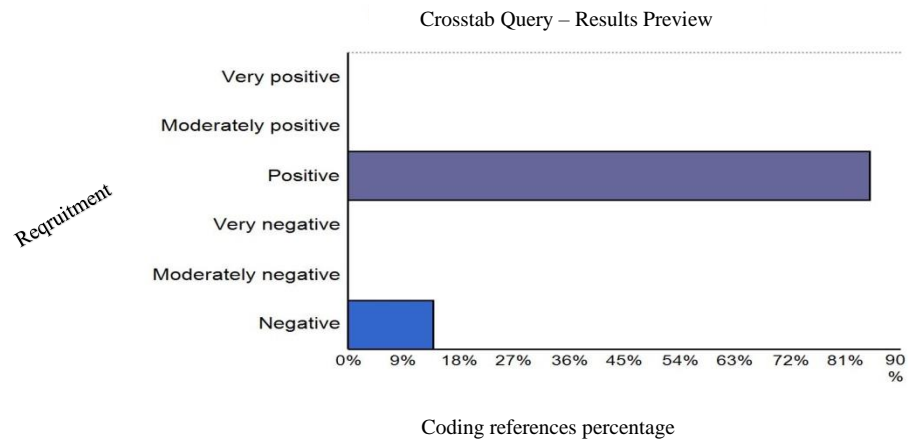
From the recruitment process at the Bulukumba Regency Tourism Office, the author used the help of nvivo 12 plus software to find out the dominant indicators discussed in recruitment indicators. The following shows the results of data visualization from the Nvivo 12 Plus software:



**Fig. 1.** Crosstab Query The dominant recruitment indicators discussed (Source: Processed by researchers, 2023)

The image above is an analysis of the interview results using the crosstab feature in the nvivo software. The results of the data visualization show that the selection process is the dominant indicator discussed by informants during the interview process.

The recruitment process at the Bulukumba Regency Tourism Office carried out by the Bulukumba Regency BKPSDM has gone well, as evidenced by the results of data visualization from the nvivo 12 plus software. Following are the visualization results:



**Fig. 2.** Crosstab Query Recruitment Process Benchmarks (Source: Processed by researchers, 2023)

Based on the picture above, it can be concluded that the recruitment process carried out by BKPSDM has gone well because the interview results are more positive than negative.

### 3.2 Education

To measure the educational aspects in the development of human resources at the Bulukumba tourism office in more detail, this time the researchers divided them into two, namely formal education and non-formal education, as follows.

#### a. Formal education

Based on the research results with information found by researchers, it shows that the formal education aspect is very influential in the HR development strategy at the Bulukumba Regency Tourism, Youth and Sports Office because this is the most important basic that an employee who works has, especially in the tourism sector. With the basics they have, employees will easily develop new innovations for the progress of the tourism sector.

The following are the qualifications for the number and percentage of employees based on aspects of formal education at the Bulukumba Regency Tourism, Youth and Sports Office.

**Table 1.** HR Formal Educational Qualifications

No.	Qualification	Amount	Percent (%)
1	S2 ( <i>Master Degree</i> )	9	30
2	S1 ( <i>Bachelor Degree</i> )	16	53
3	D3 ( <i>Associate degree</i> )	2	7
4	Senior High School	1	3
5	Junior High School	2	7

Based on the formal education qualification data above, it can be seen that the formal education level of employees at the Bulukumba Regency Tourism, Youth and Sports Office dominates with 16 strata 1 graduates with a percentage of 53%, followed by a strata 2 education level. 9 people with a percentage of 30% and 5 of them at D3, SMA and SMP levels with a percentage of 17%.

This then shows that by looking at the formal education qualifications listed above, the work capacity of employees at the Bulukumba Regency Tourism, Youth and Sports Office is expected to

be able to run well if seen from the level of formal education, the majority of whom are highly educated. With this high level of education, existing employees certainly have the capacity to have broad insight. Apart from this, there are still some employees whose educational level is D3, high school graduates, and there are even employees whose educational level is junior high school graduates. We then consider things like this to be able to balance employee work capacity, so it is better to carry out regular training that can develop employee competency and insight even more broadly.

The work capacity of employees at the Bulukumba Regency Tourism, Youth and Sports Office is expected to be able to run well if seen from the level of formal education, the majority of whom are highly educated. With this high level of education, existing employees certainly have the capacity to have broad insight. Apart from this, there are still some employees whose educational level is D3, high school graduates, and there are even employees whose educational level is junior high school graduates. We then consider things like this to be able to balance employee work capacity, so it is better to carry out regular training that can develop employee competency and insight even more broadly.

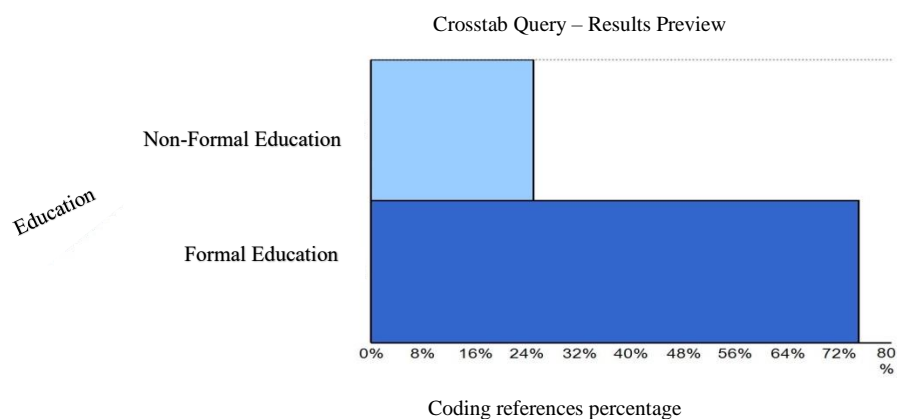
Furthermore, the above statement is strengthened by secondary data found by researchers regarding the rank list of the Bulukumba Regency Government Tourism Office as of 31 December 2021 which explains in full the rank and education of the employees at the Bulukumba Regency Tourism Office.

From the formal education statement above, it is in line with what was conveyed by Krisdianto & Nurhajati (2017) stated that human resource development through education aims to improve work abilities, create new innovations, in the sense that development is formal and career related [19].

b. Non-formal education

Based on the results of research with information from research informants regarding aspects of non-formal education which then focuses more on forms of non-formal education for employees at the Bulukumba Regency Tourism Office, such as employees who take part in the package pursuit program to obtain diplomas and so on.

From the results of the interview, the researcher analyzed the data with the help of nvivo 12 plus software, here are the results of the data visualization:



**Fig. 3.** Crosstab Query Dominant Education (Source: Processed by researchers, 2023)

Based on the picture above, it can be seen that formal education is the dominant indicator discussed by informants compared to non-formal education. Employees at the Bulukumba Regency Tourism Office predominantly undergo formal education.



Educational strategies in efforts to develop human resources at the Bulukumba Regency Tourism Office, namely:

- 1) Equal opportunity to obtain education
- 2) HR development programs must be balanced with other programs.

As we all know, there are several things that are very important in developing tourism human resources and one of them is knowledge about tourism which of course employees get from adequate education and also from several trainings that have been carried out.

If we refer to the results of interviews with several research informants, we did not find any employees who had gone through the package pursuit program to obtain a diploma and become employees at the Bulukumba Regency Tourism Office. Based on the results of the researcher's analysis with some data from the rank list of the Bulukumba Tourism Service, it was found that there were employees with positions as tourist attraction levy managers with package B education at junior high school diploma level.

This only then becomes a sample, as we all know, the management of tourism levies is a very important matter that must be considered in developing tourism human resources because this is one of the drivers of tourist attractions in the Bulukumba area being more advanced. Why then do we say that because a levy is a fee charged by visitors if they visit a destination which of course will automatically be included in the type of business services levy. This will then be used to improve existing facility services at the destination. If retribution management is managed well, tourism will also increase.

The support of secondary data from the statement above can also be seen from the ranking list of ranks of the Bulukumba Regency Government Tourism Office as of 31 December 2021 which clearly shows that there is 1 employee with the task of managing tourist attraction levies who has previously participated in the Pursue Package B program or the equivalent Junior High School.

From the statement from the interview results and non-formal education qualification data above, it is in line with what was conveyed by Krisdianto & Nurhajati (2017) said that Non-formal education requires development such as technical guidance and so on which is a form of coaching, in this case the coaching aims to organize and develop human resources as an organizational sub-system through planning and assessment programs, such as man power planning, performance appraisal, job analytics and job classification [19].

### **3.3 Training**

To see more detailed training aspects in human resource development at the Bulukumba Tourism Office, the researchers divided them into three sub-indicators, namely skills, language and technology training as follows:

#### *a. Skill Training (Skills Training)*

Based on the research results with information found by researchers, it shows that the skills training aspect is very influential in the HR development strategy at the Bulukumba Regency Tourism, Youth and Sports Office because There are several employees who are given the task of taking part in technical guidance training to hone their skills which is regularly held by the Ministry of Tourism and Creative Economy. Furthermore, employees who have attended the training will channel the insights gained to other employees at the Bulukumba Regency Tourism Office or tourism actors outside the Bulukumba Tourism Office.

Then, the process of channeling the insight referred to above can be taken as an example from the results of the researchers' secondary data findings in the Bulukumba Regency Tourism Office training invitation letter number 551/Disparpora. to take part in training with the theme of creating quality services in realizing friendly tourism in Bulukumba Regency.

The statement above is also in line with what was conveyed by Nurhajati (2017) stated that training is very important to be carried out by institutions in building the productivity of the work

of the institution concerned with the aim of developing individuals in the form of increasing skills, knowledge and also behavioral attitudes [19].

b. *Language Training* (Language Training)

Based on the research results with information found by researchers, it shows that aspects *language training* (language training) very influential in the HR development strategy at the Bulukumba Regency Tourism, Youth and Sports Department. Why is that, because In developing the tourism sector, employees at the Bulukumba Tourism Office are required to be able to master several languages, both national and foreign languages, in this case the most important thing is international language (English). This is intended so that employees or tourism actors in the Bulukumba area are able to communicate well so that they can collaborate in developing tourism in Bulukumba Regency.

The statement above is also in line with what was conveyed by Sihite (2021) said that in the tourism sector mastery of English plays an important role, especially in guiding and service activities in the tourism sector. This shows how important it is to master a foreign language, especially English, as an introduction to a person's academic success and career support in the world of work [20].

c. *Technology Training* (Technology Training)

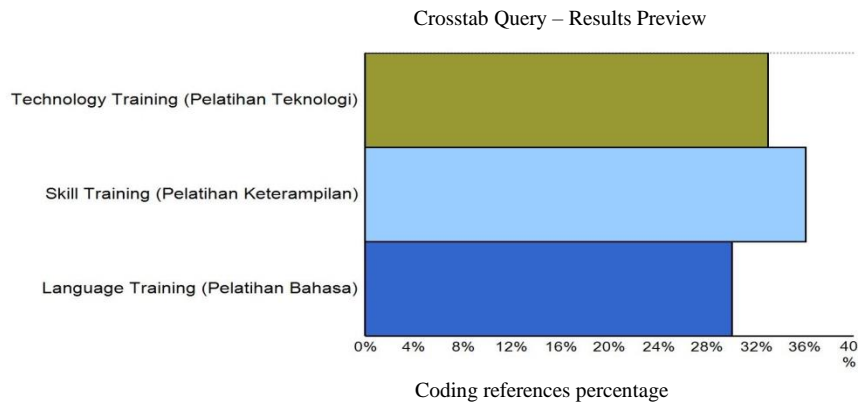
Based on the results of research with information found by researchers, it shows that the technology training aspect is very influential in the HR development strategy at the Bulukumba Regency Tourism, Youth and Sports Office because Training in honing skills in using technology for employees at the Bulukumba tourism office, both organized by BKSDM and from the tourism service agency itself, is something that is very important. Technology is considered a very important thing that must be mastered by employees because it is something that is never separated from every employee's work at the Bulukumba Regency Tourism Office.

Then the statement regarding technology training if the author refers to the results of secondary data, the researcher found evidence of training that had been carried out by the Bulukumba Regency Tourism Office based on training invitation letter number 013/Dispar.5/IX/2021 in the context of implementing destination development activities district/city tourism by holding digitalization, branding, marketing and sales training in tourist villages, and photography.

The statement above is also in line with what was conveyed by Idrus (2018) which says that HR competencies are divided into two types, namely technical competencies or hard skills and soft skill competencies needed to carry out work according to knowledge. If these two competencies are mastered by tourism HR, especially soft skill competencies in the industrial era 4.0, tourism HR will not be replaced by machines or robots, in fact they can utilize digital technology to help them learn faster and be more effective in changing and developing [21].

Based on the above, the researcher considers that in order to encourage the development of human resources in the Bulukumba Regency Tourism Office, more attention is needed to training or socialization based on the introduction of technology for all employees and tourism actors. This is intended so that all employees can understand the technology available in the tourism work environment.

From the results of the interview above, the researcher analyzed the data with the help of nivo 12 plus software, following are the results of the data visualization:



**Fig. 4.** Crosstab Query Dominant Training Indicators (Source: Processed by researchers, 2023)

Based on the picture above, it can be concluded that the training that is predominantly discussed by employees is skills training and technology training. The one that is least mentioned by employees is language training.

Training strategies to be effective in developing human resources at the Tourism Office include:

- 1) Provide equal opportunities for all employees to take part in training according to their field of work.
- 2) Provided variations in the delivery of employee training.
- 3) Doing repetitions in different ways, if the material is done in a formal style, then the training repetitions are made again in an informal way.
- 4) Provide opportunities for employees to provide feedback during the process of receiving materials.
- 5) Utilize the services of training institutions that are reliable, trusted, professional and have a good reputation.

#### 4 Conclusion

It turns out that it is very important to pay special attention to the development of human resources in the tourism sector by doing a lot of recruitment, education and training.

1. The recruitment process requires an even distribution of employees so that the human resources available are more balanced. The recruitment process at the Tourism, Youth and Sports Department is directly supervised by BKSDM Bulukumba Regency.
2. Education is an important aspect in the development of human resources, both formal education and non-formal education. Through formal education, employees have the initial basics so that they can easily complete the work they are entrusted with. However, when an employee has an educational background that is not appropriate to his field of work, he can compensate for this by having a lot of experience, or by carrying out education other than that carried out in formal education, such as attending various kinds of technical guidance, training and training. Among the many trainings and technical guidance carried out at the Tourism Department, according to the author, there is important training that has been held but has never been implemented until now by the Tourism Department, namely training in tourism levy management.
3. Providing training for employees is an HR development strategy that can hone the skills or abilities that employees have. Some of these include skills training that can hone employee skills organized by the Ministry of Tourism and Creative Economy. There is also language

training which can provide insight so that employees know several languages, both national and foreign languages. Apart from that, technology training is to hone skills in using technology because technology is considered a very important thing that must be mastered. From the three trainings, the author did not find concrete evidence either administratively or in documentation of the existence of activities *language training* (language training) carried out by the Bulukumba Regency Tourism Office.

It is possible that the contribution of this research can become a basic reference for the government, especially in the tourism sector, in developing the quality of its human resources. The limitation of this research is that it does not specifically examine tourism that needs to be developed in Bulukumba district, it only focuses on human resource development strategies. This is intended to make the tourism sector's human resource development strategy more effective and efficient.

## References

- [1] D. O. P. Habibillah and F. Niswah, "Strategi Pengembangan Wisata Sendang Beron Di Desa Punggulrejo Kecamatan Rengel Kabupaten Tuban," *Publika*, 2019, [Online]. Available: <https://jurnalmahasiswa.unesa.ac.id/index.php/27/article/view/29055%0Ahttps://jurnalmahasiswa.unesa.ac.id/index.php/27/article/download/29055/26603>
- [2] E. Sutrisno, "Strategi Pemulihan Ekonomi Pasca Pandemi Melalui Sektor UMKM dan Pariwisata," *J. Kaji. Lemb. Ketahanan Nas. Republik Indones.*, vol. 9, no. 1, pp. 641–656, 2021.
- [3] A. H. S. B. Alketbi, J. A. J. del Rio, and A. I. Fernández, "Exploring the role of human resource development functions on crisis management: The case of Dubai-UAE during Covid-19 crisis," *PLoS One*, vol. 17, no. 3 March, pp. 1–20, 2022, doi: 10.1371/journal.pone.0263034.
- [4] Y. Liu, J. M. Lee, and C. Lee, "The challenges and opportunities of a global health crisis: the management and business implications of COVID-19 from an Asian perspective," *Asian Bus. Manag.*, vol. 19, no. 3, pp. 277–297, 2020, doi: 10.1057/s41291-020-00119-x.
- [5] Nina Mistriani, Aletta Dewi Maria, and Vera Damayanti, "Pentingnya Pelaku Industri Pariwisata Dibekali Uji Kompetensi Lewat Daring untuk Meningkatkan SDM Pariwisata di Indonesia," *EDUTOURISM J. Tour. Res.*, vol. 2, no. 01, pp. 32–42, 1970, doi: 10.53050/ejtr.v2i01.127.
- [6] H. Tannady, *Manajemen Sumber Daya Manusia*. Yogyakarta, 2017.
- [7] M. C. . Manteiro, "Model Strategi Pengembangan Kompetensi Sumberdaya Manusia Pada Sektor Parawisata Sebagai Upaya Meningkatkan Kinerja Perhotelan Di Kota Kupang," *Bisman - J. Bisnis Manaj.*, vol. 5, no. 01, pp. 106–114, 2020, [Online]. Available: <http://222.124.191.188/index.php/bisman/article/view/667>
- [8] Wisber Wiryanto, "Kajian Kebijakan Pengembangan Kompetensi Sumber Daya Manusia Sektor Pariwisata Era Reformasi Birokrasi," *Pros. Semin. dan Call Pap.*, pp. 156–164, 2017, [Online]. Available: <https://core.ac.uk/download/pdf/229668804.pdf>
- [9] I. Budiarti, M. Iffan, K. Mahardika, S. Seftiani, L. Warlina, and S. Sufa'atin, "Kajian Model Pengembangan SDM Pariwisata Di Kawasan Jatigede Kec. Darmaraja Kab. Sumedang," *Indones. Community Serv. Empower. J.*, vol. 2, no. 1, pp. 99–107, 2021, doi: 10.34010/icomse.v2i1.4706.
- [10] I. Budiarti, M. Iffan, K. Mahardika, S. Seftiani, L. Warlina, and S. Sufa'atin, "Kajian Model Pengembangan SDM Pariwisata Di Kawasan Jatigede Kec. Darmaraja Kab. Sumedang," *Indones. Community Serv. Empower. J.*, vol. 2, no. 1, pp. 99–107, 2021, doi: 10.34010/icomse.v2i1.4706.
- [11] S. Pajriah, "Peran Sumber Daya Manusia Dalam Pengembangan Pariwisata Budaya Di Kabupaten Ciamis," *J. Artefak*, vol. 5, no. 1, p. 25, 2018, doi: 10.25157/ja.v5i1.1913.
- [12] R. Amalyah, D. Hamid, and L. Hakim, "Peran Stakeholder Pariwisata dalam Pengembangan Pulau Samalona Sebagai Destinasi Wisata Bahari," *J. Adm. Bisnis*, vol. 37, no. 1, pp. 158–163, 2016.

- [13] F. Merino and M. A. Prats, "Sustainable beach management and promotion of the local tourist industry: Can blue flags be a good driver of this balance?," *Ocean Coast. Manag.*, vol. 198, no. September, p. 105359, 2020, doi: 10.1016/j.ocecoaman.2020.105359.
- [14] A. T. Williams, N. G. Rangel-Buitrago, G. Anfuso, O. Cervantes, and C. M. Botero, "Litter impacts on scenery and tourism on the Colombian north Caribbean coast," *Tour. Manag.*, vol. 55, pp. 209–224, 2016, doi: 10.1016/j.tourman.2016.02.008.
- [15] D. O. P. Habibillah and F. Niswah, "Strategi Pengembangan Wisata Sendang Beron Di Desa Punggulrejo Kecamatan Rengel Kabupaten Tuban," *J. Ilmu Adm. Negara*, vol. 7, no. 6, pp. 1–7, 2019.
- [16] Reskiyani, M. Yahya, and Wardah, "Peran Kehumasan Dinas Pariwisata dalam Pengembangan Industri Pariwisata di Kabupaten Bulukumba," *J. Kaji. Islam Kontemporer*, vol. 13, no. 1, pp. 88–106, 2022, [Online]. Available: <https://journal.unismuh.ac.id/index.php/pilar/article/view/7845>
- [17] S. Idrus, "Perspektif Sumber Daya Manusia Pariwisata di Era Revolusi Industri 4.0," in *Sintesa*, 2018, pp. 588–594.
- [18] E. Fitriana, "Strategi Pengembangan Taman Wisata Kum Kum Sebagai Wisata Edukasi Di Kota Palangkaraya," *J. Pendidik. Geogr.*, vol. 23, no. 2, pp. 94–106, 2018, doi: 10.17977/um017v23i22018p094.
- [19] B. Krisdianto and Nurhajati, "Pengaruh Pengembangan Sumber Daya Manusia dan Motivasi Terhadap Kinerja Pegawai Dinas Pariwisata Kota Batu," *J. Ilmu Manaj.*, vol. II, no. 2, pp. 85–97, 2017.
- [20] H. Y. Sihite, H. Y. Styanto, and Gervinko, "Analisis dan Strategi Pengembangan Kemampuan Bahasa Inggris Pariwisata di SMAN 1 Teluk Sebong Kab. Bintan," *J. Konsepsi*, vol. 10, no. 3, pp. 269–276, 2021, [Online]. Available: <https://www.p3i.my.id/index.php/konsepsi/article/view/120%0Ahttps://www.p3i.my.id/index.php/konsepsi/article/download/120/125>
- [21] S. Idrus, "PERSPEKTIF SUMBER DAYA MANUSIA PARIWISATA DI ERA REVOLUSI INDUSTRI 4 . 0 screen to screen , dengan dalih mudah dan efesien . P engembangan genetika ," *Sintesa*, no. November, pp. 587–594, 2018.