

STRENGTHENING HUMAN RESOURCE MANAGEMENT AT CIHERANG VILLAGE TOURISM DESTINATIONS, SUMEDANG REGENCY

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ABSTRACT

The COVID-19 epidemic has significantly impacted a variety of industries, including the travel and tourism industry. The tourism industry is truly the one that is harmed the most when there are limits on activities that take place outside. The purpose of this study is to improve human resources, particularly in regard to the management of the tourism object located in Kampung Ciherang Tanjung Sari, which is located in the Sumedang Regency. The data and information acquired is then processed once more with TOWS analysis. The findings of the analysis show that there are sufficient resources and good cooperation between Perhutani, LPI, and the local community in the management of attractions. In spite of this, it is indisputable that there are still a variety of facets that, in aggregate, need to be enhanced, beginning with the consolidation of capital, the maintenance of effective human resource management, and the addition of a venue for pupils.

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1. INTRODUCTION

Tourism is one sector that plays an important role in efforts to increase national income (Nandi, 2016). Indonesia is a country that has natural beauty and biodiversity and culture, so it is necessary to make efforts to improve various services; both facilities, infrastructure, ease of access, capacity building for the perpetrators (Mudrikah, 2014; Suwanto et al., 2022). This is because tourism is a sector that is considered profitable and has the potential to be developed as an asset that can be used as a source of income for the community in a sustainable manner (Munanda & Amar, 2019).

Tourism is all related elements, such as tourists, tourist destinations, travel, industry and so on (Ramadhany & Ridlwan, 2018). The development of an object or tourist destination is expected to be a reliable economic source and can be a means of learning for the surrounding community and tourism actors so that employment, community income, regional income and state income, as well as foreign exchange earnings increase through efforts to develop and develop various tourism potentials. nationally, while maintaining the nation's personality and preserving the function and quality of the environment (Masrurroh & Nurhayati, 2016).

Tourism as a source of income in supporting development. Based on the assessment, Indonesia is ranked 70th out of 140 countries by having strength when viewed in 3 (three) indicators, namely: (1) excellent natural resources with several world heritages; (2) Natural sites and fauna richness; (3) Cultural resources for price competitiveness in hotels, taxes, low tickets and air transportation costs (Hariyanto, 2017). Tourism in Indonesia has become an important sector in the economy. In 2017 the tourism sector has contributed to the country's foreign exchange reaching US \$ 17 billion. The foreign exchange income was obtained from soaring tourism visits, even the highest recorded compared to other countries in Southeast Asia. However, this foreign exchange achievement does not mean that it will come instantly. Because, since 2013, tourism has always been the fourth largest contributor to the country's foreign

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exchange (Gumelar, 2017). Another thing that adds to the optimism for tourism growth is the number of foreign tourist arrivals which continues to soar from 2015 as many as 9.7 million, to 2017 as many as 14 development and development efforts of various national tourism potentials, while maintaining the nation's personality and preserving the function and quality of the environment (Movanita, 2019).

However, the COVID-19 pandemic has ravaged all aspects of the economy, including the tourism sector and its derivative businesses. In 2020 where there was a very significant decrease in tourist visits, which was almost 97% from the previous year (Hamsal & Abdinagoro, 2021), therefore the optimization of domestic tourist visits is expected to be an alternative way out in an effort to help the recovery of the tourism sector from this situation. seems to reflect that the tourism sector seems to be the party that feels the most impact and takes a long time and effort that is not easy to return to the situation before the pandemic, therefore there is a need for a policy stimulus strategy as well as efforts to rearrange and strengthen tourism potential in the face of post-pandemic conditions, because definite development cannot be separated from strategic steps (Gunagama et al, 2020).

Several efforts can be carried out by the government and tourism object managers in increasing the achievement of work goals or effectiveness, namely by developing competent human resources so that they can increase the value and potential that exists in the tourism area (Murniyanti, 2015). HR competencies on organizational work effectiveness are competencies that include: commitment to sustainable learning, community service oriented, attention to detail and accuracy, creative and innovative thinking framework, flexibility, high-standard professionalism, planning, coordination and organization, problem solving, and teamwork and uniformity (Sunarsi, 2018; Achmad, 2022).

One of the steps that can be taken quickly to advance the organization, one of which is by trying to accelerate the improvement of Human Resource Management (HR) in tourist areas (Radiantoro, 2018). Superior human resources are one of the keys to success in organizations, and this also applies to tourist area organizations. One of the steps that can be taken quickly to advance the organization is to accelerate the improvement of Human Resource Management (Prasetyo, 2019) which is also found in tourist areas. The superiority of the human resources possessed can be used as one of the strategic keys to the success of the organization (Ong & Mahazan, 2020), and this is important for tourism area managers to get out of difficult situations.

The Ciherang Village tourist attraction is a tourist area located in Cijambu Village, Tanjungsari District. This tourist attraction was built in 2016. At first the Ciherang Village Tourism Object was a forest filled with pine trees and shrubs and this location was usually used by local people for camping, apart from being used as a place for camping, this area is also usually used for off-road motorcycle tracks. The Ciherang Village tourist attraction has a very wide expanse of land and is overgrown with pine trees and this tourist attraction has cool and fresh air. This tourist attraction is traversed by the flow of the Ciherang river, the Ciherang river itself has clear water quality. Some of the water from the Ciherang river is channeled into waterways to irrigate agricultural land belonging to the community around the Ciherang river.

The pine tree forest area has an area of 12 hectares and is under the management of Perhutani KPH Sumedang BKP East Manglayang RPH Cijambu. Then there is the desire of residents and the Cijambu Village government to improve the economy, the community, the Village Government and Perhutani together build this pine forest area into a tourist attraction. The community utilizes the forest which is filled with stands of pine trees and the Ciherang river to be used as capital to improve their lives. By turning the pine forest into a tourist attraction in Ciherang Village, it will cause a change in society, be it social change, economic change or other changes.

2. METHOD

In this study, the researchers employed a qualitative descriptive technique, concentrating on the Ciherang Village tourism area in Bandung district. They made field observations using samples from Perhutani personnel, NGOs, traders, visitors, and the local community. This study aims to obtain data and real phenomena in the field and then add literacy studies and data analysis, because at the time of observation and research data collection there is a PPKM policy so that researchers cannot go out and interact directly with resource persons. Based on data collected, researchers try to process data using the SWOT approach to find weaknesses to threats. Departing from the SWOT strategy, the researcher returns

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to the POAC approach in the hope that the strategy to be taken later can be more measurable and directed so the organization continues to move consistently, especially in efforts to increase human resources in the Batu Templek tourism area, and will lead to a culture of continuous improvement in organizational improvement in the future.

3. RESULTS AND DISCUSSION

Researchers tried to go down to the field to make observations in an effort to find more information about the real situation in Batu Muda, the first researcher tried to interview Mr. Asep as a Perhutani officer in the Ciherang Village Tourism Area, from there it was known that there was some important information such as Perhutani work together with the community to synergize with each other to maintain the tourism area even though at first there was difficulty in resistance from the community to the programs offered by Perhutani, but with approaches slowly the community accepted and supported Perhutani's programs. Perhutani also provides flexibility for the community to use the land as well as possible, but while still paying attention to environmental sustainability, so that currently many people use Perhutani's land in addition to being a tourist attraction, it is also used to plant crops for cattle feed.

In addition, Perhutani also cooperates with NGOs in protecting the environment by providing education to NGOs so as to maintain tourism or tourism management. These NGOs monitor each other, especially on the waste that is thrown away by visitors, then NGOs are also given information on how to process waste into fertilizer. When viewed from the number of visitors, Perhutani also saw a decrease in tourists visiting Ciherang Village, this was due to the prohibition on camping during the pandemic, so that directly or indirectly, it greatly affected the decline in public interest who wanted to visit, but in the future there will still be There is an opportunity for tourists, namely by collaborating with the bicycle lover community, because the tourist access point to Kampung Ciherang is one of the favorite routes for the bicycle community, and the surrounding community can also introduce their dairy and coffee products to tourists so they can move back. economic pulse in the tourism area of Kampung Ciherang.

Then the researchers tried to observe more deeply the people who work in the Ciherang Village Tourism area. From there, it is known that the turnover or income received has fallen drastically to more than 50%, the community and traders hope that after this pandemic the government can help in providing sponsorships, it will attract more visitors to come to Kampung Ciherang. Furthermore, in the process of field observation, researchers encountered obstacles, namely the existence of government policies regarding PPKM so that researchers could not go to the field directly in searching for data and because the Ciherang Village tourist attraction was closed until an undetermined time, therefore researchers tried to find data use statistical data to find out how far the effect of this pandemic is on tourism conditions in Indonesia.

From the data (BPS 2021) it is known that the impact of COVID-19 on the increase in the number of unemployed has been proven. Based on Sakernas data in August 2020, the Open Unemployment Rate (TPT) for men is higher than women (7.46% compared to 6.46%) . Furthermore, BPS also released several sectors related to tourism that experienced a slump during the pandemic, such as: 1) The accommodation and food and drink supply sector experienced a decline due to a large number of foreign tourists, canceling various activities in foreign countries and a ban on holding events such as meetings at hotels from government agencies and businesses. 2) The Food and Beverage Industry Sector also experienced a weakening of the economy due to declining demand from abroad, this can be seen from the contraction in the export value of food and beverage commodities when compared to the previous year in the same period. 3) Public transportation such as trains and airplanes experienced turbulence due to the decline in passenger interest as a result of travel cancellations in order to suppress the spread of COVID-19. Of these sectors, the accommodation and food and beverage sector employs the most women (almost 60%). The contribution of the Accommodation and Food and Drink Sector to employment in August 2020 was 6.65%. While in GDP, this sector contributes 2.78%.

Based on the data and information that has been obtained from the results of interviews obtained in the Ciherang Village Tourism area, then the researcher tries to reprocess it using SWOT analysis in order to find out what are the advantages and disadvantages that exist in the Ciherang Village Tourism area. This

is expected to provide an overview of strategies related to what needs to be improved in the management of the Ciherang Village Tourism area, as follows:

a. SO Strategy

The SO (Strengths - Opportunities) strategy is the use of internal strengths contained in an organization in this case is Wana Wisata Kampung Ciherang to achieve opportunities that exist outside the organization in this case the relation is the participation of government, community, NGOs and training programs. This management relies on community participation in managing the sustainability of tourism objects. Participation of local communities in planning and developing the potential that exists in tourist destinations. All tourism actions or activities that are owned, managed and run by the community will have an effect on increasing economic welfare through the opening of livelihood opportunities found in tourist objects. A concrete example of community-based tourism management here is by empowering and involving the community both in terms of managing tourist objects, for example by involving youth to be used as guides or parking attendants, to the manufacture of typical products of Kampung Ciherang by the local community. For the procurement of sustainable programs to improve skills, it can produce strategy formulations in the form of optimizing the potential of both human resources and tourist attraction areas. An example of implementation that can be applied is by empowering the professions of the surrounding community, namely palawija farmers and cattle breeders who can then be given additional competencies so that they become a potential source of new tourism objects for tourism objects and visitors and are economically beneficial for the community .

b. WO Strategy

The WO (Weaknesses - Opportunities) strategy is a strategy aimed at reducing all forms of internal weaknesses of tourism objects using available opportunities. In an effort to increase the human resource of tourism objects, of course, it cannot be separated from the provision of training programs to increase the capabilities or competencies possessed in order to better manage tourist objects or open discussion forums to enable parties from academia, companies, government, and the community to collaborate with good. This can be done by routine scheduling related to sharing about what contributions all parties can make for the sustainability of the tourist area. The low level of education of the local community makes the socialization of the program run slowly, to overcome this weakness, it produces a strategy to hold a scholarship program for the local community as a form of cooperation from external parties both from academia, private companies, community communities, and from the government. This can also be a sustainable program in order to improve human resource skills for better tourism management in preparation for the post-pandemic era. Accuracy in the distribution of agricultural products to local residents will be considered very important considering that it will help the economy of the surrounding community. Not all farmers can find the right middlemen, and not all middlemen can be fair and think of appropriate rewards for farmers. So here it is necessary for the government to participate in finding the right stakeholders and profitably can produce a good mutualism symbiosis.

c. ST strategy

ST strategy (Strengths-Threats) is a strategy aimed at avoiding tourism threats using the strengths that exist in tourism human resources. The first strategy is to involve the community as human resources in the preparation of programs that will be implemented by utilizing the symbiosis of mutualism in the context of utilizing community-based land management as well as to avoid the threat of misalignment of Perhutani policies with the wishes of the community. With this strategy, the community can provide insight as well as suggestions and input related to policies and programs that are currently needed by the community. Community-based tourism management can help improve time efficiency to make residents aware of a clear time allocation strategy in implementing sustainable programs to increase tourism. This strategy can be developed, for example, by making an agenda for activities or program rundowns that can be socialized to the population so that community-based human resources can be better prepared to execute the program. Local communities in tourist areas are known to have high tolerance with fellow residents of the area. As it is known that the current pandemic situation has not met a definite bright spot so that the psychological state of the community is also affected, the next strategy is to hold a forum program among the community to strengthen each other mentally to increase the spirit of community survival in the midst of the pandemic that hit. This forum can be carried out through an online system with

members from the local community and other regional communities who have similar problems to provide psychological support to each other and increase hope that this pandemic will end. This program can also increase public confidence in external programs with the hope that people's minds can be more open to the opportunities in front of their eyes that are waiting to be explored for their potential.

d. WT Strategy

WT (Weaknesses-Threats) strategy is a strategic plan to minimize weaknesses and avoid tourism threats. This strategic planning resulted in the existence of a volunteer program from the community in order to overcome the lack of participation of the population in introducing the culture and local population and to add personnel who have shortages and improve time efficiency to convince residents as well as build public confidence in external programs. These volunteers can be used to help both from the design of the empowerment program to its implementation.

4. CONCLUSION

The study's findings suggest that the lack of local residents' intervention in managing and promoting tourist sites, the absence of tourism managers, and the low level of education among the local people all contribute to the overall weakness of the Ciherang village tourist attraction. These flaws pose a serious risk to the long-term viability of tourist attractions, so it will be important to implement a strategy to boost human resources in this sector. Because people are an organization's most valuable asset when it comes to management and direction, we know that by investing in skilled workers we can ensure the continued viability of attractions for future generations. To this end, it is important to develop a plan to improve human resources in the hopes that in the future, all available human resources from Perhutani, NGOs, and the community will be able to increase the possibility of collaboration throughout the entire tourism object management process, from planning and organization to implementation and supervision, and that this process will be carried out in harmony, especially with the community. local.

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