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Competence Development Planning of Human Resources with International Tourism Standards for Improving the Welfare of the Badung Regency Community

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Abstract: This study aims to find a strategy for economic recovery through the development of human resource competencies with international tourism standards to improve people's welfare and realize the vision of the Regent and Deputy Regent of Badung in 2021-2024, namely Continuing the Happiness of the Badung Community through Development based on Tri Hita Karana. This study uses a qualitative method with a case study on the competency development program at the Agency for Personnel and Human Resources Development of the Badung Regency Government. This study finds the importance of planning and implementing human resource competency development managed by professional training institutions to produce reliable and competitive human resources and ready to meet the needs of the tourism business community in the Badung area and outside the region, including especially ten new tourist destinations that announced by the central government. For the management of human resource competency development to achieve optimal results, the learning management will utilize an online learning system and a mix of online with face-to-face/practice (blended learning). Commitment and innovative leadership from the Regent and Deputy Regent of Badung, combined with the mapping of competency development priorities of strategic value, are expected to immediately restore the economic conditions experienced by the people in Badung Regency.

Keywords: human resource competence; international tourism standards; professional training institutions

1. Introduction

The rapid development of information and communication technology has affected various aspects of people's lives so that the central government and local governments must carry out transformations to benefit from these changes and not result in negative impacts on the sustainability of the roles and activities needed by the community, both in the form of goods or public services. Efforts to develop and use digital in governance and public services within the Badung Regency Government will continue during the leadership period of the Badung Regent from 2021 to 2024, which states the vision of "Continuing the Happiness of the Badung Community through Development Based on Tri Hita Karana. The success of efforts to realize the vision in question is determined by the state civil apparatus and elements of the community and the tourism business community who actively participate in efforts to realize good governance according to their respective roles. The effectiveness of the implementation of regional autonomy is also determined by the collaboration of the government, the private sector, and civil society as actors of good governance following their respective roles. Each actor of good governance can carry out their respective roles determined by the professionalism of the agents of good governance (Akadun, 2007). The commitment and innovation of the Regent and Deputy Regent to develop digital use through the motto "Badung in Hand" reflects that all types of services provided by the regional government will be easily accessible via smartphones online by utilizing the free internet access facilities provided by the regional government of Badung Regency, and adequate human resources for managing information and communication technology personnel.

Based on data from the Personnel and Human Resources Development Agency of the Badung Regency Government in 2020, the budget allocation for the development of state civil apparatus competencies has decreased from 2019 to 2020 due to a policy of budget refocusing due to the shift in priorities for health and education services in the pandemic era. The impact on the growth of the hotel and service sector was very drastic, which resulted in many hotels being closed and empty and minimal customers due to the reduced number of domestic and foreign tourists to Badung. In order to deal with these problems, an extraordinary strategy is needed through innovative leadership, including collaboration in planning and implementing human resource competency development programs with international tourism standards to meet the competitive needs of state civil servants, the private business community in the tourism sector, and the people who manage tourist destinations in the Badung Regency area. Preparing the right financing model and answering the challenges and opportunities ahead, renewing the financing model with conventional standards that are inadequate to support the productivity of a training institution. The Public-Private Partnership (PPP) or the Badung regency government's partnership with the private sector is alternative funding that is quite easy to implement for capacity building of training institutions that are professionally managed and use international tourism standards within the duration of a certain cooperation concession (Sudirman & Yuwono, 2016; Utomo & Hariadi, 2016). The formation of a strategic partnership in the context of developing the capacity of training institutions and providing professional staff to manage HR competency development programs with international tourism standards will be able to meet a large number of human resource needs in tourism areas outside Badung Regency, especially areas that President Jokowi has designated to the Minister of Tourism to accelerate the growth of the tourism sector by accelerating ten priority tourist destinations, namely: in Borobudur, in Mandalika, Labuhan Bajo, Bromo-Tengger-Semeru, Kepulauan Seribu, Toba, Wakatobi, in Tanjung Lesung, in Morotai, and Tanjung Kelayang (Bisnis.com, 2020).

This study places the development of tourism human resource competencies. Referring to Law Number 10 of 2009 concerning Tourism, the definition of human resources related to tourism is "a variety of tourism activities and supported by various facilities and services provided by the community, businessmen, government, and

local governments." Tourism human resources are the driving force of tourism programs, namely "all activities related to tourism and are multidimensional and multidisciplinary that arise as a manifestation of the needs of each person and country as well as interactions between tourists and local communities, fellow tourists, the Government, local governments, and entrepreneurs.

The greater the results obtained by local governments stemming from advances in tourism management driven by professional tourism human resources will expand and encourage economic growth in the service and hotel sectors as well as restaurants and transportation so that this opportunity can be one of the considerations for placing human resources tourism as part of human capital to mobilize other management resources effectively, efficiently and productively. The availability of human tourism resources as an element of human capital is seen as capable of forming mindsets, patterns of action, attitude patterns, business patterns, and planned lifestyles with imagination based on natural wealth, culture, and regional advantages. It even gives everyone the freedom to increase their capacity and develop their pre-professionalism with the dynamics of development and technological progress (Saksono, 2012). Human capital is a set of knowledge, expertise, skills, attitudes, abilities, and integrity possessed by human resources. It is applied professionally to create value in the global economic system, and social assets are multiplied and developed to increase productivity, satisfaction, and organizational performance. It can be interpreted that productivity in an area is highly determined and depends on the capacity of human resources (human capital), literacy level, creativity, and innovation. Schultz (1961), as cited in Farah and Sari (2014) states that humans are a form of capital, as is physical capital and technology. Human capital is a qualitative dimension of human resources. The qualitative dimensions of human resources, such as expertise and skills, possessed by a person will affect a person's productive ability. Expertise, skills, and knowledge can be improved through a good educational process and maintained health conditions. This study is strengthened by the results of research by Anwar (2017) in Java which concluded that human capital has a positive and significant contribution to regional economic growth. More, Farah and Sari (2014) emphasizes that the theoretical model explaining the relationship between human capital and economic growth is built on the hypothesis that knowledge and skills in humans will directly increase productivity and increase the ability of the economy to develop and adopt new technologies.

Because human resources have a strategic role in mobilizing other organizational resources to realize the vision and mission of the Regional Head, this study will be used to answer the formulation of the problem: i. "How is the development planning of Badung regency's human resource competence to improve the quality of governance and public services?" and ii. "What is the strategy for developing international tourism standard human resource competencies in Badung Regency?", and iii. "To what extent are digital benefits in improving governance and public services in tourism areas?"

This study seeks to dissect it by tracing data from Badung Regency, which is the largest source of income from tourism, analyzing it to obtain a solid argument regarding the importance of developing international tourism standard human resource competencies to restore economic conditions in the era of the Covid-19 pandemic.

2. Methods

This study is based on the research results using qualitative methods with a case study approach. Case studies were chosen to obtain data/information that is more focused, in-depth, and comprehensive. According to Rahardjo (2017, p. 3) states that a case study is a series of scientific activities carried out intensively, in detail, and depth about a program, event, and activity, whether at the level of individuals, groups, people, institutions, or organizations who have in-depth knowledge about these events.

Usually, the selected event, called a case, is a real-life event, which is ongoing, not something that has passed.

Data collection techniques were carried out through interviews, observations, and documentation. Primary data collection was carried out through interviews with the Badung Regent, the Head of the Badung Regency Personnel and Human Resources Development Agency, and the Development Team for the 2021 Badung Regency Government Competency Development Action Plan. Secondary data was obtained through The Human Resources Development Agency of the Ministry of Home Affairs authorized to publish data/information.

The scope of this research includes planning for developing the competence of human resources in Badung Regency in 2022-2024, which the Development Team prepares for Action Plans for HR Competency Development within the Badung Regency Government. The regional apparatuses are the Agency for Personnel and Human Resources Development, the Regional Development Planning Agency, and the Government Assistant. The determination of the locus of the Badung Regency Government was based on an assignment from the Head of the Human Resources Development Agency of the Ministry of Home Affairs as a coach for participants in the orientation briefing for Regional Heads resulting from the 2020 Simultaneous Regional Head Elections, including the Badung Regent, as well as assisting the Regional Personnel Agency and Human Resource Development. Badung Regency in the preparation of human resource competency development planning in Badung Regency, which aligns with the human resource development priorities in the National Medium Term Development Plan. President Jokowi's vision and mission, and the vision and mission of the Regent and Deputy Regent of Badung for 2022-2024. In terms of potential and economic opportunities, Badung Regency has natural resources and tourism and agricultural infrastructure that can be a place of training and practice to prepare ready-made human resources in government agencies and the business community in the tourism sector by using a curriculum and teaching staff that international tourism standards. The need for professional human resources in tourism management is even greater, especially for regions that are developing new tourist destinations, which have the potential to improve community welfare and also increase regional budgets in tourist destinations that have international tourism standard human resources.

3. Results and Discussion

3.1. Planning for Developing Human Resource Competencies in Badung Regency in an Effort to Improve the Quality of Governance and Public Services

Indonesia has the potential of natural resources and great human resources that contribute to the government's efforts to improve people's welfare, expand and equalize business and employment opportunities, encourage regional development, introduce and utilize tourist objects and attractions. The existence of human resources in various professions and interests and needs is very important in tourism development. The lack of quality human resources is one aspect of several problems facing the tourism sector in Indonesia: overlapping regulations, lack of quality human resources, lack of publications, poor infrastructure, lack of investment, lack of attention to environmental aspects, and lack of awareness to religious tourism objects (Sumarjiyanto BM, 2020).

To maintain and improve the quality of tourism services, it is important for the central government and local governments to have a tourism development plan including the development of human resource competencies needed in professional tourism service activities. A study conducted by Maghfiroh (2020) found a significant relationship between human resource planning and organization and manpower requirements and between human resource planning and organizational

performance. Therefore, organizations must continue to practice and maintain effective human resources. Resource planning, therefore, plays a fundamental role in achieving organizational goals.

Planning for the development of human resource competencies in Badung Regency, which has the largest source of regional income from the tourism sector, is in line with the organizational goals formulated in the vision statement of the Regent and Deputy Regent of Badung for 2021-2024, namely Continuing the Happiness of the Badung Community through Development Based on Tri Hita Karana, which will be realized through the implementation of nine missions, including "Improving the Quality of Human Resources based on strengthening education, health, and the community's economy. Strategic human resource management is the link that connects the role of strategy and goals that result in the achievement of business performance, and development of organizational culture, and fostering innovation and flexibility (Farchan, 2018).

In the context of developing human resource competencies within the Badung Regency government, 7,527 civil servants have the right to participate in competency development programs for a minimum of 20 hours of lessons per person per year. However, it has not been fully able to consistently fulfill it in 2018, reaching an average of 14.70 hours of lessons to 22.14 hours of lessons in 2019. There is a sharp decline that is only reaching 3.76 hours of lessons in 2020 for technical competency development activities and certification activities, institutions, managerial and functional competency development, as well as carrying out socialization, workshops, assessments for ASN and implementing ASN formal education qualification improvements through further education management sub-activities in the personnel program.

Faced with the budget constraints faced due to the priority focus of the budget on health services and economic recovery, the Badung regency government took several steps: i. The integration of competency development plans compiled by all regional apparatus into a comprehensive document of action plans for developing the competence of human resources in Badung Regency for 2022-2024, aligned with the Regent's vision and mission Deputy Regent of Badung in 2021-2024. ii. Updating the competency development method, which was originally mostly classical, to a combination of classical and non-classical (blended learning). Iii. Conduct competency development by considering the performance assessment and competency assessment results of the relevant civil servants and iv. Implement competency development with an integrated learning system approach as mandated in Article 203 of Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning Management of Civil Servants. Learning, the portion of practice in the workplace, is larger than giving lectures with concepts or theories in the knowledge aspect. One of the integrated learning models that organizations widely use to increase the effectiveness in training and human resource development programs is the 70/20/10 model as an approach oriented towards behavior change that impacts employee performance. Michael Lombardo and Robert Eichinger developed the training and development model for senior managers and leaders using three approaches: Approximately 70% of the learning process is carried out by providing challenging assignments (job assignments) and hands-on experience in the field. 20% is developed through social learning in the form of relationships and feedback (coaching, mentoring, counseling), and 10% of learning is carried out by formal training (in-class) (Krestyawan, 2017).

The 70:20:10 Learning Model provides many benefits, namely: making all employees responsible for their learning, encouraging the sharing of knowledge and experiences, recognizing the role that everyone can play in improving performance, enabling everyone to learn in a way that suits them, expanding everyone's view of what learning is, improve development planning (not just from the menu), change thinking to "what can I do now?", develop a 'Learning Culture' in the organization. Many companies and organizations arrange training with the 70/20/10 model, and as a

result, companies/organizations are more focused on mentoring/coaching and knowledge sharing/knowledge sharing programs (Indrawati, 2020).

In order to prepare coaches and mentors, they can make breakthroughs through designing curricula for coaches and mentors and conducting training for coaches and mentors whose main participants are selected from state civil apparatus who have Doctoral and Masters educational qualifications within the Badung regency government, which has as many as five people Doctoral education qualifications and as many as 847 master's education qualifications, and after graduating and receiving competency certification, then assigned to conduct coaching and mentoring to another state civil apparatus to fulfill competency development rights for state civil apparatus at least twenty hours of lessons per person per year, without adding to the budget burden. At the same time, these coaching and mentoring activities can be added as an indicator of Employee Performance Goals which becomes the basis for calculating regional performance allowances and individual performance appraisals. The availability of 852 coaches and mentors is the potential for gradual and sustainable change. The profile of the state civil apparatus of Badung Regency is an investment in human resources for the apparatus characterized by a world-class bureaucracy, namely professional, confident, multi-skilled, and autonomous (Dwiyanto, 2015) and furthermore optimistic about improving the quality of governance and public services and good and clean governance, with the objective performance indicator, namely the value of the Bureaucratic Reform Index with an achievement target of Very Good (A).

At the same time, optimizing the use of digital facilities that are integrated into the development of Badung in Hands will encourage the state civil apparatus in the local government of Badung Regency to increase the Professional Index Value of the state civil apparatus in 2020 to only 47.82 so that it is included in the low category, and maintain and increase the value of the Human Development Index (HDI) of Badung Regency in 2020 by 81.59 which is in the high category, but vulnerable to pandemics/epidemics that have an impact on tourism and other natural disasters.

The establishment of collaboration between the government, the community, and the business community in human resource competency development programs also further strengthens the quality of planning for the development of human resource competencies in the tourism sector that pays attention to environmental conservation planning and includes various research and analysis before deciding to determine the direction of development. All of these activities are carried out so that there is no intensive exploitation of resources in certain areas without paying attention to resource sustainability (Angelevska-Najdeska & Rakicevik, 2012). In addition to the sustainability aspect, the planning for human resource development in the tourism sector will also pay attention to aspects of integration with other sectors, especially community empowerment, including small and medium enterprises that manage tourism products, because based on research results, there is a significant contribution to integrated performance on business performance of Small and Medium Enterprises in Tourism. It means that the higher the performance of integrated human resources, the higher the performance of tourism small and medium enterprises (Hermawati et al., 2021). The preparation of a plan for developing the competence of human resources for Badung Regency for 2022-2024, which has been aligned with national policies in the apparatus capacity development plan, and the vision and mission of the Regent and Deputy Regent of Badung and includes programs and activities for developing human resources for the state civil apparatus and elements of society that are prepared organization of regional apparatus that is synchronized with the Agency for Personnel and Human Resources Development of Badung Regency, will make the performance of the Badung Regency government more effective, efficient and productive to improve the quality of governance and public services in Badung.

3.2. Strategy for Developing Human Resource Competencies with International Tourism Standards in Badung Regency

Indonesian tourism cannot survive only with its natural beauty. Therefore, the quality of tourism human resources needs attention by increasing the capacity and quality of education (Idrus, 2018). The strategy for developing human resource competencies with international tourism standards in Badung Regency aligns with the potential of three development areas: North Badung, Central Badung, and South Badung. North Badung, which is a highland mountainous region, has the potential for agriculture, plantation, forestry, animal husbandry, nature tourism, agrotourism and agrotourism, conservation areas, and integrated agriculture. Central Badung has dominant public service centers, including regional terminals, regional general hospitals, regency government centers, rice fields, and people's household handicraft industry centers. The main function of the Central Badung area is sustainable agriculture, the regency capital, and a regional-scale public service center, and South Badung includes the sub-district of North Kuta, the sub-district of Kuta, and the sub-district of South Kuta. The potential of this area is very varied, including the development of housing/settlements, private offices, beach tourism objects, and tourism accommodation centers, so that the main function is tourism.

In addition to being related to regional potential, the management, development, and financing of tourist areas require the support capacity of many stakeholders (public, private, and society) so that the process can run smoothly (Setiawan, 2016). Based on natural conditions and the existing socio-economic potential, most of the investments carried out in the Badung Regency are included in the trade, hotel, and restaurant sectors. The tourism sector dominantly shapes the regional economic structure. The tourism industry is clearly reflected in the increase in the value of the GRDP of Badung Regency generated by each business field in 2019 of Rp37.33 trillion, an increase from the previous year which reached Rp35.27 trillion. The total added value formed (GDP at current prices) in 2019 was Rp62.79 trillion, an increase from the previous year, which reached Rp57.79 trillion. Rp9.97 trillion (GDP at constant prices) or reached Rp18 trillion (GDP at current prices) in 2019.

Implementing the HR competency development strategy with international tourism standards in Badung Regency is guided by standardization both in terms of competence and business. This standardization is regulated in Article 53 of Law No. 10 of 2009 concerning Tourism, including stating that the workforce in the tourism sector has competency standards. This competency standard is carried out through competency certification. Furthermore, the products, services, and management of tourism businesses have business standards carried out through business certification. These standards then become a reference in competency development. These guidelines are then compiled in a vision and mission-based competency development scheme in Figure 1.

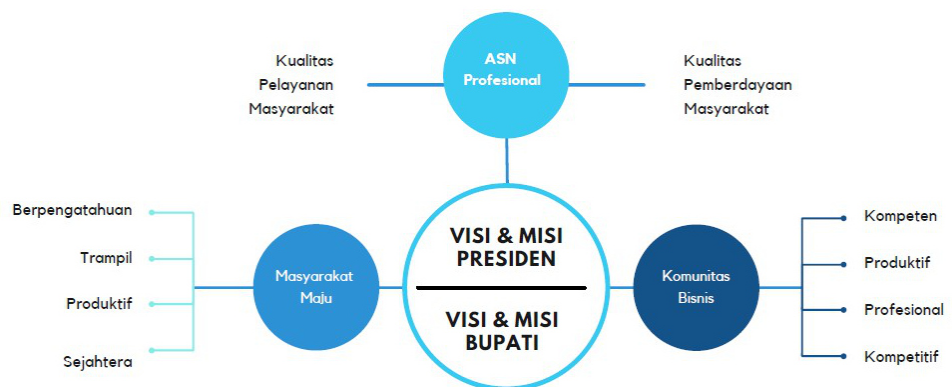


Figure 1. Vision and Mission Based Competency Development Scheme

In relation to efforts to develop HR competencies for elements of the community and business community, it is necessary to establish new training institutions or increase the capacity of existing training institutions with professional management and using international tourism standards. The training institution can then apply management from regional business service bodies, which are run according to professional business rules (Abdurahman, 2017). The training institution then carries out systematic activities, including determining training programs, compiling occupational skill standards, compiling curriculum, preparing materials, conducting training, and monitoring and evaluating post-training to obtain input to improve program quality, as shown in Figure 2.

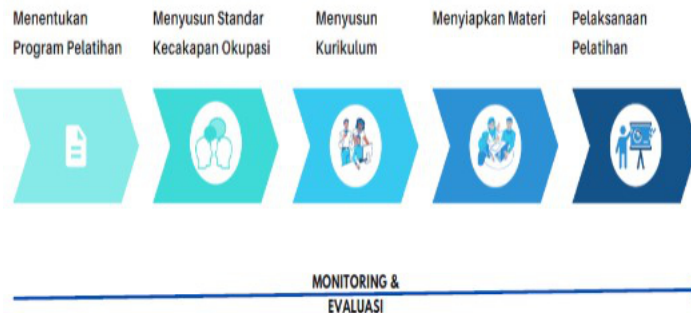


Figure 2. Stages of the Training Preparation Process

In facing the global market in tourism, Indonesia has challenges in implementing competency certification. Currently, there are 375,000 workers, and tourism has competency certification of 121 thousand people. The Indonesian National Work Competency Standards and Indonesian National Work Competencies have not been fully implemented in the world of work, in addition to the low number of Professional Certification Institutions and assessors for the ratio of workers who do not have competency certificates in the tourism sector. In order to face these challenges, educational/training institutions need to have independent institutions to certify the competence of their graduates' human resources so that their competence can be guaranteed during education/training until they are in the world of work/industry. In order for the implementation of the competency test to run smoothly, planning, organizing, developing, controlling the financing of the competency test requires the carrying capacity of many stakeholders (Mistriani et al., 2020). The training is carried out with international tourism standards, integrated with an assessment system carried out based on competency standards, direct practical assessments in the workplace, objectively and involving the user, and includes hard skills and soft skills, as shown in Figure 3.

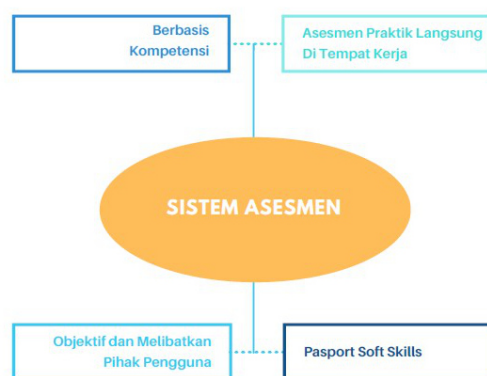


Figure 3. Assessment System

3.3. The Benefits of Digital in Improving Governance and Public Services in Tourism Areas

Digitalization through the development and utilization of e-government has changed the method of governance in various government and non-government organizations as well as the community to be easier, faster, and more effective, To support the implementation of e-Government, which is part of the digital transformation of "Badung in Hands" human resources have been prepared who can develop and utilize digital technology, a total of 65 people include: 10 Software Developers (2 System Analysts and 8 Programmers, 10 Information Technology Staff, 10 Monitoring Command Center Staffs' 12 Network Technicians, 3 Network Engineers, 3 Data Centers, 2 CCTV Technical Staff, and 15 CCTV Operators. According to Reichstein and Härting (2018, p. 1484), This signifies that digitization is an implication of the changing demands of customers in the digital world in the context of tourism. The potential changes in the needs of the community and also domestic and foreign tourists identified include digital services, digital marketing, big data, and online travel communities, which are connected to nature and society in Badung Regency, which consists of 6 sub-districts, 16 urban villages, 46 villages, 167 neighborhoods. and 371 official banjar, 122 customary villages, 546 customary banjars, 535 sekaa teruna, one regency assembly, six subdistrict small assembly, one regency cultural Advisory and Development Council, and six subdistrict Cultural Advisory and Development Councils. Zhou (2014) explained the importance of identifying the image attributes of online destinations related to the tourism imagination and rural areas. The commitment of the Regent and Deputy Regent of Badung to realize Badung in their hands, which was initiated through the provision and utilization of free internet access services throughout the Badung Regency area, which are placed in strategic locations, such as sub-district offices, village head offices, village offices, schools, hospitals, tourist attractions, and Banjar halls, will result in increased literacy, creativity, and community innovation so that products and services, as well as tourist destinations, will increase in volume, quality and intensity of visits by tourists, and encourage economic recovery in the services, hospitality, transportation, and culinary sectors.

On the other hand, digitization through the provision of Internet facilities has increasingly opened up wider opportunities for residents to publish new tourism potentials, promote natural wealth, social culture, friendliness of the population, and marketing media for various superior products, then encourage increased productivity and lifestyle changes as well as overall connectedness. Online with fellow citizens or an online market that will strengthen the community's economic resilience and is expected to reduce disparities in economic conditions between the three regions. Digitalization is the main driver of accelerating change and structuring the road towards more harmonious, hygienic, and humane public services and will impact the spectrum of life, new ways of thinking and acting, communication, and social interaction. Likewise, implementing a government system that ideally relies on ideas, inspiration, imagination, and innovation that produces added value improves performance and is beneficial to humans (Saksono, 2020). The implementation of further digitalization will have a positive impact, indicated by a better infrastructure capacity, which is one of the indicators of a Smart City. Smart cities in Indonesia that can be identified by: the more need for experts, the public knows the performance of government, increased productivity and government services, in managing government and regional assets, and improving the quality of life of citizens (GamatechnoBlog, n.d.). The digitization also brings ease of information for the community because, through the application, various information about the city can be accessed quickly by the community and the Badung district government. A smart city will be a city that not only has ICT technology in certain areas but has also implemented this technology in a way that has a positive impact on the regional community (Deakin, as cited in Utomo & Hariadi, 2016). This digitalization will also have an impact on the growing awareness of citizens in maintaining, managing, and

conserving the natural and socio-cultural environment professionally, is an arena for collaboration between the district government, the community, and the business community in the tourism sector, and is expected to build the commitment of each interested party to together maintain and manage various potentials, community diversity, and natural conditions that are still natural and sustainable and consistently apply several community-based tourism principles, including in the aspects of community participation and empowerment; partnerships with relevant stakeholders; recognition from the relevant authorities; improvement of social welfare; fairness and transparency in benefit-sharing; improved relations with local and regional economies; and financial independence (Asmoro et al., 2021). Digitalization in the development of human resource competencies in the field of tourism, related to tourism development, which consists of three stages, namely: the initial stage, the middle stage (middle), and the advanced stage, which is supported by a strategy of full involvement of the community in the tourism development process (Rusyidi & Fedryansah, 2018).

4. Conclusion

The conclusions that can be drawn from the findings and analysis of this research are as follows: First, the Badung Regency Government has a competency development planning document including human resources in the tourism sector that is in line with the vision and mission of the Regent and Deputy Regent of Badung in 2021-2024 which is directed to improve the quality of governance. Government and public services, increasing the index of bureaucratic reform, and the Professional Index Value of the state civil apparatus, and maintaining and increasing the Human Development Index (HDI) in 2020 of 81.59, which is included in the high category. Second, the availability of human resources with international tourism standards can be met by establishing or developing the capacity of training institutions that are managed with professional management, which can be obtained from professionals from Indonesia or abroad through cooperation to meet domestic needs, especially human needs resources in Indonesia. President Jokowi launched ten new tourist destinations in 2021. Competency development is carried out with international standards, integrated with an assessment system carried out based on competency standards, direct practice assessments in the workplace, objectively and involving the user and includes hard skills and soft skills. Third, to improve governance and public services in tourism areas, the Badung district government continues developing and utilizing e-Government to realize the "Badung in Hands" digital transformation. For optimal use of digitization, The Badung regency government has prepared several competent human resources in digital management who will oversee digital transformation to improve organizational performance. It is suggested to the Research and Development Agency and the Agency for Personnel and Human Resources Development as well as the Regional Development Planning Agency of Badung Regency to evaluate and study the training institutions to find out whether the participants are satisfied with the training, the participants understand the material provided, the participants can implement the program in the workplace. , the training program has a good impact on participants and institutions, the benefits obtained: participants can create jobs and can work in companies, and also submit recommendations for program improvements: provide work accident insurance and provide entrepreneurship materials (Ridwan & Suryono, 2015). The results of the evaluation and study of training institutions and subsequent recommendations can be taken into account by the Badung Regent's policy to promote international tourism standard training programs to other provincial and district/city governments in Indonesia, and also to open a pathway for the promotion of these training institutions to ASEAN countries that already know the potential and the tourism competitiveness of Badung regency in particular and the province of Bali in general. This strategy can be one of the solutions to restore the economy from the tourism sector in Badung

Regency and increase the involvement of the community, state civil apparatus, and the tourism business community, and the results will lead to an increase in the welfare of the Badung people.

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