Innovation-Based Human Resources Performance Improvement Strategy To Support Tourism Recovery At Tourism Village

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Abstract

Research aim: This study aims to analyze the internal and external factors of human resource performance in order to formulate a strategy to improve human resource performance based on innovation in tourism villages in the Magelang area

Design/Methode/Approach: This research uses a descriptive qualitative approach. Primary data were obtained based on interview data collection methods and participatory observation. SWOT analysis was used as the data analysis method.

Research Finding: The results showed strategy formulations to improve human resource performance. The proposed strategies become an effort to restore tourism activities in the new normal era after Pandemi Covid-19.

Theoretical contribution/Originality: This study identified the internal and external conditions of human resources based on innovation factors.

Practitioner/Policy Implication: The results give implications to the manager in order to improve human resource performance including increasing the intensity of human resource training and development programs, increasing the competence of human resources to innovate and create an integrated tour package according to the needs of tourists, providing adequate health facilities for human resources, increasing cooperation with other tourism actors, and make a long term of human resource development planning based on innovation.

Research limitation: This research conducted limited on the tourism villages in the Magelang area as a tourism object. Further research can develop other tourism areas with different characteristic to expand research benefits.

Keywords :Human Resources Strategy, Tourism Villages, SWOT

Abstrak

Tujuan Penelitian: Penelitian ini bertujuan untuk menganalisis faktor internal dan eksternal kinerja SDM guna merumuskan strategi peningkatan kinerja SDM berbasis inovasi pada desa wisata di kawasan Magelang.

Desain/ Metode/ Pendekatan: Penelitian ini menggunakan pendekatan kualitatif deskriptif. Data primer diperoleh berdasarkan metode pengumpulan data wawancara dan observasi partisipatif. Analisis SWOT digunakan sebagai metode analisis data.

Temuan Penelitian: Hasil penelitian menunjukkan formulasi strategi untuk meningkatkan kinerja sumber daya manusia. Usulan strategi tersebut menjadi upaya pemulihan aktivitas pariwisata di era new normal pasca Pandemi Covid-19.

Kontribusi Teoritis/ Originalitas: Studi ini mengidentifikasi kondisi internal dan eksternal sumber daya manusia berdasarkan faktor inovasi.

Implikasi Praktis: Hasil memberikan implikasi kepada pengelola dalam rangka meningkatkan kinerja SDM diantaranya meningkatkan intensitas program pelatihan dan pengembangan SDM, meningkatkan kompetensi SDM untuk berinovasi dan membuat paket wisata terpadu sesuai kebutuhan wisatawan, menyediakan fasilitas kesehatan yang memadai untuk sumber daya manusia, meningkatkan kerjasama dengan pelaku wisata lainnya, dan membuat perencanaan pengembangan sumber daya manusia jangka panjang berbasis inovasi.

Keterbatasan Penelitian: Penelitian ini dilakukan terbatas pada desa wisata di kawasan Magelang sebagai obyek wisata. Penelitian selanjutnya dapat mengembangkan kawasan wisata lain dengan karakteristik yang berbeda untuk memperluas manfaat penelitian.

Kata kunci : Strategi Sumber Daya Manusia, Desa Wisata, SWOT

Introduction

Tourism is one of the sectors affected by the Covid-19 pandemic. The existence of restrictions on tourist mobility causes a decrease in tourist visits to tourist destinations. The decrease in tourist arrivals has an impact on reducing income in the tourism sector. This condition has caused several businesses in the tourism sector to reduce their workforce so that some workers in the tourism sector are forced to become unemployed. This is certainly detrimental to stakeholders because tourism is a sector that provides benefits such as contributing to regional and state income, increasing foreign exchange, as a source of employment, and improving the welfare of communities around destinations [1].

In the new normal era, the Government in this case through the Ministry of Tourism and Creative Economy implemented a new policy in the form of CHSE (Cleanliness, Health, Safety, and Environment Sustainability Certification. The policy provides directions and guidelines for business people in the tourism sector to apply standard health, safety and environmental sustainability protocols. In addition, tourism businesses, tourism destinations, and tourism products that have implemented CHSE will also receive a CHSE certificate. This is certainly a good effort to improve the image of tourist destinations, increase tourist trust, and increase tourist intention to visit tourism destinations [2].

The process of adapting the tourism sector to the new normal period certainly requires the support of human resource (HR) performance. The recovery of the tourism sector can be implemented if human resources managers and staff are able to implement CHSE policies and

operational standards of quality services for tourists. In addition, skills and performance improvements are also needed to support this. Furthermore, organizational innovation is also an important aspect for organizations that are adapting to their business conditions. Razavi & Attarnezhad (2013) explaines that organizational innovation affects organizational performance and the sustainability of the business. This also applies to the tourism business. Thus, stakeholders need to formulate appropriate strategies to improve the performance of human resources in the tourism sector.

Central Java, especially in Magelang Regency, is a National Tourism Strategic Area which is listed in the National Tourism Development Master Plan (RIPPARNAS) 2010-2025. Magelang Regency itself has various types of tourism such as tourism villages, nature tourism, artificial tourism, cultural tourism, craft tourism, culinary tourism, special interest tourism, and religious tourism. The local government makes tourism villages a priority to be developed. The development of tourism villages is directed to support the development of the Borobudur National Tourism Strategy Area (KSPN). The existence of a Tourism Village in Magelang Regency is expected to continue, develop, and becomes sustainable so that it has a positive impact on the community's economy.

The tourism village was formed in addition to empowering rural communities as well as a tangible manifestation of tourism development which is experiencing saturation with modern forms of tourism and the hustle and bustle of the city [4,5]. However, in order to develop a tourism village that is able to survive its existence, proper management or institutional management is needed. Therefore, the role of the community as Human Resources (HR) who manages the Tourism Village is very important and determines the sustainability of the Tourism Village program that has been established by the Government. This makes an interesting issue, how to propose an Innovation-based human resources performance improvement strategy?

Furthermore, in the new normal period after the pandemic Covid-19, the tourism sector needs to work extra to remain sustainable. This can be achieved if HR as managers and implementers of Tourism Villages continue to innovate and increase their knowledge as managers and providers of tourism services in Tourism Villages [6]. To improve organizational performance, it is necessary to establish and implement effective strategies that allow to seize opportunities and utilize available resources and competencies. Thus, stakeholders need to formulate appropriate policies in order to improve the performance of sustainable Tourism Villages.

SWOT analysis (Strengths. Weaknesses, Opportunities, and Threats) is known as a strategy formulation tool that can be used to develop tourist destinations [5,7]. Through SWOT, internal factors such as strengths and weaknesses can be identified, as well as external factors such as opportunities and threats[8,9]. Thus, appropriate strategies can be formulated to increase strengths and exploit opportunities that may be available, as well as strategies to improve weaknesses and avoid threats. In this study, the SWOT analysis focused on the condition of human resources in the tourism village in the Magelang area so that a strategy for improving the performance of human resources could be formulated.

The results of the research in the form of a strategy formulation for improving the performance of HR are expected to be taken into consideration for the managers of Tourism

Villages in the Magelang Region to adapt to the tourism recovery period through improving the performance of HR based on organizational innovation. If the performance of human resources increases, it is hoped that the quality of the tourism product services produced can also be improved. Thus, the interest and trust of tourists to visit tourist villages in the Magelang Region can also be increased. This improvement is expected to support efforts to develop tourism potential and empower communities in the Magelang area so that the positive benefits of the tourism business will be sustainable.

Method

This research is a qualitative descriptive study. The research was conducted during the period March-June 2022 in the Tourism Village of the Magelang Region. Researchers collect and describe phenomena related to HR performance in the object of research. Methods of data collection using interviews and observation. Observations were made to 11 tourist villages in the Magelang area, (1) Dampit, (2) Banyubiru, (3) Wringin Putih, (4) Bojong Kojor (Boko), (5) Candirejo, (6) Wanurejo, (7) Kampung Dolanan, (8) Klatakan, (9) Tuksongo, (10) Giritengah, and (11) Karanganyar (Disparpora Magelang Regency, 2022). Interviews were conducted with tourism village managers and tourists. Researchers also interviewed managers, workers, and tourists to obtain information related to the performance of human resources in tourism villages in the Magelang area. The data that has been collected is analyzed based on a SWOT analysis. The results of the analysis are the formulation of innovation-based HR performance improvement strategies. SWOT analysis is a technique used to identify the strategic direction of an organization or company. SWOT analysis consists of internal and external factors. Internal factors consist of the identification of strengths and weaknesses, while external factors consist of the identification of opportunities and threats. SWOT analysis can also be used to formulate strategies in the tourism sector. Several previous researchers have used SWOT to develop tourism [1,9–13]. However, an identification that focuses more on human resources in the tourism sector has not been widely carried out. Therefore, the results of this study are expected to be a reference for further research in formulating HR strategies based on SWOT, especially in the tourism sector.

Results and Discussion

The following is an identification of the internal factors (strengths and weaknesses), as well as the external factors (opportunities and threats) from the human resources aspect in the tourism village of the Magelang Region based on innovation factors.

Strenghts

Organizations certainly need an organizational structure and a clear division of tasks for human resources. This aspect is already owned by tourism villages and becomes a strength

because all of them have an organizational structure. In addition, in terms of leadership, leaders in tourism villages have paid attention to the potential development and performance of human resources. Furthermore, human resources who work in tourism villages also have a commitment to develop and realize the importance of innovation. Moreover, human resources in tourism villages in the Magelang area are also cooperative in working together (team work competence) and have a good level of discipline in working.

Weaknesess

Although most of the human resources are classified as skilled, the skills they have not focused on one area of tourism management. This condition sometimes causes less optimal human resources performance, so their overall performance is not optimal. In addition, human resource knowledge in tourism management is also not optimal. The training for employees has indeed been carried out, but the intensity is not too frequent or not continuous (periodic) so the expected impact of human resources training is not optimal. Some of the human resources are old so they are less productive. In addition, the management does not yet have a road map of human resources innovation planning for the long term.

Opportunities

The development of tourism villages in the Magelang area receives support from the Ministry of Tourism and Creative Economy and the Regional Government or Kemenparekraf (Tourism Office of Magelang Regency). Therefore this is an opportunity for human resources to receive training and competency development in order to improve performance. Furthermore, most of the people around the Magelang area strongly support the existence of this tourism destination, thereby accelerating the process of community empowerment. In addition, technological developments through social media also provide information related to training and human resource development in the tourism sector, this can be used by tourism village managers to improve the competence of their human resources. Cooperation with other tourism actors such as the Travel Bureau, the Indonesian Guides Association, the Indonesian Hotel, and Restaurant Association, and the mass media can provide knowledge for HR regarding integrated tour packages, accommodation services, food and beverage processing services (FnB), procedures for guiding tourists, improving foreign language skills, and promoting tourism products through social media.

Threats

In Central Java, there are already many tourism villages that have developed, so there are possibilities of competition between tourism villages and competition with similar tourism destinations in the Central Java region. In addition, in Yogyakarta, many tourism villages have

also developed and become competitors for tourism villages in the Magelang area. This is a threat from the competitors' aspect. Furthermore, from the market aspect, changes in consumer behavior become a threat if human resources in tourism villages are not able to meet the needs, desires, and expectations of tourists. Therefore, quality service performance is needed so that tourists feel satisfied and have the potential to become loyal tourists to tourism villages in the Magelang Region. In addition, changes in natural conditions and the location of Magelang which is close to Mount Merapi are undoubtedly prone to disasters so it becomes a threat to tourism conditions. Furthermore, post-pandemic unstable economic conditions also pose a threat to human resources.

Strategies

The results of the SWOT analysis provide several strategic formulations in order to improve the performance of human resources based on innovation as an effort to restore tourism in tourism villages located in the Borobudur area during the new normal period. Strategies that can be applied by tourism village managers include increasing the intensity of training programs and developing human resource competencies, especially those relating to the competence to innovate in preparing tour packages, product innovation for food and beverage (FnB), innovation in how to process food and beverages, innovation in tourist accommodation services, innovation of scouting techniques, innovation of tourism promotion content through social media, improving foreign language skills, and providing services in accordance with health protocol standards. The management can work with the government and related partners such as universities to carry out the training. In addition, increasing cooperation with fellow tourism actors such as Travel Bureaus, Hotels, Restaurants, Guides, and other tourist destinations can be carried out as an effort for comparative studies and benchmarking in order to improve human resources performance. Furthermore, human resources also need to have knowledge related to the development of tourist behavior and their needs so that they are able to develop tour packages that attract tourists. To avoid the threat of competition with fellow tourism villages, it is necessary to prepare an integrated tour package where in one tour package empowers several products from a combination of several tourism villages in the Magelang area so that the benefits of the tourism business process can be felt evenly. The management also needs to prepare a long-term human resources planning and development roadmap so that the development of human resources performance is more focused. Thus, it is hoped that the performance of human resources in tourism villages in the Magelang area can be improved.

The results of the SWOT analysis are presented in the following SWOT matrix. The SWOT matrix serves to develop strategies based on internal factors (strengths and weaknesses) and external factors (opportunities and threats).

Table 2. SWOT

Internal Factors	Stenghts (S)		Weaknesess (W)	
	1)	Have a certainty organizational structure	1)	Human resources skills in tourism management are not optimal
	2)	Leaders pay attention to employees and human resources	2)	Human resource knowledge in tourism management is not optimal
	3)	Human resources are committed to developing tourism villages	3)	The intensity of human resources training is minimum (not periodic or not continuously)
	4)	Human resources recognize the importance of innovation	4)	Some human resources are elderly (less productive)
	5)	Human Resources are cooperative and also disciplined	5)	Tourism village doesn't have human resources innovation plan yet
External Factors				
Opportunities (O)	SO		WO	
1) Support from central and local government	1)	Implement training and development of human resources competencies and expertise (S2, S3, S4 & O1, O4)	1)	Increase the number of human resources training programs (W3 & O1, O2)
2) Support from cooperation partners			2)	Develop an innovation-based long-term human resources planning roadmap (W5 & O1)
3) Local community support	2)	Increase cooperation and partnerships with other tourism actors in order to increase human resources competence (S1, S2, S3 & O2, O5)	3)	Improving employee motivation and skills through benchmarking activities and comparative studies with other tourism actors (W1, W2 & O2, O5)
4) Information on human resources training and development from social media				
5) Cooperation and partnership with tourism actors (tour travel agency, guide association, hotel and restaurant association, mass media community)				
Threats (T)	ST		WT	
1) Competition between tourism villages	1)	Improving the competence of human resources to innovate in compiling tourism products such as integrated tour packages that are in accordance with the development of tourist needs (S3, S4 & T1, T2, T4)	1)	Develop human resources innovation plans to be able to compete with competitors (W5 & T1, T4)
2) Changes in tourist behavior				
3) Economic conditions are not stable				
4) Competitors of similar tourism destinations in other areas				
5) Natural disasters				

Source: data processed, 2022

Table 2 shows the SWOT matrix. This matrix is used to analyze external and internal factors of human resources in tourist villages in the Magelang area. Internal factors consist of strengths and weaknesses which are analyzed based on the condition of human resources and innovations that have been made. External factors consist of opportunities and threats which are analyzed based on economic, political, social environmental, technological, and market conditions based on HR innovation opportunities and threats. The results of the study provide

managerial implications for tourism village managers in the Magelang area. The formulation of strategy proposals can be taken into consideration for managers to develop programs and policies needed in an effort to improve innovation-based human resource performance. In addition, the results of this study also provide implications for policy makers and stakeholders such as the government to propose tourism area development policies from a human resource standpoint. In addition, the results of the study also provide theoretical implications for future researchers as a reference in developing strategies for improving human resources in other tourism destinations based on a SWOT analysis and innovation factors. This research is limited to the location of the research object. This research was only conducted on human resources in tourist villages in the Magelang area. In addition, this study only uses the SWOT matrix as a strategy formulation tool that focuses on human resource innovation. Future research can develop strategy formulation tools such as using the IE matrix. In addition, further research can be applied to other tourist objects to increase and expand the benefits of the research.

Conclusion

This study describes problems related to tourism business competition and the impact of the pandemic on tourism, especially in tourism villages, so that human resources performance is one of the factors needed for the development and sustainability of the tourism business. This is also required in tourism villages, especially in the Magelang area because many tourism villages are starting to develop. Human resources performance determines the development of tourism businesses from tourism villages, especially in the adaptation process to the new normal period due to the Covid-19 pandemic. Analysis of internal and external factors based on SWOT formulates several strategic proposals. The formulation of the proposed strategy is increasing the intensity of training and human resource development, increasing collaboration with partners (government, tour travel agency, guide association, hotel and restaurant association, mass media community and other tourism destinations), increasing the ability of human resources to innovate in compiling integrated tour packages that suit the needs of tourists, and compiling a development roadmap innovation-based long-term human resources. The implementation of this strategy is expected to be an effort to improve the performance of human resources in the context of restoring tourism in tourism villages in the Magelang area. Theoretically, the results of this study can be used as a reference source for future researchers to formulate strategies based on SWOT analysis.

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