



HUMAN RESOURCE SUPPORTING COMMUNITY-BASED TOURISM

Oleh

Ni Made Ernawati¹⁾, IG P Fajar Pranadi Sudhana²⁾ Ni Made Sudarmini³⁾

¹²³Jurusan Pariwisata, Politeknik Negeri Bali

E-mail: madeernawati@pnb.ac.id

Abstrak

Artikel ini membahas tentang proses pengembangan sumber daya manusia pendukung pariwisata berbasis masyarakat (PBM) di Desa Pohsanten Kabupaten Jembrana Propinsi Bali Indonesia. PBM masih berada pada tahap awal pengembangan dan kompetensi bidang kepariwisataan masih kurang. Artikel dikembangkan berdasarkan pada hasil observasi dan partisipasi langsung yang dilaksanakan pada saat pegabdian masyarakat yang dilaksanakan oleh penulis bersama anggota tim pengembangan lainnya dari Jurusan Pariwisata Politeknik Negeri Bali. Pengembangan sumber daya manusia pendukung kepariwisataan terdiri dari aktivitas untuk membentuk pemahaman, training dan workshop berkenaan dengan berbagai kompetensi pendukung operasional PBM. Pengembangan sumber daya manusia yang diselenggarakan, menunjukkan hasil yang cukup substasial, ini terlihat dari kemampuan yang ditunjukkan oleh masyarakat dalam memberikan pelayanan yaitu: menyiapkan makan dan minum, menyediakan penginapan bagi pengunjung, dan mengorganisasikan kegiatan berwisata di Desa Pohsanten. Namun demikian keterampilan yang baru tumbuh masih perlu dipertajam dan dilatih untuk mencapai tingkat sumber daya manusia bidang kepariwisataan yang professional. Diharapkan, hasil studi dapat dimanfaatkan sebagai masukan bagi *stakeholders* PBM dalam menyediakan produk dan jasa yang berkualitas bidang kepariwisataan khususnya PMB. Secara akademik hasil penelitian akan menambah referensi kajian kepariwisataan terutama yang terkait dengan sumber daya manusia pendukung PBM.

Kata Kunci: Pariwisata Berbasis Masyarakat, Kompetensi Pariwisata, Pelayanan Pariwisata, Produk Pariwisata, Sumber Daya Manusia.

INTRODUCTION

Community-based Tourism (CBT) is used as a means of community development in many countries specifically in developing countries (Scheyvens, 2002). CBT aims at achieving objectives that include: the sustainability of the local community, the rural and natural environment, community development, and customer satisfaction (Scheyvens, 2002; Singh et al., 2003; Beeton, 2006; Telfer & Sharpley, 2008). Nonetheless, developing CBT encounters many obstacles, these for example: limited capital (Telfer & Sharpley, 2008), a long decision-making process (Robinson & Wiltshier, 2011), limited competent human resource supporting tourism (Ernawati, Sanders, Dowling, 2017; Baum, 2013; Moskardo, 2008), and limited

access of networking (Lorio and Corsale, 2013). Even though CBT does not use large scale facilities, nevertheless the existing amenities and structures that will be used to support CBT still need to be up-graded developed and refined (Ernawati, Sitawati, Muliati, 2018). Human resource is a major issue for CBT development, it becomes critical especially for businesses that offer services. This article discusses the development of human resource supporting CBT in Pohsanten village which data was gathered through observation and direct participation during the CBT development project. It contains the human resource issues faced and the mitigations undertaken to resolve the problems. The village which has just started its tourism development is located in Jembrana Regency Bali



Province in Indonesia. Its tourist attraction highlights traditional village culture, natural environment of forest, river and waterfall, agro cacao farming and spiritual tourism.

Human Resource and CBT

CBT focuses on empowering local community on how to operate CBT and run their own tourism businesses. The local capacity development conducted include: raising awareness toward tourism, the running of tourism course and training programs, and the provision of business advisory support (Wehkamp, n.d.). These would build the confidence, knowledge and ability of the local community to control and manage their own tourism development. In long term, these would increase the communities’ self-esteem, strengthen the cooperation among members of the community, and improve local governance.

The impacts of alternative tourism could be more hazardous compared to mass tourism, as alternative tourists penetrate into the life of the community and have a close contact with the natural environment (Weaver, 2015; Wall & Long, 1996; Butler, 1999). Involving locals in running tourism is suggested as one of the solutions (Telfer & Sharpley, 2008); and that the locals’ competencies need to be built to maximise gains from tourism and minimise the negative impacts (Moscardo, 2008).

The competencies of human resource highly influence customers’ satisfaction especially for the front liners who have direct contact and deliver products to the customers. The competencies of managers will affect the success and the profitability of the business, this for example the ability of managers to offer and develop product package by integrating some product components that enhance customers’ satisfaction. Such occurrence in a newly developed tourism area as described by Baum (2013) that low cost products that yield low profit being offered to customers because of the inability of the service providers to add more value to the essentials offered.

In general, the products and services required by tourists include: attractions, food and beverage, accommodation, transportation, travel organizer, and other supporting services (Ernawati, Sanders, Dowling, 2017). The human resource competencies require in running CBT is presented in Figure 1.



Figure 1: Human resource competencies required in operating CBT

Newly developed CBT needs training on: preparing room and accommodation, food and beverage (F & B) especially for the recipes made from local produce, language courses, and dissemination on how to develop and operate CBT. In the more developed CBT areas, training needs become more specific, which include: product packaging and product pricing (Ernawati, 2018a).

RESEARCH METHOD

This article discusses the development of human resource supporting CBT in Pohsanten village. It uses qualitative approach, which data was gathered through direct participation and observation during a CBT development project particularly during workshops and training as



well as during the provision of services for the visitors. It encompasses the human resource issues faced and the mitigations carried out to resolve the problems. The village which has just started its CBT is located in Jembrana Regency Bali Province in Indonesia.

In this paper, the human resource competencies are assessed based on two aspects which include ‘knowledge’ and ‘skill’ as the aspect of affective is not discussed individually; in the contrary to the way they are treated in the Taxonomy of Bloom (Bloom, Englehart, Furst, Hill, & Krathwohl, 1956). The discussion of the affective aspect is included in the ‘skill’ domain; as the attitude is embedded and related more closely in people’s skill.

The Discussion of Human Resource Supporting CBT Pohsanten

Pohsanten village started its CBT development in 2017 which is assisted by Politeknik Negeri Bali. The program was proposed to be funded through Community Service Scheme of the Indonesian Directorate General of Higher Education. The implementation of the development project began in 2018. As a new CBT development, competency building becomes a priority in Pohsanten village.

Pohsanten village covers an area of 0,50 km², and the number of population is 5.857 in 2016 (Wikipedia. 2018). The majority of the population is farmer. Some of the community members currently work in tourism sector in Denpasar the capital city of Bali Province or working abroad in cruise ships. Few of them are retired and already maintain their base at home in the village, with some organization they could train the other community members some tourism competency. This leaves the village with human resource supporting tourism to be built.

Raising awareness

Some activities were carried out starting from raising awareness up to skills built up

(Figure 2). To evaluate the level of understanding, a survey questionnaire was conducted to the members of Pohsanten Tourism Development Team. The results show that in general the team has a good understanding of CBT in 5 aspects: conservation; tourist attraction; tourists; business i.e., quality of CBT products or services; and the inherent principles of CBT (Ernawati, 2018b).



Figure 2: Program implementation – CBT Competencies build up

To raise awareness dissemination on CBT has been conducted with the community members; and a comparative study to some CBT areas, natural attractions, as well as businesses and tourism service providers has been carried out (Figure 3).



Figure 3: Program implementation – Study comparative to raise awareness on CBT



In practice, this understanding is shown through some facilities that have been build; these include a trekking stop point in the Mesehe River Crossing. It is a blended with nature physical structure which is presented in Figure 4. A restoration of an old structure in Pasatan Temple that observes ‘green principles’ by retaining its original structure and only replacing the building materials that have damaged and could not be used. These structures are designed and their construction was carried out by the community members with only few instructions from the project coordinator.

level will grow and skills will be more refined as the flying time of serving-guest increases.



Figure 4: Post 1 Mesehe Trekking – a blended to nature design



Figure 5: Local guides escort a group of visitors on the Mesehe Trekking

Skill development

Some trainings have been conducted to include: Guiding, Housekeeping, and Cooking class to prepare welcome drink and breakfast. After the training the owner of the freshly set homestay was asked to accommodate two team members from Politeknik Negeri Bali, the service was including breakfast and dinner serving traditional culinary made from local produce. This exercise was well executed. Similar with the guiding team, they were asked to escort a group of tourist on the Mesehe Trekking (Figure 5). The catering team was also requested to cater for the Politenik Visiting Team serving traditional dishes of the locals. All these exercises were carried out by the community members relatively well and smoothly done. Nonetheless, the competency

Conclusion

The human resource supporting tourism that has been built which includes knowledge development and skill building is sprouting for CBT Pohnsanten; and this process will continue. The skilled local people who have retired from cruise ship could conduct further training for the locals, hold the manager position in the management of CBT Pohnsanten or they could also develop a business and become the business manager to provide services for the visitors. During the process of CBT development, the senior people could share their CBT competencies to the juniors of the village.

CBT development is a long process of shaping and integrating tourism culture in the traditional culture of the CBT village; as the collective tourism culture takes years to develop; by which, the benefit of community-based tourism could be gained in the field of socio-cultural, environment and economic. Human resource development has not been undertaken thoroughly. The human resource development that has been carried out is mainly the skills for frontlines. The HR development that needs to be carried out in the



following year could take focus on administration and managerial skills.

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