



# The Implementation of Human Resource Development Program in Supporting Tourism in Parigi District Pangandaran Regency

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## ABSTRACT

This study aims to determine implementation to increase the capacity of human resources in supporting tourism in Parigi District, Pangandaran Regency. The research method used is qualitative. Data collection techniques used are interviews, observation and documentation. The results of this study illustrate that in supporting tourism in Parigi District, Pangandaran Regency, there are still several obstacles. One of them is that the available human resources have limited capabilities, so that the expected goals have not been fully achieved. However, from the aspect of communication, disposition, and bureaucratic structure, it has been going well.

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## 1. INTRODUCTION

Human resources (HR) are the potential contained in humans to realize their role as adaptive and transformative social beings who can manage themselves and all the potentials contained in nature towards the achievement of living welfare in a balanced and sustainable order (Sulartiningrum et al., 2018). This potential is substantial because, after all the success of an organization in achieving goals is determined by the quality and ability of the people in it (Handayani et al., 2021; Achmad, 2022). Human resources are the main thing that must be owned by an agency or organization in order to realize its goals (Mulyono, 2015). Human resources are the main organizational factors compared to other supporting resource factors. Increasing the capacity of personnel resources is aimed at improving the performance of employees who are less than satisfactory due to a lack of skills. Regarding increasing the capacity of human resources in the organization, Greer (2021) said that HR is currently seen as a resource and an asset for agencies and organizations. Then a new term appears besides Human Resources, namely Human Capital. HR is considered a valuable asset that can be replicated and improved, not the other way around that is used as a burden. Human resources are extraordinary assets that are the subject and object of

bureaucratic reform (Setiawan, 2016). The potential of Human resources that have intelligence, knowledge, and skills possessed by a civil servant needs to be continuously developed and improved to be utilized optimally for the development of public agencies, especially government agencies (Van Gobel & Alhadar, 2019; Muliawaty & Ilhami, 2022).

Parigi District is the capital city of Pangandaran Regency which has various potentials, such as fisheries and marine, agriculture, plantation, forestry and tourism. Parigi District has potential and abundant tourism resources, including marine tourism, nature tourism, history, culture, religion, culinary, and others. Some famous tourist destinations in Parigi District are Batu Hiu Beach in Ciliang Village, Green Valley Citumang in Bojong Village, Santirah in Selasari Village, and Goa Lanang in Selasari Village.

With this potential, it is necessary to optimize the sustainable development of the tourism sector to improve the economy and welfare of the people of Parigi District. Quality human resources are needed to succeed in tourism management and development (Madduppa et al., 2020; Ilhami et al., 2022). Tourism is an important part that can benefit all parties if it can be adequately managed. Socially, the community provides many benefits, both improving the surrounding community's economy and encouraging the development of MSMEs (Putra et al., 2022).

Sub-districts have very relevant obligations within the district regarding responsibilities and functions, organization, human resources and financial resources, so they must have regulations for managing government in the sub-district. Parigi District has not done business in improving the tourism sector as expected. Tourism promotion carried out is still very minimal. Promotion is needed to build a tourism image of an area (Hermawan et al., 2022; Nurwati et al., 2022). In achieving the expected ideal goals, all of that is determined by the presence of qualified human resources. So that in developing the existing tourism potential, it can run and be successful. The limited capacity of existing human resources is a significant challenge for Parigi District in supporting sustainable tourism. Thus, increasing the capacity of Human resources in supporting tourism in the Parigi District is very important to study. On that basis, it is necessary to discuss in depth how the policy for the development of the civil servant is implemented in Parigi District, Pangandaran Regency.

Theoretical basis, Policy implementation is the next stage of policy formulation. Grindle in Tachjan et al. (2006) stated that implementation is a general administrative activity that is studied at a particular policy level. New implementation begins when goals are set, action plans are drawn up, and resources are prepared and allocated to achieve the goals. The success or failure of a policy is decided by the achievement and realization of its objectives; hence, the policy implementation process is one of the decisive steps that determine the policy's success. So it can be stated that the success of a policy lies in its implementation process.

Many factors determine the success of policy implementation, and each of these factors is interrelated. Edward III in Tahir (2014) revealed that to see the success of public policies and their obstacles can be seen through four main dimensions, namely: Communication, Resource, Disposition, Bureaucratic structure.

## 2. RESEARCH METHOD

In research on the implementation of the Human Resource Development Program in Supporting the Tourism Sector in Parigi District, Pangandaran Regency, the author uses a

qualitative method and descriptive approach. Qualitative research utilizes written or oral data from people or informants related to the research topic. Moleong (2016) views qualitative research as an attempt to study phenomena in terms of what the research subjects understand, such as behaviour, responses, motivations and actions, by describing objects in terms of language using various scientific methods. Sources of data and information obtained through observation, interviews, and documentation.

### 3. RESULTS AND DISCUSSIONS

Implementing policies on the program to increase the capacity of Human resources in supporting tourism in Parigi District, Pangandaran Regency is a solution to overcoming the problem of the capacity level of the civil servant in supporting its performance, especially in supporting tourism in Parigi District. Human resources are the main factor in achieving successful performance in an organization. An organization or government institution requires skilled human resources to support the existing tourism sector as one of the potentials of the Parigi District.

Parigi District has always consistently worked to achieve the program's goals. The efforts made by Parigi District are to involve their employees in human resource development and training in accordance with their duties and functions.

#### 3.1 Policy Implementation in the Communication Dimension

Communication is an essential indicator in the implementation process because communication will make it easier for implementers to carry out the implementation of the policy. Communications that affect the implementation of the program to increase the capacity of Human resources in supporting tourism in Parigi District, Pangandaran Regency, include.

##### a. Transmission

The success of a policy implementation certainly requires practitioners to know what to do and what policy goals and objectives need to be communicated to the target group to limit deviations in the implementation process. Based on this, the transmission carried out by Parigi District as a policy maker always strives for the transmission to run smoothly. Parigi District effectively uses the program to increase the capacity of Human resources in supporting tourism. Not only to the employee of the Parigi District Office but also to the village's civil servants if there are activities that need to be coordinated with the village participating.

##### b. Message Clarity

Parigi District Government has been implemented quite well in terms of message clarity. The clarity of the message is dependent on information regarding an activity or program that will be carried out prior to the activity's implementation. The Parigi District always sends a physical letter so as not to cause misunderstandings in conveying information about the program's implementation to increase the capacity of Human resources in supporting tourism in the Parigi district.

##### c. Message Consistency

The consistency of the message aims so that the information conveyed can be received well. Instructions given during communication must be unambiguous. Because if there is a difference in information, it can confuse policymakers. So, the consistency of the message carried out by the Parigi District has been going well

because it is supported by the regular holding of coordination meetings which will provide space for anyone to find out how clear the message is to avoid misunderstandings.

### 3.2 Policy Implementation in the Resource Dimension

Resources in implementing a policy certainly have an essential role. Because resources influence achieving successful implementation, especially in the program to increase the capacity of Human resources in supporting tourism in Parigi District. There are three parameters in looking at resource indicators, namely:

a. Staff

The writer encountered a small number of Parigi Sub-district employees, but their quality has been ranked according to their expertise. The Secretary of the Head of Parigi Sub-district said there are only seven personnel in Parigi Sub-district, of which the Economic and Development Section is still vacant. Hence, the position is concurrent with the Head of the General Sub-Section. There are only three operators owned by Parigi District, while what is needed is seven people, but for quality, we have placed employees according to their expertise.

b. Facilities

The facilities or infrastructure owned by the Parigi District are still minimal. The Secretary of the Parigi District indicated that this is mainly caused by the absence of infrastructure and facilities budget from the Pangandaran Regency Government. For example, the office did not possess a projector or Wifi in Parigi District. However, for other facilities, it was already felt enough.

The statement from the Secretary of the Camat of Parigi District above concluded that facilities are still a problem. However, in implementing the program, it can still run quite well with other facilities and infrastructure owned by Parigi District.

c. Authority

Authority is the right to do or give orders to others in doing a job or policy to achieve a goal. The authority contained in authority is the scope of action both publicly, in government, in corporate organizations and in others. In implementing the program to increase the capacity of Human resources in supporting tourism in Parigi District, the sub-district does not carry out special training but training which is attended by sub-district civil servant whom the relevant agencies assist.

### 3.3 Policy Implementation in the Disposition Dimension

According to George C Edwards III in Tahir (2014), the disposition or attitude of the policy implementer is the third important factor in implementing a public policy. In measuring the dimensions of the disposition, there are two indicators, namely:

a. Implementing Attitude

The attitude of the civil servant in Parigi District in implementing this program based on the authors' findings is considered good. By prioritizing the Parigi District Vision, which is in line with the Pangandaran District Vision, namely "Pangandaran Champion Towards World-Class Tourism Based on National Character Values", the civil servant always behaves professionally in carrying out the program. As stated by the Secretary of the District Head of Parigi Subdistrict, if we are given the opportunity to be a resource person in training activities to increase personnel resources and those who become resource persons in these activities are always received positively and enthusiastically. Referring to the statement submitted by the Secretary of the District Head of Parigi District, the attitude of the civil servant in the District of Parigi already has an excellent image to create a quality and professional work environment.

b. Incentives Giving

The purpose of providing incentives is based on giving awards to employees who have achievements in their work. Incentives are often described as payment plans directly or indirectly linked to different employee performance standards. In a successful implementation, this incentive is considered necessary because someone will generally move for their own needs, so the incentives carried out by policymakers will affect the actions implemented by policy implementers. Based on this, the Parigi District's provision of incentives has not been specifically applied because its budget factor constrains it. However, the Parigi District Government always conducts performance appraisals for each of its employees. It will give multiple promotions if that person is entitled to receive them, following his performance appraisal.

#### 3.4 Policy Implementation in Bureaucratic Structure Dimension

In implementing policies that require cooperation, the bureaucratic structure is needed so that policy implementation can achieve the desired goals. If the organizational structure does not support policy implementation, it will cause problems, inefficiencies and difficulties in policy implementation and result in ineffective and hampered policy implementation. Where the success of policy implementation through this bureaucratic structure includes two things, namely:

a. Standard Operational Procedure

The existence of a Standard Operational Procedure (SOP) is to show that the organization has a structured quality and makes its employees qualified at work. In the implementation of the program to increase the capacity of Human resources in Parigi District, it has been running with the applicable standard operational procedure (SOP), in line with what the Secretary of the Parigi District Camat said that the applicable SOP is in accordance with what is carried out by the employees because it will affect on the target of employee performance appraisal. With the introduction of standard operating procedures (SOPs), policy implementers can save time and promote flexibility and uniformity in enforcing regulations. SOPs also serve to standardize the actions of officials within an organization.

b. Fragmentation

Fragmentation is the spread of policy responsibilities across administrative areas. The worst part of bureaucratic fragmentation is the attempt for reasons that hinder coordination between policy implementers, with each individual agency's excuse putting pressure on bureaucrats to eliminate coordination with other agencies. It is appropriate to ensure the distribution of authority to implement policies requires coordination. Coordination is a flow of activities carried out to unify the goals and work plans that have been previously set in all fields. According to Siagian, coordination concerns the interests of every joint effort to achieve a unified action to achieve a common goal.

The coordination that exists in Parigi District in implementing the human resource Capacity Building Program in supporting the tourism sector in Parigi District involves several parties, namely village's civil servant and related agencies, as education and training providers. The coordination that exists in Parigi District by several parties in implementing the program by Parigi District is quite helpful for the successful implementation of the human resource Capacity Building Program in supporting the tourism sector in Parigi District, Pangandaran Regency.

#### 4. CONCLUSION

The program's implementation to increase the capacity of Human resources in supporting tourism in Parigi District, Pangandaran Regency, has been fully implemented. It is undeniable that there is still a shortage of personnel, resulting in vacant positions, and the infrastructure supporting the successful implementation of the program to increase human resources in support of tourism in the Parigi District is still ineffective. However, from the aspect of communication, disposition, and bureaucratic structure, it has been going well.

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