

## MANAGEMENT PRACTICES OF HUMAN RESOURCE IN THE DEVELOPMENT OF COLOL VILLAGE BECOME TOURISM VILLAGE BASED ON COMMUNITY (COMMUNITY-BASED TOURISM)

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### ABSTRACT

*Competition in the competitive business world requires a tourism organization to increase competitiveness by improving individual competence. The existence of tourism can boost the economy, so the formation of a Tourism Village is one of the models for tourism development in exploring the potential of the Village. This research was conducted in a tourist village that has low community involvement and the quality of community competence was minimal. This research has the intention to find out the practice of human resource management in increasing community involvement. Researchers used a qualitative descriptive method with the type of case study. There are five key informants involved in this research, namely the Tourism Village manager, Tourism Village companion, the community, youth leaders, and traditional leaders. Data were collected through a process of observation, documentation, and in-depth interviews with Colol Tourism Village informants. Based on interview findings, the practical stages of human resource management that are applied by the management organization are planning, organizing, implementing, and controlling. Planning includes the availability of manpower with the main objective of the Tourism Village, identifying labour gaps, inventorying existing workforce, recruiting workers, and conducting competency training. An organizational practice which includes the formation of two Kopwardis with their duties and authority. Actuating practices include mobilizing, motivating, and giving orders. Control practices include joint evaluation of development programs, conducting FGDs and Monitoring and Evaluation to determine the progress of the programs being carried out and taking corrective action if something goes wrong. There are obstacles in the development of Colol Tourism Village in the process of recruiting workers who still do not comply with procedures, do not have an independent organization, there are still contradictory issues related to the development of Tourism Villages, and evaluation activities are less effective. This research provides several recommendations that effective human resource management practices need to be practised in the context of a tourism village that prioritizes local people as the main tourism actors.*

Key words: Management Practices of Human Resource, Village Tourism, Community Based Tourism.

### INTRODUCTION

The competitive business competition requires a tourism organization to increase individual competence in increasing competitiveness. The tourism sector contributes to the addition of foreign currency resources, positive externalities, creates added value to the real sector, encourages capital accumulation and new investment, and economic growth at the central and village levels (Kum et al., 2015b). Therefore, optimizing the competency of tourism actors must be prioritized by the management organization. Human resource management is the result of interactive relationships between employees in the early twentieth century when researchers began implementing workforce management to create business excellence (Obedgiu, 2017). Human resource management is related to how to get workers, increase competence, performance appraisal, the fairness of workforce compensation, relations, health and safety at work, and fairness for workers (Desseler, 2015: 3).

In some countries, tourism organizations tend to pay attention to quantitative aspects or front liners (industry) such as income from foreign exchange, employment opportunities, the number of tourist visits rather than the quality of labour. This phenomenon contradicts the main foothold in tourism, namely the quality of labour in service and being a business actor of tourism activities. Besides it, the thing that still needs to be considered is the ability of tourism stakeholders in the preparation of tourism program planning, regulation, and coordination. Limitations on these aspects have an impact on decreasing community involvement and reducing tourism competitiveness in the international market.

The formation of a tourism village is an applicative form of the concept of regional autonomy by increasing the quality of the village through the empowerment of local communities in various programs. Therefore, the quality of people's knowledge and skills must be improved in managing tourist destinations such as natural panoramas, local traditions of the community, and educational character that will become an attraction for tourists (Dorobantu and Nistoreanu, 2012). The existence of a tourism village contributes to the economy, village productivity, creation of new jobs, community income, preservation of local culture and the environment, and change the mindset of the community. In the concept of this study, researchers want to see the practice of human resource management in increasing the participation of local communities in the development of tourist villages. The concept of community-based tourism contributes to society, especially in the quality of services to tourists (Baniya et al., 2018). Community-based tourism can also increase public awareness to explore natural resources and local potential (sebele, 2010). However, there are still problems with management skills, limited development funds, limited accessibility, spatial factors, the influence of seasonal changes, infrastructure, difficulties in financing to banks, and lack of quality labour (Siemens, 2007).

In the context of Indonesia, the high disparity in tourism literacy and the lack of public awareness to develop potential are the main problems. Local governments still have high authority in influencing local communities. The context is also in line with

conditions that occur abroad that the lack of skills, access to education and training, the lack of quality tourist products and services, and the lack of quality human resource management are common problems that occur (Baum, 2012). The lack of participation is related to information, consultation, and placement in the Tourism Village (Arcana & Wiweka, 2015). In overcoming this problem, several studies have said that the importance of effectiveness in the process of identifying, recruiting, improving skills and individual work efficiency is key in the development of Tourism Villages in Malaysia (Al Hrouit & Mohamed, 2014). The effectiveness of planning on aspects of knowledge and skills for the community is also an important thing to consider in Croatia (Sandra Herman, 2014). The quality of human resource management can also improve service quality in research contexts in Canada (Brown and Elliott, 2009).

Community-based tourism was realized through the quality of the management system, increasing the participation of local communities, and an even distribution system of income (Jitpakde, et.al, 2016). There are several stages of increasing community-based tourism in a tourism village, which are community readiness and needs in tourism development, education, leader quality, organizational effectiveness, partnerships, integrated approaches, quality of tourism products, reading market demand, quality of marketing strategies, and individual performance (Nair & Hamzah, 2016). There are two research contexts from 2012 to 2018, namely the discussion of the implications of human resource management practices in increasing the competence of tourism actors in serving tourists and the implementation of the concept of community-based tourism by management organizations in increasing community involvement in the programs being implemented. This study draws the common thread from these two contexts to examine the practice of human resource management in increasing community involvement based on the concept of community-based tourism. The focus of the study is divided into several sub-focus starts from planning, organizing, implementing, controlling, and participating in the economic, social, environmental, cultural, and political fields.

Colol Village was located in Pocoranaka Timur District, East Manggarai, Nusa Tenggara Timur. The researcher chooses Colol Village because it has unique tourism potential and is recognized internationally by the quality of coffee with various varieties. The unique quality of coffee taste and the development of coffee from planting, maintaining, picking, processing, and the philosophy of coffee, as well as natural panorama selfies, were the main attraction for tourists. Other potentials that are being developed are the potential of geotourism, cultural tourism, and religious tourism. Colol Tourism Village has been visited by several foreign and domestic tourists and won several awards such as being the first winner in several coffee contests in Indonesia and achieving the Gold Gourmet category in the AVPA Gourmet Product international event in Paris, France on October 23, 2018. Coffee testers from Spain and Japan who came to Colol Village said that the quality of Colol coffee was the third-best in the world. The establishment of Colol Tourism Village is supported by the central government and regional governments with a contribution of 800 million Rupiahs. The development phase of Colol Tourism Village was still relatively new so it has many problems such as the effectiveness of human resource management, the lack of community involvement, people's mindset that is difficult to change, lack of competence, attitude, and lack of community creativity in doing business. Therefore, the implementation of effective Human Resource Management is very important in realizing Community Based Tourism.

## LITERATURE REVIEW

### Human Resource Management

The practise of human resource management is one of the important things that need to be studied in business organizations because it is related to the achievement of organizational goals. Some experts explain the essence of theoretical human resource management practices. The practise of human resource management is an important discourse that influences organizational performance, individual competence, and supports the achievement of organizational goals (Ricardo de Souza Freitas et al., 2011). Human resource management practices related to improving the quality of individuals which include staffing, training and development, performance evaluation, and compensation (Gamage, 2016). Human resource management is related to how individual management and work processes in the organization (Armstrong, 2012: 24). Human resource management focuses on ways to attract workforce, organize work, train, motivate, and maintain workers (Robbins, 2013: 4). Some of these opinions describe human resource management as an integrated system to improve individual competencies in achieving organizational performance and goals.

Some functions of human resource management include recruitment planning, employee selection and placement, employee assessment and competency development (Raymond Noe, 2010: 5). Human resource management includes employee planning and analysis activities (assessment, the appointment of employee, job analysis, and selection), competency development (orientation, competency training, career path, and performance management), compensation and benefits (remuneration) services, K3 guarantees at work, as well as relations between subordinates and superiors) (Malthis and Jackson, 2009: 44). Stages of human resource management include employee planning, organizing related to work institutions, leadership, and labour control measures (Robbins and Judge, 2008: 5-6). It is also classified into several stages, namely staffing, training and development, employee relations, labour and industrial relations, and compensation and benefits (Lussier and hendon, 2018: 94). This practice also includes planning, organizing, leading, controlling (Robbins and Coulter, 2012: 9). The human resource management classification also includes planning strategies, equal employment opportunities for the employee, staffing, talent management and development, awarding, risk management and worker protections, and relations between employees and management (Malthis and Jackson, 2011: 6). Some of these opinions illustrate how the stages of human resource management are practised in an organization. This research focuses on a tourism village that does not yet have a quality organization so it

must prioritize human resource management functions related to managerial and operational functions. Managerial functions include planning, organizing, implementing, and controlling and operational functions which include procurement, training and development, compensation, integration, maintenance, and separation (Garry Desseler, 2014: 4). Based on the description it can be concluded that the practice of human resource management is a management activity related to the process of achieving the ultimate goal through increasing individual competence in the organization.

### Development of Conventional Villages into Community Based Tourism Villages

Village tourism was a form of tourism activity that involves local people as the main tourism actors. Tourism villages cover potential village areas with unique tourist attractions such as community economic activities, socio-culture, the uniqueness of community life models, the uniqueness of buildings, and the uniqueness of village designs (Prisukmana and Mulyadin, 2001). A tourism village must have a village area, tourism products, management organizations, facilities and infrastructure, tourists, and social networks. Implementation of community-based tourism in the development of tourism villages can enhance the community's tourism experience, social development, and encourage cultural preservation and natural quality so that stakeholder participation plays an important role (Briones, 2017.)

The concept of community-based tourism leads to the provision of broad opportunities for local workers in the management and tourism village program (Garrod 2001: 4). The concept of Community based tourism refers to community involvement in environmental conservation, participation in management and tourist attraction programs (Masud et al., 2017). The realization of this concept requires contributions from relevant agencies, non-governmental organization, and the private sector in the form of enhancing the knowledge and skills of local communities (Guzmán et al., 2011). The development of Tourism Village involves several parties, namely the Government as a facilitator, the private sector as an investor and development, and the community as the main subject and actor. The three parties must collaborate to create a quality Tourism Village with community involvement as the main capital. There are several main aspects of developing community-based tourism, namely economic aspects, social aspects, cultural aspects, environmental aspects, and Politic aspects (Adi et al., 2017).

### METHODOLOGY

This research used descriptive qualitative method with case study type. The researcher was the main instrument and data collector from the research location. Data from the results of the study were then analyzed by referring to the Miles and Haberman data analysis techniques which consisted of three steps namely data reduction, data display, and conclusion data. While at the stage of checking the validity of the data the researcher uses several criteria, namely credibility, dispassion, and certainty.

#### Sample

The sample of this study was the companion of Colol Tourism Village 1 person, the manager of the tourism village 1 person, Village Community 2 people, Customary Leader 1 person. They were chosen because they know and understand information about human resource management practices in the development of community-based tourism villages. The research sample can be classified in the following table:

**Table I: Main informants**

Informants	Name	Research Place	Code
1) Village Companion	Albertus Jehamin	Dinas Pariwisata (01)	PD
2) Head of Village	Valentius Tombor	Colol Village (02)	KD
3) Village Community 1	Mensi Arsa	Colol Village (02)	M1
4) Village Community 2	Ronaldus Igu	Colol Village (02)	M2
5) Customary Leader	Bernadus Ndahur	Colol Village (02)	PA

#### Data Collecting

This study uses in-depth interview techniques to explore the perspectives of several informants such as Colol Tourism Village managers, Colol Tourism Village companions, community representatives, and traditional institutions. The interview was divided into several sections which started from the planning, organizing, implementing, controlling, and how the community was involved. To complete the results of the interview, the researchers conducted observations and documentation of Colol Village development activities. All interview results are documented in the form of recorded interviews and transcripts. If the researcher needs further classification, the informant can be contacted via telephone and email. After that, the data will be analyzed thematically to find relevant issues.

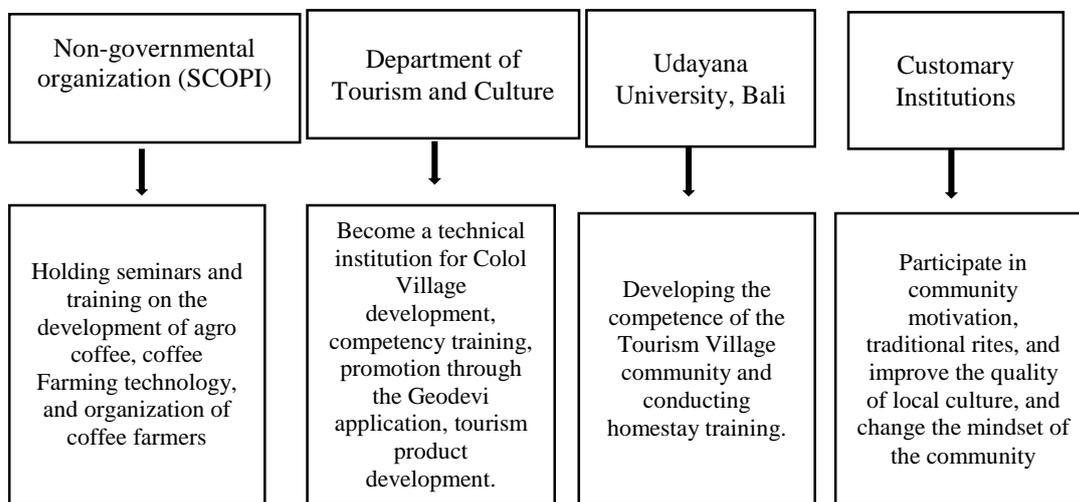
**RESULTS AND DISCUSSION**

**1. Conditions of Colol Tourism Village Development**

The development of Colol Tourism Village was oriented to increase the participation of all local communities in tourism village activities such as social, economic, cultural and environmental programs. This requires the participation of all stakeholders as in marketing programs through the Godevi application that will be disseminated to the entire Colol Village community, build partnerships with various parties, and build local adat support. The following interview results describe the Colol Tourism Village partnership:

We build partnerships with the tourism department, the non-governmental organization Scopri, and its tourism faculty at Universitas Udayana in Bali (KD, 02, 02/01/2020). We are partners in Colol Village and for other partners are the non-governmental organization Scopri and the tourism faculty at Universitas Udayana in Bali, they have carried out several activities with us (PD, 01.08 / 01/2020). True, we have partnered with Colol Village to develop coffee agro-tourism and other potentials, if the other partners I know are from the Udayana Bali campus (M2.02, 23/01/2020). Colol Village partners were the Tourism Office, the non-governmental organization and Universitas Udayana in Bali to develop the potential of Colol tourism villages (M1,02.10 / 01/2020). If about the partners, I know from the non-governmental organization Scopri, Universitas Udayana, and the Tourism Office. I think we also from traditional institutions can be made partners) (PA, 02, 25/01/2020). These results can be illustrated in the following scheme:

**Table II: Colol Tourism Village Partnership**



The Following is the statistical data of Colol Tourism Village seen from several classifications:

Demographic Overview		Education Overview		Community Land Use	
Man	1186	No School	341	Residential Land	0,2 Km <sup>2</sup>
Woman	1249	Primary School	948	Public Facilities Land	0,03 Km <sup>2</sup>
2876		Junior High School	220	Agricultural Land	2,3 Km <sup>2</sup>
		Senior High School	344	Forest Land	4,75 Km <sup>2</sup>
		College	67	Jumlah	7,28 Km <sup>2</sup>

That is statistical data on the Colol tourism village seen from several classifications:

**Table III: Overview of Colol Tourism Village**

Year	2015	2016	2017	2018	2019
<b>Domestic</b>	<b>50</b>	<b>80</b>	<b>170</b>	<b>258</b>	<b>310</b>
<b>Abroad</b>	<b>7</b>	<b>25</b>	<b>28</b>	<b>55</b>	<b>77</b>

The table illustrates the increasing number of domestic and foreign tourists. There were still tourists visiting, even though the development conditions were still not optimal and have not even begun. The tourists were mostly interested in the quality of coffee and natural panorama.

Regarding the support of local customs, some informants said that:

Local customs support this development. We have discussed with customs institutions and they agree (KD, 02.02 / 01/2020).

I think that customs are very supportive, moreover, this is a place to promote customs, so the local culture must be strengthened and can be used as a tourist attraction (PD, 01.08 / 01/2020).

I think the customs support the tourism village because it is related to improving the quality of life of the people and promoting culture with tourists (M1,02,10 / 01/2020).

I think local culture is already open, moreover, it will promote local culture later (M2,02,23 / 01/2020).

We support this program for mutual progress, according to customs of manggarai, there is the term *gedang one penjo pe'ang*, which means that everything in the village, from the house to the garden has been outlined by the ancestors, so it was necessary to get the blessing of the ancestors through traditional rituals. Before this development, we carried out traditional rituals as a base of the lives of indigenous peoples to ask for God's blessing through the spirits of our ancestors and we also advised the community to participate in this program (PA, 02, 25/01/2020).

Regarding promotion, several informants said that:

We have done online promotions such as Facebook, Instagram, and promotion using the Godevi application. So we are trying to introduce Godevi to the people in Colol. Tour packages will be marketed through this application starting from pick-up, entrance ticket, welcome drink, tracking, seeing the process of growing coffee, pulverizing coffee, drinking coffee, lodging in a homestay, 2x lunch and 1x dinner, and others. (PD, 01.02, 01/01/2020).

for promotion, it has been through social media such as Facebook, Instagram, and the village tourism promotion application that is Godevi Dek "(KD, 02, 02/01/2020).

I do not understand online promotion, but so far I have done promotions through my mouth, I have done especially with people outside Colol (M1,02,10 / 01/2020).

I have promoted our non-government organization activities, online promotion through Facebook, Instagram and illuminating the program activities of the tourism department on online media (M2,02,23 / 01/2020).

## 2. Human Resource Planning

In the interview process, informants were asked about labour supply, labour inventory, labour gaps, recruitment and selection, competency training, and community involvement in planning.

### a. Persediaan Sumber Daya Manusia Human Resources Inventory

The following were interview responses from several informants:

Right now, we have a workforce that was still in the assistance process. We have mapped the workforce needs to be tailored to the purpose of the tourist village and to prepare workers from the local community. We have also conducted a comparative study to Bali to study the village tourism there (KD, 02, 01/01/2020). In preparing the workforce, we provide socialization about Kopwardis so that their skills improve and ward off negative issues that are circulating. We will prepare the entire community and village tourism institutions with quality competencies under the objectives of the tourism village so that in preparing the workforce we have conducted a comparative study to the Tourism Village in Bali "(PD, 01, 08/01/2020).

### b. Inventory of Labor

The human resources involved were all elements of the local community, namely traditional leaders, youth leaders, mothers, and school children (KD, 02, 02/01/2020).

Local people will participate in the development of the Colol tourism village, such as fathers, mothers, children, farmers, young leaders, and others. They have diverse backgrounds, some have graduated from elementary school till Bachelor level "(PD, 01, 01/08/2020).

### c. Labor Gap

The availability of competent labour was still minimal, so we still need skilled workers, especially in programs that are run in institutions and the development of the creative economy of the community, so we still need cooperation from various parties and oriented to the tourism village institutions (KD, 02, 02 / 01/2020).

Colol tourism village already has potential and therefore the workforce must be skilled so that until now we are still holding training to improve community competencies to overcome this gap (PD, 01, 08/01/2020).

### d. Recruitment and Selection

We have not made procedural recruitment, we do recruitment based on trust in those who have experience and knowledge (KD, 02.02 / 01/2020).

Recruitment is only based on trust, but they will be given intensive training, so we only focus on training human resources in the village of Colol (PD, 01.08 / 01/2020).

e. Competency Training

There were several pieces of training for the community and Kopwardis that have been conducted in 2019 and 2020. We facilitate training conducted by the East Manggarai Tourism Office (KD, 02, 01/01/2020). We have provided natural ecotourism training and tourism village management in 2019 and 2020 there will be training of geotourism guides, culinary tour guides, Historical and Cultural Heritage tour guides, and homestay management training, to improve the competence, skills and knowledge of the community (PD, 01, 08/01 / 2020).

Regarding community involvement in planning, several informants said that:

In the planning process, we communicate with existing communities and customary institutions to seek their approval (KD, 02.02 / 01/2020).

I attended the initial socialization of workforce formation and planning. All communities are included in the activities and have the opportunity to submit ideas, ideas, and complaints (M1,02.10 / 01/2020).

We were invited to take part in the initial planning activities through discussions about the development of this village going forward (M2,02,23 / 01/2020).

The management and assistants have discussed with us and we were also invited to the discussion during the initial planning (PA, 02.25 / 01/2020).

Based on the findings of the interview, it can be seen that planning plays an important role in the development of the Colol tourism village because it is related to the sustainable development of the tourism village in the implementation of the program. The workforce planning of Colol Tourism Village covers the process of identifying labour that is adjusted to the availability of labour in the community, identifying gaps in labour needs, inventorying the people who will be involved, recruiting workers, and conducting training. This is in line with the statements of several experts namely Gomes (2003: 83) that planning is related to the process of analyzing workforce needs, analyzing and classifying jobs to be filled, recruiting employees, selecting and placing workers, conducting job evaluations and granting workers compensation, assessing and evaluating workforce performance, and conducting training and competency development. Michael haris (2000) said that planning includes the process of determining future labour needs, competency assessment and workforce development to reduce the gap between labour needs and availability. Malthis and Jackson (2001) that planning is related to a process of analysis and identification of labour availability and workforce needs to achieve organizational goals. Armstrong (2006: 363) says that planning includes the process of identifying and recruiting, providing motivation and creating an interactive relationship between business goals and planning. Rivai (2008: 57) said that planning includes planning workforce needs, planning the workforce balance in the future, recruitment, selection and placement, and competency development. Poniman and Hidayat (2015: 124) say that planning includes the process of recruitment, succession and career development, competency enhancement, compensation giving, motivation to work ethic, and performance management. In line with research conducted by Al Hrou, and Mohamed in 2014 in Malaysia, that the task of management is to identify, recruit, improve skills and productivity. Sandra Herman's research in Croatia in 2014 that management must prepare a plan about the type and level of education, knowledge and skills needed in each position guided by certain criteria in the selection of workers. The process is carried out by the managers, but there are still constraints consisting of a lack of professional workforce, not carrying out structured recruitment, and community involvement is not maximized in planning because it consists of only a few people. Community participation has represented the realization of political aspects that include involvement in the management of the Tourism Village organization.

### 3. Organizing

After the plan was determined, an organizational body will be formed to carry out the plan. Interviews were conducted with several informants about the organizing function of Colol Tourism Village which included conformity with pre-determined planning, determination of main tasks, division of tasks to individuals, allocation of human resources, evaluation of organizing, and community participation in institutions.

a. Village Tourism Institution

Colol Village did not have an independent institution. So, all matters are still under the coordination of the Village Government and its apparatus, and the tourism awareness group as an organization that helps us in the work process. We also involve all elements of society (KD, 02, 01/01/2020). In carrying out the plan, Colol Tourism Village still does not have a special organization and is temporarily under the control of the Colol Village Government as the manager, but an independent organization will be formed later. Colol Village already has a Kopwardis as an implementer, mobilizer, and helps the village's task as a manager, as well as the involvement of local communities (PD, 02, 01/08/2020).

b. Determination of Main Duties

All elements in the Tourism Village have their respective duties such as pokwardis organizations, Village Governments, and the community (KD, 02.02 / 01/2020)

Their main task has been determined. We provide socialization and training to the general public and members of tourism-aware groups who have awareness and willingness to develop villages (PD, 02.08 / 01/2020).

c. Suitability of Planning and Organizing

The institutional concept was under a predetermined plan. So, all have their respective roles and cooperate, and members should understand their roles (KD, 02, 01/01/2020).

d. Distribution of Individual Tasks

This was our homework. So for a while, every individual in the Kopwardis still gets guidance from the village assistant especially for increasing their competence (PD, 01, 02/01/2020). We will provide periodic guidance to Kopwardis members, to better understand their roles and duties (PD, 01.08 / 01/2020).

e. Resource Allocation

We have given the trust to Kopwardis to manage according to their line of work, for now, we carry out physical development, marketing tourism villages through the application of Godevi, and structuring the village, related to resource allocation, we carry out internal meetings and meetings with Kopwardis to be able to achieve common goals that are right on target (BC, 02/01/2020).

f. Organizational Evaluation

The organizational evaluation was carried out through internal meetings with village officials on duty and for Kopwardis, I think the evaluation is still not optimal because it is still in the stage of implementing activities "(KD, 02/01/2020). The organizational evaluation has not been carried out internally concerning the organization, but it will be carried out after the implementation of the program (PD, 01, 08/01/2020).

Concerning community participation, several informants gave opinions:

Independent agency Colol village was not yet formed and now still under the control of the village government. All communities were allowed to be involved. I participated in Kopwardis (F3, W, 02, M1.10 / 01/2020). The village government is still taking over the task of the independent management organization, but later a special organization will be formed. All communities were involved and I participated by joining Kopwardis (F4, W, 02, M2.23 / 01/2020). Kopwardis organization has been formed, so we from the traditional institutions also want to take part, because we represent all the indigenous peoples in this Colol. (F5, W, 02, PA, 25/01/2020).

Based on some research findings, the process of organizing Colol Tourism Village almost fulfils the criteria for the process of organizing management. The organizing process must refer to predetermined planning, determining main tasks, assigning tasks to individuals, conducting HR allocations and conducting organizational evaluations relating to the organization. The statement is in line with the opinion of Gaol (2014: 61) that after making a planning decision, it must form an organization to carry out the decision. Terry (1993: 118-119) states that organizing is an act of increasing the effectiveness of relationships between individuals in an organization so that they can work together efficiently. This is also in line with the statement from Koonts and D'onel (1989: 119) that organizing includes the activity of grouping the work needed to achieve organizational goals led by a leader by delegating authority and carrying out the work program. Desselser (2015: 4) that the organizing process includes the division of labour in organizations, work relationships, the delegation of authority, integration and coordination and the formation of organizational charts. In its implementation, each of these stages is still not optimally implemented by Colol Tourism Village because it is still relatively new so that each stage is still in the process of strengthening. All elements of society actively participate in the tourism village institution. This represents a political aspect that includes community involvement in the Tourism Village institution to carry out agreed plans.

#### 4. Implementation

We were responsible for the development of this tourism village, so we collaborate with all elements of the community to realize this tourist village. Several problems occur such as the apathy of the community and the lack of awareness of the environment to be a starting point so that we must provide good role models, give orders that were not offensive, motivate to increase community creativity, give a constructive mind, good communication, and also never impose the will of the community, and prioritize practice (KD, 02, 01/01/2020). We provide guidance through the training process, provide thought-building, provide motivation to the community, expand their knowledge about tourism, and monitor their activities and activities (PD, 01, 08/01/2020).

Regarding community participation, several informants gave the following opinion:

In my opinion, the Government's concern was very great for us, both from the actions and speech and how they give good thoughts to us the community. The community is also allowed to cooperate in carrying out their duties (M1,02.10 / 01/2020). I support this program, and so far the management has worked hard to build community support by providing motivation, support, positive thoughts to the community, moving people's hearts, and providing skills training. The community is also invited to cooperate in the program (M2,02,23 / 01/2020). In my opinion, the manager of Colol Tourism Village was enthusiastic in developing Colol Village from the beginning until now. They often encourage people to change their lives by developing village tourism, they also build good communication, and they do more, and all elements of society are involved (PA, 02.25 / 01/2020).

Based on the interview findings, several things embody the actuating function, namely increasing responsibility, giving positive thoughts, paying attention to social balance, giving exemplary speech and actions, communicating well with the community by giving commands that are not offensive (commanding), not impose the will of the community, and give a constructive mind, respect for the existence of the community in discussions, and motivate the community (motivating). The implementation of this function was very important in increasing community involvement in the development of Colol Tourism Village. The statement is in line with Gaol's statement (2014: 62) that organizational goals will be realized if leaders carry out actuating, motivating, and giving commands (commanding) by leaders in the organization. Terry (2003: 7) says that actuating is also called an action movement where it is related to the activities of a leader to initiate and continue the activities agreed upon in the planning and organizing process in achieving organizational goals. In the implementation, there are several obstacles such as contradictory issues that are spread in the community related to the development of Colol Tourism Village and the attitude of community apathy in the work program. The lack of public awareness requires maximum contribution from the management to direct the community, especially in some crucial issues such as lack of motivation, contradictory issues in the community, lack of business creativity in advancing the economy and environmental destruction. The participation of colol tourism village managers through human resource management practices provides moral awareness to the community, especially in several aspects such as economic, social, cultural and environmental aspects.

## 5. Control

In the control phase, we control physical development, monitoring activities such as the disbursement system, the disbursement of these funds will have three stages, before and after disbursement we will monitor and evaluate progress together with the village and community through FGDs and monitoring and evaluation (monitoring evaluation) together with village ministries, sub-districts, the Tourism Office, BUMDes, traditional leaders, religious leaders, and the community. The activity aims to accommodate aspirations about future planning and discuss the advantages and disadvantages that occur in the development process (PD, 01.08 / 01/2020). We as co-managers with counterparts do several things such as control of community training, monitoring of BUMDes and Kopwardis work, physical development control, and implementing FGDs to evaluate development progress (KD, 02.02 / 01/2020).

Regarding community participation, several informants gave opinions that:

We feel thankful because the managers have provided various inputs through training, outreach, and discussions with us so that we have the spirit to jointly develop this village, the community is also limited in the task of supervision thorough evaluation and discussion (M1,02,10 / 01 / 2020).

Communities are involved in the process of control through Forum Group Discussion and Evaluation Monitoring (Monev) activities, monitoring actions in the work process (M2,02,23 / 01/2020).

Managers always exercise control before and after program implementation. All communities were also involved to discuss the activity and how it would be going forward (F5, W, 02, PA, 25/01/2020).

Based on interview findings, control measures carried out a thorough evaluation in the activities of the Group Discussion Forum, monitoring evaluation (monitoring and evaluation), control of the Tourism Village development program, and the development of community competencies. The statement was in line with the opinion of Robbins and Mary (2012: 37) that control was an act of supervision in the work process and takes certain changes needed if deviations occur or also called evaluative action. Desseler (2014: 4) that control was an activity to control employees to obey organizational regulations and work according to agreed plans. However, in its implementation, the evaluation activities were still not optimally carried out by each management organization because it was still relatively new. The involvement of local communities in various control measures has a positive impact on increasing community pride because their existence was valued. Also, community involvement at this stage increased public awareness about the importance of developing Tourism Villages in improving their quality of life.

## CONCLUSION

This research was based on several problems in the development of tourism, especially in tourism villages. Minimal community involvement was the main thing that needs to be considered by interested parties. Community-based tourism was an important thing to be implemented in a tourism village where local people as the main tourism actors, so that it requires improvement in management quality through effective human resource management practices. This research explores the practice of human resource management carried out in developing Colol Village into a community-based tourism village. This research found that there were several practices carried out by several contributing parties, namely the manager and companion of Colol Tourism Village. The management practices that were carried out consist of planning, organizing, implementing, and controlling. The planning practice that was done consists of the process of identifying tourist destination villages that were adjusted to the needs for labour supply, identifying labour gaps, local labour inventory, labour recruitment and labour training. The organizational practice consists of planning and institutional adjustments, determining main tasks, assigning tasks to individuals, allocating resources, and evaluating organizing. Implementation practices consist of increasing responsibility, giving positive thoughts, paying attention to social balance, giving exemplary speech and actions, communicating well (communicating) with the community by giving commands that were not offensive (commanding), never imposing the will of the community, giving thoughts that build, prioritize practice, and respect for the existence of the community in discussion activities. Control practices consist of control of the progress of community training, physical development through a Group Discussion Forum to find out developments that have occurred and also problems that still need to be followed upon. The process aims to increase community participation in the development programs of Colol Tourism Village, especially participation in economic, social, environmental

and cultural programs. The practise of human resource management that was carried out increases the moral awareness of the community about several things such as social, economic, environmental, cultural, and political awareness. This has become the main foothold in the development of community-based tourism. However, the process has not been carried out to the fullest because there are still some limitations such as a lack of understanding of the community, lack of professional labour, contradictory issues in the community, no procedural recruitment, the organization was still relatively new, does not have an independent organization, and evaluates not maximal. From this research, other countries that want to develop tourism villages must consider aspects of local community involvement as the main tourism actors and adjust the development of tourism villages with existing local traditions. The development of community-based tourism villages must be done through structured management practices through effective human resource management practices.

## SIGNIFICANT CONTRIBUTION AND POLICY IMPLICATIONS

Research has contributed to several critical issues related to tourism development at the district level in the form of the construction of a tourist village. This research is a reference for several potential villages that can be developed into a tourist village. Community involvement was an important thing that needs to be improved in the process of developing tourism villages so that the entire development of tourism villages was aimed at improving village development and community welfare in terms of economic, social, political, environmental, and cultural aspects. This research also contributes to policymakers in developing tourism villages so that they pay more attention to aspects of human resource management as the main foothold in increasing participation and enthusiasm of local communities in the development of tourism villages.

Stakeholders have an important role in the development of tourism villages, especially in the process of implementing development programs. The human resource management policies discussed in the previous literature have been linked to increasing the competence of individuals involved in tourism organizations. The human resource management policy in this research was related to increasing the participation of local communities in tourism activities through contributions from various parties such as local governments as facilitators

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