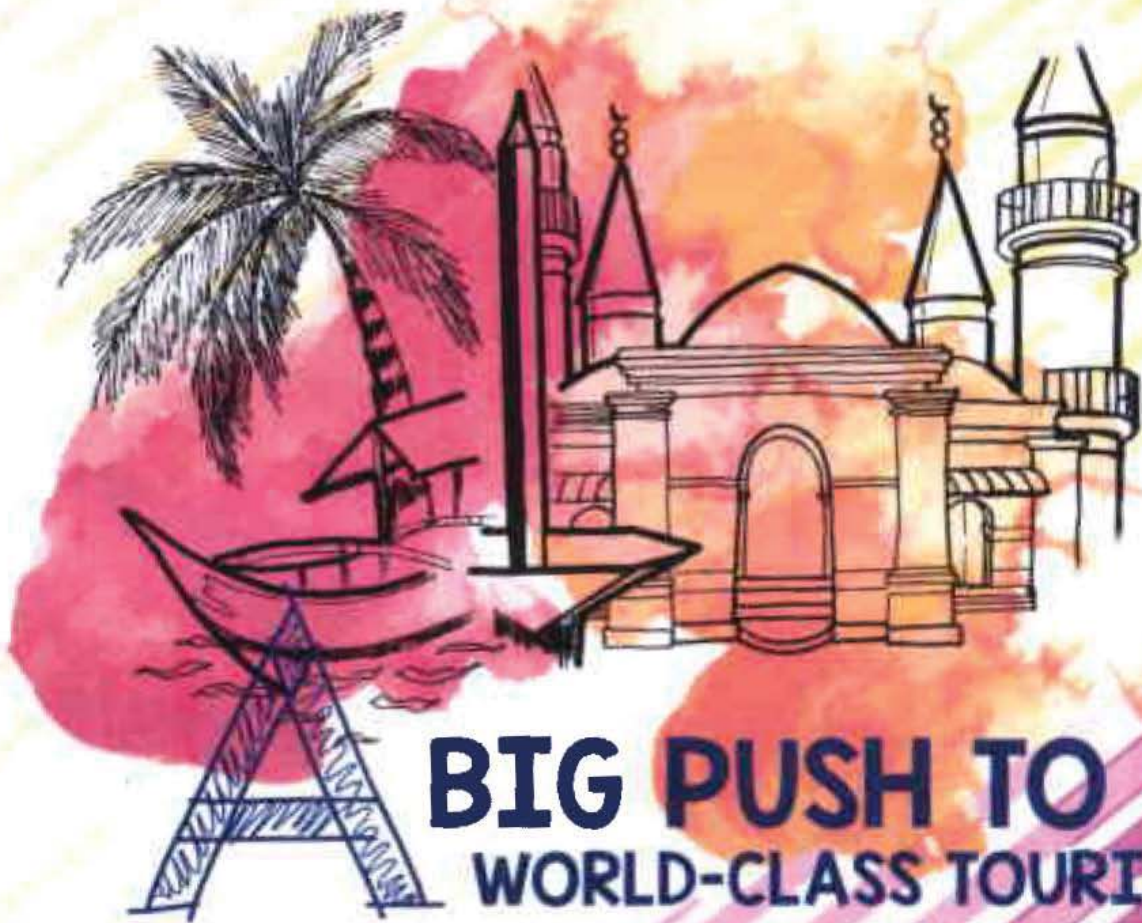


A Big Push to World-Class Tourism: Strategic Analysis & Opportunities



14<sup>th</sup> INSYMA

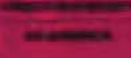


# BIG PUSH TO WORLD-CLASS TOURISM: Strategic Analysis & Opportunities

Proceeding 14th International Annual Symposium on Management  
Tanjung Pinang, Riau Islands, Indonesia | March 3rd - 4th, 2017

14<sup>th</sup> INSYMA

Co-Host



**PROCEEDING**

**The 14<sup>th</sup> UBAYA International Annual Symposium on  
Management**

**A BIG PUSH TO A WORLD-CLASS  
TOURISM: STRATEGIC ANALYSIS  
& OPPORTUNITIES**

**Tanjung Pinang, Riau Islands, Indonesia  
3<sup>rd</sup>-4<sup>th</sup> March 2017**

**Department on Management  
Faculty of Business and Economics, Universitas Surabaya,  
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**Proceeding**

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Management**

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## FOREWORD

We are delighted to welcome you to 14<sup>th</sup> International Symposium on Management (INSYMA) Tanjung Pinang, Riau, Indonesia. The high quality of the papers and the discussion represent the thinking and experience of researchers, academics and practitioners in the particular fields. Their contributions helped to make the conference as outstanding as it has been.

This proceeding is a compilation of papers submitted for the 14<sup>th</sup> International Symposium on Management (INSYMA) conducted by the Department of Management, the Faculty of Business and Economics, University of Surabaya (UBAYA) themed **“A BIG PUSH TO WORLD-CLASS TOURISM: STRATEGIC ANALYSIS AND OPPORTUNITIES”**. The conference organizers have put together both the latest research and provide an opportunity to make friendship and new acquaintances.

The 14th INSYMA is a means for participants consisting of researchers, academics and practitioners to have a discussion forum. The event is expected to enable participants in sharing initiatives, ideas and efforts from the results of research and discussion concerning how to create a Big Push in a strategy to deal with all the challenges and find opportunities in the tourism industry of each country to be a world-class tourism.

In this opportunity, we would like to say that we are greatly honored by all presenters and participants' presence both from Indonesia and from other country. We would like to share our grateful to the Sponsorship and partnership in this 14<sup>th</sup> INSYMA. This theme represents strategic analysis and opportunities of implementation that will extend far beyond the sector, as tourism enhances province's reputation as a premier destination to visit, invest, work-live, and integration with the global community. The strength of tourism destination product will be counted and will continue to find ways how economic integration in tourism

sector can achieve the sustainability of: growth of economic, prosperity and welfare to all countries.

Finally, we would like to thank the researchers for their willingness to share their research and ideas. Without their efforts, this proceeding would not possible. The committees and editors deserve special thanks for their outstanding effort in reviewing and preparing the event and manuscripts for publication. We hope that this compilation of papers can enrich our perspective in Tourism strategic analysis and opportunities.

Tanjung Pinang, March 3<sup>rd</sup>, 2017

Prita Ayu Kusumawardhany  
Chairwoman of 14<sup>th</sup> INSYMA

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## **COMPETENCE ENHANCEMENT OF HUMAN RESOURCES IN THE DEVELOPMENT OF TOURISM REGION BOJONEGORO AS AGROPOLITAN TOURISM AREA**

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### **Abstract**

This study aims to determine how the development strategy Bojonegoro as the Agropolitan Tourism Area, what is needed to improve the competence of human resources in order to develop tourist areas in Bojonegoro, and how to increase the competence of human resources.

This qualitative research uses primary and secondary data, through in-depth interviews and focus group discussions in the Department of Tourism and Regional Development Planning Agency of Bojonegoro, field observations, as well as a document review of the development plan for Bojonegoro as Agropolitan tourism areas.

These research findings indicate that the development strategy of Bojonegoro as the Agropolitan Tourism Area is adapted to products of agribusiness seed Bojonegoro, ie salak, star fruit, and guava, as well as mangos and bananas as well as other dairy products and packaging it as a tourism place, and it's need for increased competence of human resources as entrepreneurs, and professionals in the field of travel guides, outbound training instructors, and the spirit of serving, through various training programs.

**Keywords:** Tourism Development Strategy Of Agropolitan Tourism Area, Increased Competence, Training

# Competence Enhancement of Human Resources in the Development of Tourism Region Bojonegoro as Agropolitan Tourism Area

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**Abstract** – This study aims to determine how the development strategy Bojonegoro as the Agropolitan Tourism Area, what is needed to improve the competence of human resources in order to develop tourist areas in Bojonegoro, and how to increase the competence of human resources.

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**Keywords:** *tourism development strategy of agropolitan tourism area, increased competence, training*

**Intisari** – Penelitian ini bertujuan untuk mengetahui bagaimana strategi pengembangan Kabupaten Bojonegoro sebagai Kawasan Wisata Agropolitan, apa sajakah yang perlu dilakukan untuk meningkatkan kompetensi sumberdaya manusia dalam rangka mengembangkan kawasan wisata di Kabupaten Bojonegoro, serta bagaimanakah cara melakukan peningkatan kompetensi sumberdaya manusianya.

Penelitian kualitatif ini menggunakan data primer maupun sekunder, melalui in depth interview maupun focus group discussion pada Dinas Pariwisata dan Bappeda Kabupaten Bojonegoro, observasi lapangan, maupun kajian dokumen tentang rencana pengembangan Kabupaten Bojonegoro sebagai kawasan Wisata Agropolitan.

Hasil temuan penelitian ini menunjukkan bahwa strategi pengembangan Kabupaten Bojonegoro sebagai Kawasan Wisata Agropolitan adalah disesuaikan dengan produk-produk agrobisnis unggulan Kabupaten Bojonegoro, yaitu salak, belimbing, dan jambu merah, serta mangga dan pisang beserta produk olahannya maupun pengemasannya sebagai tempat wisata, dan hal tersebut dibutuhkan peningkatan kompetensi sumberdaya manusia sebagai wirausahawan, maupun profesional di bidang memandu wisata, instruktur outbound training, dan semangat melayani, melalui berbagai program pelatihan.

**Kata kunci:** *strategi pengembangan kawasan wisata agropolitan, peningkatan kompetensi, pelatihan*

## Introduction

Since 2002, the central and local governments intends to develop Bojonegoro as an Agropolitan region, which is a new concept of regional economic development based on agriculture. An Agropolitan aims to balance urban and rural development through the

development of the region, resulting in increased revenue and prosperity, accelerate economic growth by encouraging the development of agribusiness systems. Agropolitan well positioned to address rural problems, reduce poverty, social inequalities, creating jobs and can encourage the growth of agro-tourism area. Agropolitan is a spatial development and institutional infrastructure that is intended to stimulate the economy of a village-based agriculture so that the agribusiness system that are in the area could go well. In addition, the presence of spatial development can run the system and agribusiness is able to serve, pushing, pulling, and heaved agricultural development activities in the surrounding area (hinterland). Structured an agropolitan consists of a central production areas either rural or hinterland and agribusiness service center is the city of the farmer or the mainland (Badan Perencanaan Pembangunan Daerah, 2014).

Based on the study of the preparation of the Master Plan Agropolitan Bojonegoro Year 2016 - 2020, and also based on the policy regarding Agropolitan namely Decree Bojonegoro Regent No. 188 / 183A / KEP / 412.12 / 2008 and Letter of East Java Governor No. 520/8821 / 202.2 / 2010, Bojonegoro set as Location Area Development Agropolitan in East Java, meaning Bojonegoro which is one of the districts in East Java which has a region potentially namely horticultural bark and papaya in the district of Kapas, horticulture star fruit, guava and lime in district Kalitidu and oranges, papaya and medicinal plants (ginger, turmeric) in District Dander. There is also a supporter Commodities of batik and processed food in the District Kalitidu, Kapas and Dander. In addition to those commodities cultivated competitive commodities / mainstay in the form of an integrated system of horizontal diversification, namely rice, crops and fisheries. Agropolitan Bojonegoro planned to include three districts of the District Kapas, District Dander and Kalitidu ("KADEKA").

The existence of the preparation of the Masterplan Agropolitan Bojonegoro years 2016-2020 aimed to create agropolitan development. Besides, it is also necessary, especially concerning plans enhance programs of local governments, including investment plans and annual financing, both funded by the Central Government, Local Government, Business World, and society. It is important to ensure coherence and sustainability in order to spur the development of agropolitan as a center for agriculture in general (Badan Perencanaan Pembangunan Daerah, 2014).

Bojonegoro area development as agropolitan needs to be balanced with the development of human resources management that aims to portray and be doers of the business in the field agropolitan, in accordance with one designed by the central and local governments.

Some residents in Bojonegoro already have land ready cultivated as agro-tourism area, as well as manage other dairy products. Likewise, the population is ready to become a professional in the field of tourist guides and trainers. It requires training programs. Therefore the question posed in this study were (1) How is the development strategy of Bojonegoro as the Agropolitan Tourism Area?; (2) What do I need to do to improve the competence of human resources in order to develop kawasan wisata di Kabupaten Bojonegoro?; and (3) How to upgrade the competence of the existing human resources in order to support the development plan Bojonegoro as Agropolitan Tourism Area?

### **Development Strategy of Bojonegoro as an Agropolitan**

Agropolitan consists of two words Agro and politan (polis). Agro mean agriculture and politan means city, so Agropolitan can be interpreted as a farm town or city in the area of agricultural land or farm in the town area. Agropolitan is a farming town that grows and develops due to the operation systems and agribusiness and able to serve, pushing, pulling, heaving agricultural development activities (agribusiness) in the surrounding area. Agropolitan effort is the development of agricultural area grows due to the passage of

systems and agribusiness, which is expected to serve and encourage agricultural development activities (agribusiness) in the surrounding region. Agropolitan is an agricultural town that grew and developed because of system performance and agribusiness, and able to serve, pushing, pulling, heaving agricultural development activities. Agropolitan development is economic development based on agriculture which is carried out by way of synergizing the potential that exists, complete and comprehensive, competitive, populist-based, sustainable, and decentralized, community-driven and facilitated by the government.

According to Friedman and Douglass (1976), attempts to interpret the idea of rural development accelerated towards the heart of agropolitan concept is:

1. Transform the rural areas by introducing elements of the urban lifestyle that has been adapted to the specific rural environments.
2. Expanding social relations in rural areas out of bounds to the village, thus forming a space of socio-economic and broader political, or Agropolitan District.
3. Minimize the social fissures in the development process, maintaining family unity, strengthen security, and provide personal and social satisfaction in building a new society.
4. Stabilize revenue villages and towns, minimize the difference by multiplying the productive employment opportunities, and in particular integrating agricultural activities with non-agricultural activities within the same society.
5. Using the existing workforce more effectively, by directing the business development of natural resources in each Agropolitan District.
6. Using Agropolitan District into a regional network.

Bojonegoro has the vision of "Realization of Bojonegoro as barns and domestic energy productive, competitive, fair, prosperous, happy and sustainable", while the mission is:

1. Improve the welfare of society on the basis of faith and devotion.
2. Realizing that human resources (HR) are competitive.
3. Improving economies based on integrated oil and gas industry and agribusiness.
4. Realizing Bojonegoro as a reference center for health and education for the surrounding area.
5. Develop the infrastructure for the fulfillment of basic needs and support economic development of the region.
6. Achieve environmental sustainability which ensures the availability of resources for sustainable development.
7. Realizing governance professional, accountable and democratic.

Bojonegoro Regency Government has a strategy to realize Bojonegoro Kadeka development as a tourist area agropolitan. Kadeka an acronym of Kapas, Dander, and Kalitidu, which is referred Kapas districts, districts Dander, and District Kalitidu. The third kccamatan the focus of development agropolitan Bojonegoro. This district is located in the west, south and east of the capital city Bojonegoro, where for more details can be seen in the image below:



## **Competence of Human Resources**

Bojonegoro Government is very concerned about the development of Bojonegoro as agro-tourism area, where the master plan development of each sub-district has been specifically done.

Bojonegoro Government wishes to change the Bojonegoro area as agro-tourism area, needs to be supported by community awareness related to tourism, and also needs to be supported by adequate infrastructure.

Public awareness to make the area as an area of agro-tourism, can be done through the establishment and activation of aware group travel (Pokdarwis), improving the competence of tourism awareness of the group, especially for the spirit popularize various regions KADEKA that region Bojonegoro may develop as the agropolitan, once people can have passion and competence of tourism awareness and entrepreneurship in agribusiness.

"Competence" is derived from the Latin "Competencia" (1585-1590an) which means "appropriate" (Bueno and Tubbs, 2004). Boyatzis, a professor at Case Western Reserve University who first popularized the term "competence" in his book entitled "The Competent Manager" (1982), the results of research on 2000 people manager. Boyatzis defines "competence" as "the basic characteristics of a person who produces or effectiveness and superior performance (superior) work". Meanwhile, according to Spencer, McClelland & Spencer (1994), competence is defined as an individual character that can be measured and determined to demonstrate the behavior and performance of a particular job in a person.

Competence is very important when talking about human resources. With their competence, may determine the standards of knowledge, skill, ability of a person working on a particular field, which is used when performing certain activities, or when performing a particular performance. Their competence is also easier to describe how an individual's performance and mapping the employees. Of competence seem this is how a responsible, solve problems, adjust its behavior with existing priorities and objectives, to control themselves when facing problems / pressure. Based on the measurement of competence too, can know what the competencies that need to be developed for each employee, so that performance can be increased. In essence, the competence is used to plan, assist, and develop a person's behavior and performance so that more focused, targeted according to need.

According to Spencer and Spencer (1993: 10) competence consists of 5 (five) characteristics, namely:

### **1. Motives**

Is something where someone is consistently thinking so that he takes actions. Spencer (1993) adds that the motives are "drive, direct and select certain actions or behavior toward goals and away from others". For example someone who has been consistently developing achievement motivation goal - the goal being to give a challenge to himself and take full responsibility for achieving these objectives and expect some kind of "feedback" to fix itself.

### **2. Traits**

Is the character that made people to behave or how someone responds to something in a certain way. As an example of such are self-confidence, self-control, fortitude or endurance.

### **3. Self Concept**

Is the attitude and values - the value of a person. Attitudes and values measured through tests to the respondent to determine the value of a person and what is interesting for someone to do something.

#### **4. Knowledge**

Is information held by a person for a particular field. knowledge is a complex competency. Knowledge tests measure the ability of participants to choose the most correct answer but not biased see if someone can do the job based on their knowledge.

#### **5. Skills**

Is the ability to perform a particular task, both physically and mentally. By knowing the level of competence of the human resources planning will yield better results.

Furthermore, competence can be defined as a combination of skills (skills), personal attributes, and knowledge (knowledge) which is reflected through behavioral performance (job behavior) that can be observed, measured and evaluated. In some literature, competence is often divided into two types, namely soft competency or type of competence related to the ability to manage work processes, human relations and build interactions with others. Examples of soft competency are: leadership, communication, interpersonal relations, etc. The second type of competence is often called hard competency or type of competencies related to functional ability or technical job. In other words, this competence with regard to the technical intricacies related to jobs occupied. Examples of hard competency are: electrical engineering, producing research, plant breeding, financial analysis, manpower planning, etc.

#### **Competence Enhancement of Human Resources**

Increased competence of human resources is done by providing training and development. Training and development can be defined as a planned effort to improve the knowledge, skills and abilities of individuals. Training and development are two concepts are the same, namely to improve the knowledge, skills and abilities. But when seen from the target, the training is more focused on improving the ability to perform a specific job at the moment, and development is focused on improving the knowledge to do the job in the future, which is done through an integrated approach with other activities to change the behavior of labor.

Related strategies to achieve the vision and mission of Bojonegoro become Agropolitan Tourism Area, then an ideal scheme was drafted for community empowerment readiness to become entrepreneurs in the field agropolitan, both in the field of agricultural products as well as for the field of agro-tourism services. The community empowerment scheme implemented by cross SKPD, through several stages of training. The initial stage of training aimed at training productive enterprises, mainly by making the processed products Bojonegoro typical agricultural products, such as salak, guava, star fruit, into porridge, sweets, chips, Bakpia, beverages, syrups, salak bean coffee, and so forth. Management of agro-tourism area still needs to be optimized, such as holding a variety of interesting programs, such as travel quotation barking, educational tours outbound, educational tours of knowledge about the cultivation of tree bark, and many others, where it requires a seriousness of management of tourism and promote. SKPD in charge of training began first to the third level is the Department of Agriculture, Tourism, and Economic, coordinate and monitor the training began the first to the third level. SKPD which will provide training on the first level is Bapemas and planning, the Department of Labor and Food Security Office. At the second level, the trainees have received training geared to building up the community with a new micro enterprises guided by the Department of Cooperatives and SMEs and the Department of Health. These communities were on the third level will be directed on realization of the village featured businesses with SKPD person in charge is the Department of Trade and Industry, Cooperatives and SMEs and the Department of Health. The same applies to the

entire region KADEKA, with different specifications of agricultural products and handicrafts which support pengembangan Bojonegoro as agropolitan.

### **Discussion**

Masterplan for the Agropolitan of Bojonegoro Year 2016 - 2020, the vision, mission and strategic plan of the government of Bojonegoro to make the area Bojonegoro as a Agropolitan tourism area needs to be supported with development plans and community empowerment of Bojonegoro to prepare to be socially responsive and able to serve and manage Bojonegoro as tourism areas.

In general, the condition of society Bojonegoro has had a passion for doing the development. Development of human resource competencies include development of skills, knowledge, ability, and attitude can be done through training, education, and development.

While KADEKA (Kapas, Dander, and Kalitidu) which is the focus of local governments to carry out development in the region Bojonegoro an area that has the potential to be ready to be developed, with the agriculture, plantation, fisheries, and forests, it has, and the arts such as batik, and dances typical of Bojonegoro area, is in need of community competence areas to become a manager of its own country.

### **Conclusion**

The development strategy Bojonegoro as the Agropolitan Tourism Area initiated through the division of the area in accordance with the potential advantages of each, namely through zoning KADEKA. The division of the region, also adapted to the products of agribusiness seed Bojonegoro, ie salak, star fruit, and guava, and mango and banana along with other dairy products and packaging as a tourism area, in addition Dander area is also famous for batik artisans, as well as Bojonegoro regional dance specialties. Everything requires increased competence of human resources as entrepreneurs, and professionals in the field of tourist guides, outbound training instructors, integrated tourism package to package, and the spirit of serving, through community empowerment or increase the competence of human resources through various training programs, education, and development.

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