

# Improving Human Resource Management for Sustainable Tourism Development in Local Government

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**Abstract:** This study aims to determine the ability of human resource management in the Department of Tourism, Youth, and Sports in the City of Bima. This study used a descriptive qualitative method. This research is located at the City of Bima's Tourism, Youth, and Sports Office; this location is very strategic in viewing case studies and problems. The subjects of this study were selected through a nonprobability sampling technique, using a purposive sampling technique or a sampling technique by considering specific aspects. Data collection techniques consist of observation, interviews, and documentation. The research results show that tourism activities have become a form of the service industry in the city of Bima. The reason for the importance of human resources in tourism management is that tourism activities cannot be carried out only by one person but must be carried out jointly by a group of people. In this case, the HR factor becomes a very crucial factor. Human resource management is critical, mainly so a company, agency, or organization can implement proper management to support quality. Placement of employee positions must also be based on educational background and academic qualifications in the field of work. Lack of human resource capacity with appropriate educational experience can be overcome by providing employee competency development programs, such as training, workshops, or academic capacity-building scholarships.

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## INTRODUCTION

Resources are all elements that can be referred to as assets of companies and government institutions to achieve the desired goals ([Abdussamad, 2019](#)). The resources owned by the company can be categorized into four types of resources: Financial Resources, Physical Resources, Human Resources, and Technological Resources ([Hermiyanty et al., 2017](#)). Financial Resources act as elements related to stocks and capital, while Physical Resources are resources that involve physical and logistical supporting factors. The elements that impact workers' ability and quality include sources, factors, and technological capabilities that can facilitate the expansion of companies and government agencies ([Febriani et al., 2021](#)).

Likewise, human resources are all strengths, potentials, or whatever human beings have, such as reason, feelings of compassion, the desire to be free, social feelings, as well as the talent to communicate with other parties, and the right to have a sense of creativity, work, and intention ([Dzulfadhli et al., 2018](#)). This illustrates that human resources can be interpreted as a source of strength that comes from within humans and can be used to develop a company or government organization ([Sahlan, 2022](#)). Empowerment of Human

Resources must be well understood as a strategy for implementing management functions in every HR operational activity ([Syarifuddin et al., 2021](#)).

Human Resource Management itself is a science or a way to regulate the relationships and roles of the workforce to be effective and efficient in helping realize company, employee, and community goals ([Leuhery, 2018](#)). Jucius, in his book *Personal Management* formulates that human resource management is all arrangements related to specific matters, such as planning, organizing, and controlling various functions in the procurement, development, maintenance, and utilization of the workforce ([Widiastuti, 2020](#)). This must be regulated and directed so that the common goal is that the community is cared for and served well, all employees obtain optimal welfare, and what the company or organization is for can be achieved effectively and efficiently ([Humano et al., 2017](#)).

Human resource management is a form and function in a company or government organization that concentrates on managing and directing activities for everyone ([Dewi, 2022](#)). Human resource management activities are generally organized into significant sections: Preparation and Selection, Development and Evaluation, and Compensation and Protection ([Herat et al., 2015](#)). Effective human resource management can enhance the quality of an agency or company ([Yusuf & Kartin Cipriani, 2020](#)). This applies in any field, including regional tourism development ([Putra & Sobandi, 2019](#)).

Regional tourism development is handled by the local district/city Tourism Office ([Nugraha & Firman, 2020](#)). Thus, the Tourism, Youth, and Sports Office of the City of Bima is a regional apparatus organization that handles tourism affairs. The Tourism, Youth, and Sports Service was formed based on Regional Regulation Number 05 of 2016, dated October 23, 2016, as amended based on Regional Regulation of the City of Bima Number 9 of 2020 concerning the Formation and Organizational Structure of the regional apparatus of the City of Bima. Where the Activities of the Tourism, Youth and Sports Office of the City of Bima itself are carried out based on the Regulation of the Mayor of Bima City, number 9, dated 05 February 2021, concerning Details of the Main Duties and Functions of the Tourism, Youth, and Sports Office of the City of Bima ([Akbar et al., 2022](#)).

The Department of Tourism, Youth, and Sports shares the vision and mission of the City of Bima, which aims to develop a high-quality, equitable city that moves toward independence. One of the Department's primary missions related to tourism is to strengthen the city's economy by relying on the service industry, trade, and tourism. The Office of Tourism, Youth, and Sports in the City of Bima is led by the Head of Service, supported by the Service Secretary and four division heads, each having their responsibilities.

Developing tourism in a region consists of a series of integrated stages ([Nugraha & Firman, 2020](#)). This is one of the efforts to realize integration and cooperation in maximizing various resources in the field of tourism, including quality human resources ([Sannu et al., 2021](#)). The form of integration in the stages of tourism development in Bima City can be seen from the main aspects of assessing quality improvements, such as planning, organizing, movement, and supervision ([Akbar et al., 2022](#)).

Tourism is an essential strategic foundation for national and local current gaping with increasing economic growth and prosperity; tourism has become inseparable from

every individual's lifestyle needs ([Salma et al., 2022](#)). This domain has encouraged many people to explore nature and culture across the global landscape, forming an interrelated array of economic activities. Gradually developing into a service industry, it substantially contributes to the world economy and improves regional economic well-being.

Thus, proficient human resource management is a key factor capable of overcoming problems, obstacles, and challenges often faced in regional development efforts. An efficient human resource management system is ready to bridge the gap between employee performance and the overall organization's goals, vision, and mission.

Previous researchers have examined Human Resource Management in the tourism sector. For example, Purnaweni et al. (2022) focus on human resource development in tourism. Purnaweni's research underscores the importance of collaboration of various stakeholders, including the public, private, and community sectors, to facilitate a smooth development trajectory in tourism areas' management, development, and financing ([Purnaweni et al., 2022](#)) have explored the relationship between Human Resource Management and tourism development in the hospitality industry ([Alreahi et al., 2023](#)).

Based on this background, this study aims to dissect and bridge the current gap in understanding the dynamics between effective human resource management practices and sustainable tourism progress. By studying the specific context of Bima City's local government, this study seeks to uncover strategies and mechanisms to optimize human resource management to contribute to the growth of holistic and sustainable tourism practices.

## RESEARCH METHODS

This research used qualitative methods to comprehensively explore the chosen subject's intricacies ([Thirsk & Clark, 2017](#)). The research was conducted within the Tourism, Youth, and Sports Office of Bima City. This strategically chosen location offered a good vantage point for case study examination and a deeper understanding of the issues. This location was deliberately chosen to ensure a holistic perspective in evaluating the focal point of the research.

The subjects of this study were carefully selected using nonprobability sampling techniques, specifically using a purposive sampling approach. This method allowed the researcher to choose topics based on specific criteria, ensuring that the participants had knowledge and expertise that was relevant and important to the study ([Naderifar et al., 2017](#)). The data collection process was conducted through a triad of techniques: observation, interviews, and documentation. These methods collectively enabled extracting of comprehensive and diverse information required for the research objectives.

After collecting a comprehensive data set from the field, the next step is the data analysis stage. For this study, an interactive model data analysis technique was adopted, taking inspiration from the methodology defined by Miles and Huberman ([Singh, 2015](#)). This technique comprises three core components: data reduction, data presentation, and conclusion drawing. The data reduction stage involves condensing and categorizing the collected data to extract the most relevant information. Next, data display techniques were used to present the summarized data in a structured and coherent manner, allowing

patterns and insights to emerge. Finally, conclusions were drawn, supported by the data, thus illuminating the findings and implications of the research.

This methodological approach enabled a comprehensive exploration of the relationship between human resource management and sustainable tourism development in the Bima City local government context ([Gufran & Nastia, 2022](#)). This approach ensures that the research is methodically conducted, generates credible insights, and contributes to the broader discourse on improving sustainable practices in the tourism sector.

## RESULTS AND DISCUSSION

Placement of employees at the Tourism, Youth, and Sports Office of the City of Bima is determined by a Decree of the Mayor of Bima through consideration from the Regional Apparatus Position Advisory Board. The City of Bima's Tourism, Youth, and Sports Office comprises one Head of Service, one Secretary, and four Heads of Division. Each position and title have the primary duties and functions of each job. Civil servants holding certain parts are also fully responsible for several specific matters, according to their duties and responsibilities.

The Head of Service is responsible for assisting the mayor in government affairs in the tourism sector. The Head of Service is also tasked with carrying out functions in government in formulating technical policies in the tourism sector and coordinating all planning and control arrangements in carrying out tasks. All forms of responsibility in carrying out secretarial, administrative affairs, activities in the field of destination development, tourism industry development, tourism marketing development, as well as organizing matters in the field of tourism institutional and capacity development, are included in the main tasks and functions of the position of the Head of the Tourism Office, Youth, and Bima City Sports, including other additional duties assigned by the mayor. Reporting on the implementation of functions to the mayor is carried out directly by the head of the service through the Regional Secretary. Matters related to administration and staffing in agencies are handled directly by the Service Secretariat, headed by a Service Secretary.

Meanwhile, the Service Secretary is tasked with assisting the Head of Service in coordinating the implementation of tasks and fostering and providing technical and administrative services to all elements within the Tourism Office. As the head of the secretarial division, the Service Secretary coordinates, synchronizes, and integrates administrative services. Activities for program formulation, evaluation, implementation of general affairs, and staffing, including all financial matters, are handled, and coordinated by the service secretary, assisted by three sub-sections.

The three sub-sections that assist with the duties and responsibilities of the service secretary are the Planning sub-section, the Finance sub-section, and the General and Personnel sub-section. The planning subdivision is in charge of preparing planning and reporting. The Finance Subdivision is in charge of managing administration related to finance and employee salaries. The General Affairs and Personnel Subdivision deals with matters about administration and correspondence related to the interests of the Bima City Tourism Office.

In implementing tourism activities, the Department of Tourism, Youth and Sports is divided into four main areas: the Tourism Destination Development Sector, the Tourism Industry Development Sector, the Tourism Marketing Development Sector, and the Tourism Institutional and Capacity Development Sector. These four areas are directly under the coordination line of the Head of Service, with the main focus on developing tourism elements.

The tourism destination development sector has the task of carrying out affairs in infrastructure and tourist attractions, as well as handling tourism destinations, destination management, and other duties assigned by the Head of Service. This sector has successfully implemented several international and national tourism attractions and activities. The head of this field has yet to have specific academic qualifications in tourism education, but he has international-level skills and expertise in managing environmental and organizational governance. With their professionalism, the tourism destination development team brought the name of the Bima City Tourism, Youth, and Sports Office to the forefront in contributing to city development.

In carrying out its duties and functions, the field of tourism destination development provides administrative services in its environment, prepares activity plans and reports, and coordinates matters relating to the distribution and arrangement of tasks. Not only that, but the tourism destination development sector is also responsible for managing infrastructure and tourist attractions, organizing tourism destinations and investments, and implementing destination governance.

The following field is the Tourism Industry Development Sector. This field is tasked with carrying out matters concerning Tourism Business Partnerships and Investments, Services, Tourism Business Registration, Supervision, Standardization, and Certification of Tourism Businesses, and other tasks given by the head of the agency. This field is tasked with carrying out administrative service functions within the tourism office, preparing plans and reporting activities, and coordinating all distribution and arrangement of tasks.

The field of tourism industry development has a role in administering tourism business partnership and investment matters, administering tourism business registration services, administering tourism business supervision affairs, tourism business standardization matters, and administering tourism business certification.

All activities related to agency relations with other external parties are organized and handled professionally in this field. This unit routinely conducts periodic inspections of tourism business permits. This unit visits every tourism-based business on every religious holiday to check their license. Several tourism businesses, such as cafes, restaurants, or nightclubs, that continue to operate outside the operating hours set by the city government are immediately given warnings or receive sanctions in the form of cancellation of business licenses. Matters like this are handled directly by the tourism industry development sector under the strict direction of the head of the field.

The head of this field does not have a tourism educational background but has much field experience in business dealings, partnerships, investments, and business permits. Firmness in imposing sanctions on lawbreakers requires human resources with explicit leadership qualities and souls. This is owned by the head of this field, by the experience he



has in the area of business and business. Therefore, thanks to the expertise of the field leader in directing his team, this unit can make the Bima City tourism industry disciplined in enforcing applicable regulations, especially business licenses and legality for businesses in the tourism sector.

Next is the field of Tourism Marketing Development, which is tasked with carrying out some of the duties of the Head of Service in implementing tourism marketing development. This division is responsible for providing administrative services in its environment and is responsible for planning and reporting activities. This field is also in charge of organizing tourism promotion affairs, marketing analysis affairs, managing tourism information data, and organizing tourism calendar affairs.

The last division of fields is the Field of Institutional Development and Tourism Capacity. This field is tasked with carrying out responsibilities regarding the capacity building of human resources, research, development of tourism policies, and matters relating to the institutional affairs of tourism. The duties and responsibilities of this field are related to the provision of administrative services within the tourism office, planning and reporting on the activities of the tourism office, developing tourism human resources, implementing research affairs and developing tourism policies, and other tourism institutional matters.

The four fields within the Bima City Tourism Office work together to carry out their duties and responsibilities. These divisions are led by four heads of divisions directly under the command line of the Head of the Tourism, Youth, and Sports Office of Bima City. The communication and organization of each field help this office to further improve the capacity of services to the community, especially services in terms of tourism.

The arrangement and placement of human resources at the Bima City Tourism, Youth and Sports Office is not only determined by political factors and other elements but also is considered based on educational background and other elements of expertise, such as the data listed in the Tourism Office HR profile table, Bima City Youth and Sports by class and education in 2021.

**Table 1.** Profile of the HR of the City of Bima Tourism Office by Group & Education, 2021

Class	Education Level			
	S-2	S-1	D-III	Senior High School
IV / c	1	-	-	-
IV / a	2	2	-	-
III / d	2	9	1	-
III / c	-	9	1	-
III / b	-	5	3	2
III / a	-	2	2	1
II / c	-	-	1	-
<b>Total</b>	<b>5</b>	<b>27</b>	<b>8</b>	<b>3</b>

Based on staffing data for 2021, it is known that the total number of employees is 43 people with different educational backgrounds. Four (4) high school graduates with positions as staff in the secretariat and institutional fields. These four high school graduates are included in the group III employee group and carry out their duties and functions as administrators in the administration. They prepared materials and logistics

to formulate technical policies for the City of Bima's Tourism, Youth, and Sports Department.

One employee in group II serves as general staff in the tourism planning subdivision. Employees in this section are responsible for preparing materials for data and information management in assisting the duties of the Head of the planning subdivision. Staff in this group also prepare materials for monitoring evaluation and reporting. The success of training data and information management, as well as monitoring assessment and reporting, is the responsibility of the Head of the Planning Subdivision, who is assisted in his work by a team of employees and staff assigned to the same division.

There are eight (8) employees with D-III educational backgrounds. Most employees with D-III certificates are in group III, and only one is still in class II. Employees with a D-III educational background serve as staff in four areas of tourism destination development. Each team has the responsibility to help prepare things needed by each head of the field, such as report logistics, evaluation logistics, and other activity logistics. As for the responsibility for reporting and evaluation of related activities

tourism remains the main task and function of each Head of the field.

Those with educational background S-1 occupy the most positions, with 27 employees. All employees with educational experience S-1 are in group III and have different ranks and positions. In general, those with an S-1 diploma occupy the position of Head of a subdivision and carry out their duties and functions according to their role.

The heads of these subdivisions are assisted by several staff appointed by the Head of Service through official memorandums, considering the quality and capabilities they possess. Based on the data in this study, most of the Bima City Tourism Office staff also have academic qualifications that can support their respective duties and responsibilities.

The placement of employees of the Bima City Tourism, Youth, and Sports Office is arranged based on class, rank, position, and educational background. As the Head of Service, the Head of the agency has an educational experience of Strata 2, has the academic title of Master of Science, and is in group IV/c. This is by the provisions in the Mayor's Decree regarding the Determination of the Head of the Bima City Service.

The four leaders in developing tourism destinations are the Bima City Tourism Office employees in group VI/a. Two field heads have educational backgrounds at Strata 2 with Master of Management and Master of Environmental Management degrees. In comparison, two other field heads have educational experience at Strata 1, with a Bachelor of Social Sciences degree and a Bachelor of Economics in Accounting.

The educational background possessed by the four heads of this field can support existing human resources to carry out their duties and functions, even though they have yet to specifically have a degree related to tourism, such as a Bachelor of Tourism.

Employees in group III mostly have an educational background at strata 1, with different academic qualifications. This needs to be improved in the Bima City Tourism Office, where the placement of employees in a government agency is not determined based on the educational background and academic qualifications of existing human resources.

However, the need for more human resources with appropriate qualifications and educational backgrounds is also one of the factors causing the placement of employees with different educational backgrounds.

Only two employees have an educational background in the tourism sector out of 43 at Bima City Tourism Office. The two people each have academic degrees Bachelor of Tourism Economics and Bachelor of Tourism. They were entrusted with being the Head of the Finance sub-section and managing the tourism promotion sector through social media. This is by the qualifications of the position and the educational background of the employees so that each of them can carry out their main tasks and functions to the fullest.

To improve the quality of human resources, the Tourism Office cooperates with the Bali Tourism Polytechnic so that several employees, subdivision leaders, and agency heads receive assistance with increasing tourism education, as listed in the Table of Employee Data Recipients of Education Cost Assistance.

**Table 2.** Data on Education Fee Recipient Employees

Position	Class	Scholarship Provider	Academic Level
Head of Department	IV / c	Bali Tourism Polytechnic	Grade 2
Head of Finance Subdivision	III / d	Bali Tourism Polytechnic	Grade 2
Head of Planning Subdivision	III / c	Bali Tourism Polytechnic	Grade 2
Destination Staff	III / d	Bali Tourism Polytechnic	Grade 2
Marketing Staff	III / c	Bali Tourism Polytechnic	Grade 2

Employees and leaders who receive this scholarship are included in the human resource competency improvement system implemented by related agencies to improve the quality of tourism services. With an increase in employee competence, it is hoped that it will be able to improve the quality of human resources so that the tourism sector in West Nusa Tenggara, especially in the City of Bima, is increasingly at the forefront and has a tangible impact on the development of city management.

## CONCLUSION

Based on the analysis of this research, it can be concluded that the tourism industry has inherent characteristics of sustainable growth, which requires professionals to maintain creativity, critical thinking, and openness to emerging concepts and advancements. In this dynamic landscape, the challenges faced require proficiency from organizations operating in the tourism sector, including the Tourism, Youth, and Sports Office of Bima City.

Given the nature of tourism as a service industry, human resource excellence in its management is crucial, driven by the inherently collaborative nature of its operations. Compelling human resource management operates quality-driven practices within a company, institution, or organization.

Accurate allocation of organizational personnel roles relies on aligning educational backgrounds and academic credentials with specific responsibilities. Overcoming the absence of personnel with the necessary educational qualifications can be achieved through initiatives to improve employee competencies, such as training sessions, workshops, and sponsorship for academic development. Recognizing the intrinsic value of these efforts in honing personnel skills and specialized domain knowledge is critical to the sustainable evolution of the tourism industry.



This research underscores the importance of effective human resource management practices in tourism. The study highlights the tourism industry's collaborative essence and the critical role of suitably qualified individuals in driving its growth trajectory. Nevertheless, although this study provides a comprehensive insight into the current scenario, there is still ample room for further research to explore specific strategies and measures to optimize human resource management to develop sustainable tourism.

Future research efforts could study pioneering training methodologies, innovative capacity-building programs, and the application of technology-based solutions to improve the effectiveness of human resource management in the context of Bima City's local government.

Such efforts will serve to refine existing understanding and contribute to the enrichment of sustainable tourism practices in a broader scope. In this journey, a harmonious interaction between effective human resource management and sustainable tourism development can be established, thus ensuring the vitality and sustainable progress of the tourism sector within the local government of Bima City.

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