



Implementation of human resource development in Indonesia's super priority tourism destinations

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ABSTRACT

The five Super Priority Destinations (DSP) in Indonesia – Lake Toba, Borobudur, Mandalika, Labuan Bajo, and Likupang – are designated National Tourism Strategic Areas with immense potential and unique attractions. However, further development is required to elevate these destinations to the world-class quality of Bali. This research aims to explore how human resource development (HRD) is being implemented across these DSPs to facilitate their growth. Adopting a mixed-method approach, the study conducts qualitative and quantitative analyses through observations, literature reviews, and secondary data. The research's novelty lies in its comprehensive examination of HRD practices simultaneously across all five DSPs, filling a gap in the current literature and providing a unique insight into the strategic development of Indonesia's priority tourism areas.

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INTRODUCTION

Tourism is a sector that has taken an important role in economic development (Sharpley, 2020). Tourism as a staple part of human needs or lifestyles has moved millions of people to get to know nature and culture to other parts of the world (Sulistio et al., 2021; Susilo & Dharmawan, 2021). Human movements will drive economic chains that are interconnected and become a service industry that contributes to the economy, as well as improving economic welfare (Koerniawaty et al., 2023).

Indonesia has a variety of other tourist destinations with natural and cultural beauty that is no less interesting than the island of Bali. For this reason, in recent years the government has begun to devote time and energy to developing a number of other tourist destinations outside Bali (Muhammad et al., 2021; Parwati et al., 2022). Five of them are now named Five Super Priority Destinations (5 DSPs), which are believed to be able to boost Indonesia's tourism industry in the future (Fanggidae & Seran, 2021; Mongi et al., 2024; Salukh et al., 2023). The development of the five super-priority destinations (DSPs) is expected to contribute to local economic welfare by creating jobs, enhancing infrastructure, and promoting tourism activities

The five DSPs, which are National Tourism Strategic Areas (KSPN), are spread across five provinces in the western, central, and eastern parts of Indonesia. The five DSPs are Lake Toba in North Sumatra, Borobudur in Central Java, Mandalika in West Nusa Tenggara (NTB), Labuan Bajo in East Nusa Tenggara (NTT), and Likupang in North Sulawesi (Batul & Riharjo, 2023). These five destinations have great potential, uniqueness and tourist attractions, but there are still many touches to be developed to become a New Bali that focuses on development so that these 5 DSPs can have world-class quality, like Bali. The construction of DSP is carried out comprehensively, including the development of accessibility infrastructure, amenities, and telecommunication networks. This also includes the development of tourism products, the improvement of the creative economy ecosystem, and the preparation of human resources (HR) in each location (Da-Costa, 2024). The five super-priority destinations (DSP) in Indonesia lag behind Bali in terms of human resource quality and availability. While Bali has a well-trained workforce catering to international tourists, the DSPs struggle with skill gaps, limited training, and insufficient HR development.

The development of priority tourism destinations is included in Indonesia's 2020-2024 National Medium-Term Development Plan (RPJMN). In the RPJMN, it is stated that through these 5 DSPs, the government targets that by 2024, the contribution of the tourism sector to GDP will increase to 5.5%, foreign exchange from the tourism sector will be 30 billion USD, and the number of Indonesian tourists will be 350-400 million trips and foreign tourists will be 22.3 million visits (Pambudi et al., 2020).

The development of priority destinations is a form of embodiment of the national tourism development master plan for 2010-2025 which is regulated in Government Regulation (PP) No. 50 of 2011 (Mongi et al., 2024; Zikri et al., 2023). This PP is the basis for tourism development to improve the quality and quantity of destinations and realize a tourism industry that is able to become a driver of the national economy.

In 2015, the government for the first time initiated a more focused tourism development, namely to 10 Indonesia's priority tourist destinations outside Bali (Sujai, 2016). The ten priority tourist destinations outside Bali are Borobudur in Central Java, Mandalika in NTB, Labuan Bajo in NTT, Bromo Tengger Semeru in East Java, Thousand Islands in Jakarta, Lake Toba in North Sumatra, Wakatobi in North Sulawesi, Tanjung Lesung in Banten, Morotai in North Maluku, and Tanjung Kelayang in the Bangka Belitung Islands (Gautama et al., 2023; Setiadarma & Wijaya, 2020). Over time, the government narrowed the focus of development back to five places that were later known as the 5 DSPs, namely Borobudur, Mandalika, Labuan Bajo, Lake Toba and the last Likupang, which was added to the list in 2019.

However, it is undeniable that foreign tourist visits have been centered on the island of Bali. Even in the 2020-2024 RPJMN, it is stated that 41 percent of Indonesia's tourism still rests on Bali. Data from BPS also shows that Ngurah Rai International Airport in Bali is still the largest entrance for foreign tourists from year to year. Therefore, the development of priority destinations outside Bali is increasingly important because it is expected to be able to create equity and economic growth from the tourism sector in Indonesia (Purnama et al., 2024).

Development in the five super priority destinations (DSPs) generally includes the development of physical and non-physical infrastructure. Physical development focuses on building amenities, accessibility, and attractions. Meanwhile, non-physical development includes the development of human resource (HR) competencies, the development of travel patterns for promotional efforts to the creative economy in each destination (Idrus, 2018; Nandi, 2016). The government, through the Ministry of Tourism and Creative Economy and a number of other ministries and institutions, will ensure that tourism development in the five DSPs must uphold the principles of quality, sustainable tourism and uphold the empowerment of local communities in each super priority destination area.

The development of Indonesia's 5 DSPs requires preparations that must be made, including the existence of human resources in the tourism industry. The various status determinations of the super priority destination areas will have a positive impact on accelerating the growth of tourism development in terms of infrastructure. It's just that the acceleration of tourism infrastructure development has not been balanced with the acceleration of human resource development (Sina & Zaenuri, 2021; Yulianah, 2021). In the process of tourism development, human resources have a very important role. This is due to skilled human resources who will run the economy and the sustainability of tourism (Rihardi, 2021). However, as previously explained, development activities usually forget the development of human resources and skills. Talking about tourism, it is very certain that there will be humans involved in it, there will be people who participate and take advantage of the tourism industry. The existence and sustainability of tourist attractions (natural, cultural and artificial) will not be achieved if only prioritizing tourist attractions, landscapes, natural phenomena and investment in tourism infrastructure. But what is important is how the people around the tourist destination area can live and live their lives from tourist activities. The existence of human resources can be said to be a basic need. The tourism sector will not develop if it forgets the human resources in the tourism area. The process of mapping human resource potential, drafting various regulations and policies, planning development, increasing human resource capacity, improving skills, creating creative and innovative products and providing quality services for tourists both foreign and Indonesian is the first step in succeeding tourism in 5 super priority destination areas because the implementation of human resource potential development is very important to see as far as where is the existence of human resources in supporting tourism activities in the 5 super priority destination areas.

The problem of community human resources in the 5 DSP areas has not been satisfactory for visitors. Therefore, it is necessary to continuously build and increase creativity in the field of human resources. This will make the visiting tourists satisfied with the service received during their visit, where ability refers to an individual's capacity to perform various tasks in a job (Robbins & Judge, 2018). Likewise in serving tourists. The ability to serve refers to the ease and speed of repairs and service as well as politeness in serving consumers. In addition to service, innovation is also needed by workers in the Tourism sector because with human resources that have been built, the Infrastructure and Promotion carried out will run well (Hall & Williams, 2019). For example, the occurrence of the Labuan Bajo tourism anomaly where many investors enter but cannot be enjoyed by the village community, there are problems of poverty and inadequate access of local people to the formal industrial sector in the midst of the development of Labuan Bajo tourism. The gap in local human resources (HR) that meets the needs of the industry is also still a problem and the same thing happens in DSP Likupang, Mandalika, and Lake Toba. For this reason, a comprehensive study is needed on the application of human resources in 5 DSPs as one of the solutions for preparing human resources in the context of more effective and efficient DSP management.

Meanwhile, this article will contribute more focus on the HR aspect with a soft system methodology (SSM) approach. SSM is a holistic approach in looking at real and conceptual aspects in society. SSM is seen as one of the strategies in dealing with various management problems born from the human activity system (Bergvall-Kåreborn, 2002).

The approach that can be taken is the development of human resources by means of competency advantage and other human resource quality such as improving science, technology, and education as well as short courses. This can be used as a basis of view because tourism human resources in the DSP will be implemented through individual performance such as skills, knowledge, behavior, and personal characteristics and also motivation which of course is very positively correlated with the improvement of tourist services (Koerniawati, 2022). Indonesia's tourism resources are very abundant, but their utilization often does not pay attention to their sustainability so that the implementation of human resource development in Indonesia's 5 super

priority tourism destinations is important to meet the targets for Indonesia's tourism and creative economy sectors in 2024, namely the value of tourism foreign exchange of 7.38 – 13.08 billion US dollars, the export value of creative economy products of 27.53 billion US dollars, The number of foreign tourist visits is 9.5 – 16.3 million, and the number of domestic tourist trips is 320 million. The following is the competitiveness of Indonesia's human resources in the Asian region and the G20 region.

RESEARCH METHOD

The Secondary Data Analysis Method is sometimes referred to as the Secondary Research Method for short, which is one of the research methods. Because its name reads "secondary data analysis" is often misunderstood as a technique for analyzing secondary data. Heaton (2012) formulates secondary data analysis (ASD) as "a research strategy which makes use of preexisting quantitative data or pre-existing qualitative data for the purposes of investigating new questions or verifying previous studies."

So, secondary data analysis, according to Heaton (2012), is a research strategy that utilizes existing quantitative or qualitative data to find new problems or test the results of previous research. The name of the research strategy is equivalent to the name of the research method. Johnston (2014) asserts it by stating that "Secondary data analysis remains an under-used research technique in many fields Given the increasingly availability of previously collected data to researchers, it is important to further define secondary data analysis as a systematic research method." (Secondary data analysis is still a research technique that is rarely used in various fields. With the increasing number of research data available for researchers to utilize, it is very important to then affirm the analysis of secondary data as a systematic research method). This research was carried out by analyzing and presenting data provided by the Ministry of Tourism and Creative Economy and the World Tourism Agency.

The secondary data collection method is often referred to as the method of using document materials. Because in this case, the researcher does not directly take the data himself but researches and utilizes the data produced by other parties. Data is a fact or picture that is collected and will later be processed to produce useful information for a research. This information will be used as a decision-making tool. Based on the chart above, the steps of secondary data research can be described as follows: 1) Determine (find) sources of data/information (medical records, research journals, central statistical agencies or institutional administrative data, etc.); 2) Collect data that is already available (in a "document"); 3) Normalize data where necessary and possible (make data from various sources as equal as possible "into one common form"); 4) Analyzing data (e.g. calculating, tabulating, mapping quantitative data, or comparing various regulations and analyzing them).

The secondary data analysis method and the Soft System Methodology (SSM) approach work synergistically. Secondary data, such as reports and statistics from government and tourism agencies, provide a foundation for understanding the current state of human resource development in super-priority destinations. The SSM approach is then applied to interpret and structure this data within a holistic framework, helping to identify key issues and conceptualize solutions. Specifically, SSM was used to analyze the secondary data by framing the complex HRD challenges and developing actionable models for improvement, rather than using the two methods separately. This integration allows for a deeper analysis of the data within a real-world context.

In this study, social and economic phenomena such as community involvement and economic disparities in tourism were identified through observations and interviews. The data were then categorized into themes like "skills gap" and "economic inequality." Relationships between these categories were analyzed, for example, by linking the skills gap to economic inequality, showing how a lack of skills limits access to better economic opportunities in tourism.

This process allowed for a deeper understanding of the issues affecting local communities in super-priority destinations.

Types and Data Sources

Primary data is data obtained from answers given by respondents through online questionnaires and in-depth interviews with respondents. In this study, primary data was obtained from direct interviews with informants. In this case, the researcher uses the Expert Sampling technique (expert sample) in determining the informant. Expert sampling technique itself is a technique for selecting informants as a sample that masters the object of research (Brachmann & Rother, 2019). The informants in this study are the managers or persons in charge of super priority destinations, provincial/district tourism offices from 5 DSPs who were interviewed through the Zoom application.

This research focuses more on the aspect of human resource development with a soft system methodology (SSM) approach. SSM is a holistic approach in looking at real and conceptual aspects in society. SSM is seen as one of the strategies in dealing with various management problems born from the human activity system (Bergvall-Kåreborn, 2002). The Soft Systems Methodology (SSM) was first introduced in the United Kingdom by a team of academics from Lancaster University led by Prof Gwilym Jenkins in 1966. SSM was initially used to help solve problems that were so complex and involved many stakeholders in the field of management. This approach is used when the technical approach is not able to explain the various phenomena faced completely and accurately. SSM was developed by management engineers at Lancaster University to help solve problems related to efficiency and effectiveness involving modern technologies of high complexity in human organisation. The basic idea of Soft Systems thinking is the concept of systems that is used as a way to investigate into the perceived world.

The stages of the SSM approach shown in the figure above include: (a) Identifying unstructured problems or situations, namely stating a problem that requires analysis of problems and situations, by allowing assumptions to circulate without limiting and directly concluding. (b)

Examining the situation or circumstances and compiling a statement of the problem, carried out using elemental analysis (with the rich picture method). This is done to capture the structure of the problem, the processes involved and the connection between the structure and the process. Rich Picture drawing is useful for expressing graphically or imagely, interpreting and communicating between complex relationships between different entities related to the problem at hand. This image was obtained from the results of document analysis, interviews and discussions between related actors. In the end, it is hoped that Rich Picture can provide a comprehensive or holistic picture of the situation faced according to the stages of the Soft System Methodology (SSM). (c) Choosing a perspective and defining the relevant system, it is done by stating the root definition, which is to identify the elements of the situation and the parties involved using CATWOE. Elements of analysis in CATWOE include: (a) Customers, stating that the party is affected/benefited from the activities carried out. (b) Actors, stating the parties involved in the (c) Transformation process, which states activities that aim to convert inputs into outputs. (d) Weltanschauung, is a comprehensive perspective so that the root definition has meaning in its context. (e) Owners, stating the party that can stop the activity. (f) Environmental constraints, are limitations that can affect the situation. Root definition is a short, unambiguous statement, by specifying the owners (O), the transformation process (T) of the system that is intended to be achieved by actors (A), the owners of the world view/weltanschauung (W) who make the transformation a meaningful process, the customer (C), and the environmental constraints (E) on the transformation of the system, according to the selected constraints. (d) Develop a conceptual model of the system according to the definition, which is built by describing the activities that must exist to carry out the tasks stated in the root definition. (d) Comparing models with the real world, i.e. comparing conceptual concepts with reality. Where the conceptual model is considered an ideal

form that provides inspiration, not as a criticism or threat. (e) Define the changes that will be implemented systematically, namely defining and selecting options to achieve ideal conditions. If it is necessary to change the system that is running, then it is necessary to identify changes that can be made. (f) Taking action to improve the problem situation, namely designing an action program, where the outcome of this stage is in the form of approval of the actions to be taken. This stage includes the implementation of the expected changes and also the changes that should be made.

The data that has been collected, then analyzed using qualitative analysis techniques introduced by Bungin (2011) with the following stages: observation of both social and economic phenomena, categorization of information obtained during research in the field, explanation of the categorization, then explanation of the categorization relationship to draw comprehensive and general conclusions from the research results, which in this case The researcher observed the phenomenon of obstacles in tourism development in the super priority tourism destinations of Lake Toba, Borobodur, Mandalika, Labuan Bajo and Likupang related to the development of tourism product components. Then a conclusion is outlined to answer questions about the analysis being researched

Reducing data means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns and discarding the unnecessary. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to collect further data. From all the data obtained by the researcher during the data collection process that has been carried out, the researcher will sort and select the data that is considered important and that directs the researcher to the main goal of implementing this research.

Once the data is reduced, the next step is to present the data. In qualitative research, data presentation can be carried out in the form of brief descriptions, charts, relationships between categories, flowcharts, and the like. In this case, Miles and Huberman (1984), stated that the most commonly used to present data in qualitative research is with narrative texts. At this stage, the data that has been previously sorted by the researcher, namely data that directs the researcher to the main goal of the research will be presented with narrative text.

Implementation of Human Resource Development in Indonesia's 5 Super Priority Destinations

To formulate a model of human resource development strategies in 5 super priority destinations, it can be done using the soft system methodology (SSM) method. Like other systems approaches, the essence of SSM itself is to provide a comparison between the real world and a model that is estimated to represent the human resource development strategy itself with the intention of making a more realistic contribution in the field and also as a solution to bring about change. The SSM (Soft System Methodology) model has the capability to provide a framework for understanding even complex problems. One of the problems in tourism development is the quality aspect of human resources. What is meant by human resources in the context of tourism is the potential possessed by tourism people as *capital of human resources* that can be developed for a production process so that it shows a certain measure of productivity.

Tourism destinations have a scale that varies depending on the geographical area which is formed by various aspects or elements such as the availability of attractions, accommodation, accessibility and aspects of human resources where destinations need to be managed by human beings who have the ability and skills according to their field of work. One form of human resource development is through education and training that has experienced growth in line with the desire of community groups to manage tourism resources, A well-designed development program with the nuances of vocational or practical programs is an important strategy in the development of tourism human resources. The community is an important aspect in providing services to tourists because the competitiveness of super priority destinations can be realized if people in super priority destinations receive training and education to provide services to tourists.

Human resource development requires the role of policy makers, in this case the authority body that manages the destinations of Lake Toba, Borobudur, Manadlika, Labuan Bajo and Likupang as an extension of the government.

Table 1. Problem Situation Expressed

Management Levels	Parties involved	Tree Issues	Characteristic
Directive	Ministry of Communications, Ministry of Tourism, Governors, Regents and Super Priority Destination Authority Bodies,	Human resource development policy	Strategic planning for human resource development in 5 DSPs in Indonesia
Strategic	Head of Service, Head of provincial and district level institutions as well as sub-districts / villages	Inputs, processes and outputs of human resource development in the 5 DSP areas	Planning, organizing, implementing and monitoring
Tactical	Academics, Trainers, Community Groups & Associations, NGOs, Mass Media, Tourism industry entrepreneurs	Education, training, courses, human resource development assistance	Operationalization of human resource development
Operational	Employees and employees of the tourism industry	Improvement of the quality and quantity of self-development.	HR in 5 DSPs in Indonesia

There are seven stages in the implementation of human resource development based on the SSM approach can be described as follows: Stage 1. *Situation Considered Problematic* where this stage aims to find out and identify the situation and problems to be discussed which include the following problems (a) The development and improvement of the quality and quantity of human resources is highly dependent on the readiness of infrastructure and funding from the central and regional governments. (b) The lack of informal human resource development activities in the form of training for local communities as servants to tourists where human resource development is formal in the field of higher and secondary education. (c) Lack of understanding of tourism industry players, including tourism technology and innovation, (d) Lack of budgeting for human resource development activities both formally and informally, (f) Human resource development is still top-down so that the HR competency gap matrix is not used as an initial indicator of the implementation of activities.

Stage 2. Problem Situation Expressed where this stage aims to present the current situation, problems that arise, existing conflicts and the interests of each of the following parts: Stage 3. Root Definition of Relevant System where this stage describes the following problems using the CATWOE method.

Based on the results of the Situation Considered Problematic and Problem Situation Expression, to develop human resources, it is necessary to analyze CATWOE, which is an acronym for Customer, which is the party that benefits or is disadvantaged due to transformation; Actors are the ones who carry out the transformation; Transformation is the change of input into output; Worldview is the impact of the implementation of; Owners are the ones who can stop change activities and Environmental Constraints are environmental barriers.

Stage 4. Conconceptual Models of Described in Root Defenition is this stage describing each definition will be made a diagram in the form of an activity model diagram. The flow and dependence of these activities have been defined in the following root definition.

Stage 5. Comparison of the model with the real world is a stage of comparison between the recommendations provided by the system and real-world conditions.

Stage 6. Changes ; Systemically Desirable, Cultural Feasible is the stage of making changes that may occur if the model recommendations outlined in the system have been implemented, all comparisons between the real system and the conceptual model will be compared in which parts will be replaced or not which include: (a) Changes in the development system, namely making adjustments to the human resource development system in super priority destinations based on

real conditions from the aspects in the field. (b) Cultural change of development, namely the creation of operational standards for human resource development procedures in super priority destinations as well as its socialization to all pentahelix tourism which includes, the government, the tourism industry, academics, the mass media and other communities or communities and ensuring discipline in its implementation.

Stage 7. The application of the model in the real world is the stage of explaining the implementation or actions that may be carried out as a solution to the problem. Actions that may be carried out as a solution to the problem of human resource development in super priority destinations include: (a) The super priority destination authority management agency collaborates with other industries to play a more active role through corporate social responsibility every year. (b) The super priority destination authority management agency collaborates with higher education, both academic and vocational, through community service activities for the development of informal sector human resources in super priority destinations. (c) The super priority destination authority management agency conducts human resources assessments in each super priority destination to be used as a basis for the preparation of a competency gap matrix so that human resource development activities can be sustainable.

RESULTS AND DISCUSSION

The analysis of secondary data, combined with qualitative insights gathered from interviews and observations, highlighted several critical findings concerning the development of human resources (HR) in Indonesia's five super-priority destinations (DSPs): Lake Toba, Borobudur, Mandalika, Labuan Bajo, and Likupang. A significant gap in HR competencies was identified compared to established tourist destinations such as Bali. Many local communities in the DSPs lack the necessary skills and training to deliver high-quality services to tourists, which can impede the overall visitor experience and deter repeat visits. For instance, a lack of language proficiency and hospitality training among local service providers limits their ability to cater effectively to international tourists, who expect a certain standard of service.

The application of Soft Systems Methodology (SSM) facilitated a deeper understanding of the complex challenges faced by these destinations. Key issues identified included limited informal training opportunities, inadequate understanding of tourism technologies among local stakeholders, and a lack of structured HR development initiatives. While infrastructure development has advanced—such as improved transport links and accommodation facilities—the enhancement of human resources has not kept pace, threatening the sustainability and attractiveness of these DSPs in the competitive global tourism market.

Moreover, data analysis revealed that community engagement in tourism development is often minimal. Local populations frequently feel excluded from the economic benefits generated by tourism, leading to resentment and a lack of ownership over local attractions. This disengagement can manifest in reduced service quality and a diminished visitor experience, further impacting tourism revenue. Without active involvement and investment in the local workforce, the economic benefits of tourism may not trickle down to the communities most affected by tourism activities.

The results indicate that the success of the DSPs in fostering local economic welfare hinges significantly on effective HR development. As demonstrated in Bali, robust HR training and education can lead to enhanced tourist satisfaction, increased revenue generation, and greater community involvement in tourism activities. Conversely, the competency gaps identified in the DSPs suggest that without targeted investment in local HR development, these areas may struggle to compete with more established destinations, jeopardizing their potential for economic growth.

Integrating local environmental, social, and cultural aspects into HR development strategies is paramount for achieving sustainable tourism. For example, training programs that focus on eco-friendly practices—such as waste management, conservation efforts, and sustainable

sourcing – can empower local communities while simultaneously enriching the tourist experience. Furthermore, emphasizing cultural heritage preservation in training can foster pride among locals and enhance the authenticity of the tourist experience.

The findings align with previous studies, such as those by Purnama et al. (2024) and Salukh et al. (2023), which suggest that effective HR development can significantly boost economic welfare by creating job opportunities and fostering resilience within communities. However, more research is needed to assess the direct economic impacts of these developments on local communities, including metrics such as employment rates, income levels, and overall community satisfaction with tourism initiatives.

Future research should focus on longitudinal studies that measure the impact of HR development on economic outcomes over time. This can include tracking changes in local employment rates, analyzing shifts in community engagement in tourism activities, and assessing the overall economic growth of the DSPs. Additionally, case studies comparing the DSPs with successful models like Bali could provide valuable insights into best practices for HR development in tourism.

CONCLUSION

Human resource development (HRD) in tourism is crucial for ensuring sustainable tourism. In this research, the role of HRD is expanded to include not only enhancing service quality but also preserving the environmental, social, and cultural integrity of the destinations. By training local communities, HRD programs can promote eco-friendly practices, respect for cultural heritage, and socially responsible tourism. This approach ensures that while tourism grows, it does not harm the natural and cultural assets that attract visitors, thereby maintaining the long-term sustainability and attractiveness of these super-priority destinations.

The success of super priority destinations is inseparable from the availability of professional human resources, where ideally each DSP is available with human resources who are able to provide international standard services for tourists. Human resources in the tourism sector are not only focused on those who work in the hospitality industry but also cover the entire community, both those who have the potential to be involved and other general public because they are expected to be actors in tourism activities. The "success" of the super-priority destinations (DSPs) in this research is understood as a multifaceted concept. It includes several key indicators: the number of tourists visiting the destinations, their satisfaction with the tourism experience, the revenue generated from tourism, and the positive impact on the local economy. Each of these factors contributes to a comprehensive measure of success, emphasizing not just the growth of tourism numbers but also the quality of the tourist experience and the socio-economic benefits for local communities.

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