

## Non-physical Tourism Infrastructure; How Specific Allocation Fund (DAK) Contributes to Local Human Resources?

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**Abstract:** This research aims to elaborate the use of special allocation funds to welcome the acceleration of tourism development through empowerment activities and tourism skills training in Central Lombok district. This research adopts a qualitative approach with a case study type. Data collected from primary and secondary sources such as the tourism office as the organizer and training participants as program beneficiaries are processed descriptively based on the participants' narratives. Documents in the form of photos and activity reports also become skunder data to be processed to support primary data. The results showed that the Special Allocation Fund (DAK) allocated by the central order for the development of the tourism industry in Central Lombok district to develop non-physical infrastructure was used for the needs of increasing human resources through various programs that have been successfully implemented. The government collaborates with communities who have high motivation for the development of pariwisaata in Central Lombok. Programs that have been successfully implemented; digitalization, security and safety in tourist destinations, training of tour guides (artificial, cultural and natural), training on tourism village management and training on improving innovation and hygiene of culinary dishes. The empowerment program was initiated to increase the capacity and capability of trained and certified tourism personnel. The acceleration of increasing the capacity of tourism resources in the future can be spread evenly to tourism villages and the time is longer so that the effectiveness of training can be absorbed properly.

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### Introduction

Tourism is seen as an activity that has multidimensions from a series of development processes (Pratama, 2022). Besides being an economic driving engine (Basri et al., 2020), tourism is also an attractive vehicle to reduce unemployment because the development of tourism as a whole is expected to create jobs (Santoso et al., 2022). Based on data from the Ministry of Tourism and Creative Economy in 2018, the tourism sector ranks fourth in contributing to the country's foreign exchange after the oil and gas, coal and palm oil sectors.

By carrying the slogan "Wonderful Indonesia", the government continues to strive to develop this sector in various ways (R. Widiasuti & Nurtanzila, 2018). Among these ways is by advancing 10 national tourist destinations referred to as "10 New Bali" which is a figurative meaning and puts more pressure so that the *performance* of each region can match Bali (Johana, 2020). However, because several supporting factors have not been maximized, it was decided that there are 5 super priority tourism destinations, namely Lake Toba, Borobudur, Labuan Bajo, Likupang and the Khusu Economic Zone (SEZ) Mandalika (Amir et al., 2020). In addition, the Government is also actively taking a role in sharing major events, one of which is the prestigious 2022 Moto GP event which has been held at the Pertamina Mandalika International Street Circuit located in Kabupaten Central Lombok, West Nusa Tenggara (Indahningrum, 2020).

Central Lombok has an area of 1,208.39 km<sup>2</sup> divided into 12 districts, with a population of 1,034,859 people (Central Statistics Agency, 2021). Judging from the topography of the region, Central Lombok Regency is very feasible to be developed into a tourist area. This is based on the potential that is very supportive, especially the view of the south coast with its beautiful hills and directly adjacent to the Indian Ocean. The high waves are perfect for *surfing* tourism activities (Kurniansah & Purnama, 2020). Snorkeling, *swimming*, *sun bathing* activities are also very suitable to be done in this area. The government also actively carries out traditional festival activities every year "bau nyale" that can be enjoyed by tourists (Fazalani, 2018).

Seeing such great potential, the Central Lombok Regency Government initiated ATM (agriculture, tourism, marine) as the focus of their development, where the northern region is used as an agriculture and tourism area, the central and eastern regions as marine areas and the southern region is used as a tourism area and tourism is expected to be the leading sector for regional income (Ningrum et al., 2020).

The Mandalika area is designated as a Special Economic Zone (SEZ) through Government Regulation Number 52 of 2014, this makes the tourism sector in Lombok Tengah Regency grow rapidly (Sembiring, 2021). The Central Lombok Regency Government through the Tourism and Culture Office has made various efforts to encourage the acceleration of the development of tourist destinations by carrying out physical infrastructure development in each tourist village as part of efforts to create new tourist attractions outside the Mandalika Special Economic Zone (SEZ).

The development of physical tourism infrastructure mostly uses budget from the Central Government through the Special Proxy Fund (DAK) managed by the Central Lombok Regency Tourism and Culture Office, although there is also a small part using the budget from the Regional Government. Based on the Regulation of the Minister of Tourism and Creative Economy Number 3 of 2021, the Nonphysical Special Allocation Fund, hereinafter referred to as the Nonphysical DAK, is a fund allocated in the State Budget to the Regions with the aim of helping fund non-physical special activities which are regional affairs. Non-physical DAK is used to fund special operational activities in order to improve the quality and quantity of public services (Sembiring, 2021).

In general, infrastructure is a physical capital facility, including an organizational framework, so knowledge and technology are important for the economic development of the community (F & A, 2018). Infrastructure is one of the supporting assets of the tourism sector

(Sripambudi et al., 2020). Infrastructure is not only in the form of physical buildings such as roads, bridges, irrigation canals, electricity networks, dams and so on, but can also be in the form of non-physical activities such as public services and community empowerment.

To compensate for the massive physical infrastructure development, the Central Lombok Regency Tourism and Culture Office is also intensively implementing the development of non-physical infrastructure. This activity is in the form of increasing the capacity of tourism human resources through various kinds of training in the field of tourism. Training is the provision of an activity that contains knowledge, skills and information to be able to change one's life for the better (Rahman et al., 1854).

Based on the Regulation of the Minister of Tourism and Creative Economy (Permenparekraf) concerning Technical Guidelines for the Use of Non-Physical Special Allocation Funds for Tourism Service Funds, in article 2 paragraph (2) it is stated that the management of non-physical DAK and tourism services is directed to the menu of activities including: 1). Increasing the capacity of governance and quality of cleaning, security and safety services in tourist destinations, 2). Increasing the capacity of the tourism community and business actors tourism, and 3). Non-routine operational support for tourism facilities for tourism information centers.

The output of non-physical infra structure development activities carried out by the Central Lombok Regency Tourism and Culture Office is expected to produce trained and certified tourism personnel with the target group of tourism business actors in accordance with what is stated in the Central Lombok Regency Tourism and Culture Office Budget Implementation Document for Fiscal Year 2021.

Based on the above background, researchers are interested in conducting research related to this. The author presented this research in the form of a thesis entitled "Development of Non-Physical Infrastructure in Tourism through Special Allocation Funds (DAK): Case Study in Central Lombok Regency." The issue raised in this study is how to implement non-physical infrastructure development through the Special Allocation Fund (DAK) in Central Lombok District.

## **Research Method**

This research adopts qualitative design with case study type. Case studies encourage problem setting in the research area, investigating study variables and persuasion that must be done by researchers. Therefore, one of the important elements of the case study method is to include collaborative issues in the case (Dewi & Hidayah, 2019). The case study in this study was used to obtain in-depth data on the implementation of non-physical tourism infrastructure development activities through the Special Allocation Fund (DAK) in Central Lombok Regency. This research method can explain in detail the process of increasing the capacity of tourism resources through training activities carried out by the Central Lombok tourism office.

Primary data is data obtained directly through observation methods and interviews with respondents (Raibowo et al., 2019). Primary data was obtained by distributing questionnaires directly to employees (Najoan et al., 2018). In this study, primary data were obtained through surveys, observations and direct interviews with respondents, namely employees of the Central Lombok Regency Tourism and Culture Office.

Secondary Data is additional data in the form of information and complements primary data (Raibowo et al., 2019). Secondary data is also data that refers to information collected from existing sources (PERDANA et al., 2020). Secondary data collection is carried out through a *google scholar* database with Indonesian article criteria (Assidiqi &; Sumarni, 2020). This data is used to support the primary data obtained. This data is in the form of photos of activities, invitations, activity reports, attendance lists of participants, accountability documents, budget implementation documents, and other supporting documents relevant to the research title.

### **Data Collection Techniques and Procedures**

Data collection techniques are the most important part of research design because if the title of the scientific paper of the research design has been approved for research, researchers can start collecting data (*Designresearch (1)*, n.d.). This relates to how to collect data, who the source is and what tools are used (Rusdi, 2019). Data collection requires an instrument which is a tool used to collect data from respondents (Pranatawijaya et al., 2019). The data collection techniques used by the authors in this study consist of:

#### **1. Observation**

According to You Big Indonesian Language (KBBI) Observation means careful observation or review. In another sense, observation is a way of collecting information about objects or events that are visible and can be detected with the five senses (Pujaastawa, 2016). The instruments used in observation can be observation guidelines, tests, questionnaires, image recordings and sound recordings. In this study, researchers made direct observations during the training activities to increase the capacity of tourism human resources carried out by the Central Lombok Regency Tourism and Culture Office through the Special Allocation Fund (DAK) in the tourism sector.

#### **2. Interview**

Interview is a process to obtain information for research purposes by means of Questions and Answers with respondents (Rusdi, 2019). In another sense, the interview is also a relational communication process with serious and predetermined goals designed to exchange behavior and involve questions and answers or in short a conversation (Saputri Marheni, 2020). Various issues also affect the quality of the data collected and the quality of analysis carried out through interview techniques such as justification of the number of interviews, criteria for determining interview interviewees, and data saturation (Hansen, 2020). The effectiveness of the interview is determined by the extent to which the information to be collected has been achieved. Therefore, in order for the desired important information to be obtained from the interviewee, an interviewer needs to make a kind of interview guideline that contains important questions to be asked (H. Widiastuti et al., 2018). In this study, the author conducted interviews with several employees of the Tourism and Culture Office of Central Lombok district using an interview guide that had been prepared.

#### **3. Document**

Document means a record of events that have passed (Nurfatimah et al., 2020). Document recording is used to obtain data by collecting all documents and recording systematically (Dwi Lestari &; Putu Parmiti, 2020). The document method researchers use to explore document data related to non-physical infrastructure development activities in Central Lombok Regency. The reasons for using the document method include: 1). Documents are

used because of stable, rich and encouraging sources, 2). Documents are useful as proof of testing, 3). Documents are natural and in accordance with the context so that they are suitable for use in this study, 4). Documents are not reactive so they are not difficult to find with content techniques. In this study, the documents used were photos of activities, contract documents, Budget Implementation Documents, and other information both from print media and through the internet related to these activities.

### **Data Analysis Procedure**

The data analysis that the author uses in this study is Milles & Hubberman model data analysis, which is an analysis that includes data collection, data reduction, data presentation and conclusion drawing and verification (Handayani et al., 2021). This model analysis is an activity of qualitative data analysis that is carried out interactively and continues continuously until it is complete until the data obtained is saturated (Sakiah &; Effendi, 2021). Activities in this analysis include:

#### **1. Data Collection**

Data collection is a technique or method used by researchers to collect data. Data collection is also an instrument in the process of collecting information or real material that can be used as a basis for research. Data collection in this study researchers carried out by observation, interviews and documentation with data sources, namely the Tourism and Culture Office of Central Lombok Regency.

#### **2. Data Reduction**

Data reduction is a process of selection, focusing on simplifying, abstracting, and transforming rough data that arises from written records in the field (Rijali, 2019). Data reduction is also a summary or choosing things that are considered the main so that it can provide a clearer picture and make it easier for researchers to collect further data so as not to complicate the process of further data analysis (Eliana &; Sri Sumiati, 2018). Data reduction serves to sharpen, classify, direct, discard unnecessary, and organize data in such a way that final conclusions can be drawn (Napaswati, 2020).

#### **3. Data Presentation (Data Display)**

Data Presentation is the stage of identifying and clarifying data as a whole and thematically (Muhtar, 2021). At this stage, all the data presented in detail in the previous stage is presented in a shorter and easier to understand form (Purnamasari &; Afriansyah, 2021). The presentation of data in this study was carried out with formats, tables and diagrams.

#### **4. Conclusion Drawing & Verification.**

Conclusion drawing is an activity to provide interpretation of the results of data analysis (Indonesia, 2013). The initial conclusions presented are still provisional and will change if there is no strong evidence to support the next stage of data collection (Nurmalasari &; Erdiantoro, 2020). While verification is intended so that the assessment of the suitability of data with the intentions contained in the basic concepts of the research is more precise and objective (Sutriani &; Octaviani, 2019). Drawing conclusions and verification aims to analyze and find meaning from existing data so that it can find problems in research.

## **Result and Discussion**

Based on the results of testing questionnaire data, the characteristics of respondents in this study were grouped based on gender, age and recent education. This can be seen from the table below.

**Table 1. Characteristics of Respondents by Gender**

| No. | Gender     | Number (People) | Presented   | Ket. |
|-----|------------|-----------------|-------------|------|
| 1.  | Man        | 3               | 60%         |      |
| 2.  | Woman      | 2               | 40%         |      |
|     | <b>Sum</b> | <b>5</b>        | <b>100%</b> |      |

Based on table 1 above, it is concluded that the number of male respondents is 3 people with a percentage of 60%. While the number of female respondents was 2 people with a percentage of 40%.

**Table 2. Characteristics of Respondents by Age**

| No. | Age (Years) | Sum (People) | Presented   | Ket. |
|-----|-------------|--------------|-------------|------|
| 1.  | 40-50       | 4            | 80%         |      |
| 2.  | >50         | 1            | 20%         |      |
|     | <b>Sum</b>  | <b>10</b>    | <b>100%</b> |      |

Based on table 2 above, it is concluded that the number of respondents aged 40-50 years is 4 people with a percentage of 80%. While the number of respondents over 50 years old was 1 person with a percentage of 20%.

**Table 3. Characteristics of Respondents Based on Recent Education**

| No. | Recent Education | Sum (People) | Presented   | Ket. |
|-----|------------------|--------------|-------------|------|
| 1.  | S1               | 4            | 80%         |      |
| 2.  | S2               | 1            | 20%         |      |
|     | <b>Sum</b>       | <b>5</b>     | <b>100%</b> |      |

Based on table 3 above, it is concluded that the number of respondents with the last S1 education was 4 people with a presentation of 80%, while respondents with the last S2 education were 1 person with a percentage of 20%.

**Table 4. List of Respondents**

| No | Name                              | Position                                       |
|----|-----------------------------------|------------------------------------------------|
| 1. | H. Lendek Jayadi, SE, MM          | Head of Service                                |
| 2. | L.M. Taufiq Gunawardana, SE       | Service Secretary                              |
| 3. | L. Muh. Hatta, S. Sos             | Kabid. Human Resources & Economy Development   |
| 4. | Rita Hendrawati, SP               | Kasubag. General, Personnel & Finance          |
| 5. | Sukandrawan Wirasentana, SST. Par | Technical Implementation Officer of Activities |

Based on table 4 above, it can be seen that the number of respondents was 5 people with different positions. The description of the interview results, the researcher mentioned the identity of the informant for the accuracy of data and information according to the title of this study.

The Tourism and Culture Office of Central Lombok Regency is one of the Regional Apparatus Organizations (OPD) in the Central Lombok Regency Government located on Jalan Raden Puguh Regent Office Complex Building A 3rd Floor Praya, Central Lombok. The Tourism and Culture Office of Central Lombok Regency was established based on the Regional Regulation of Central Lombok Regency Number 3 of 2008 concerning the Organization of Regional Apparatus and Regent Regulation No. 72 of 2017 concerning Details of duties, functions and work procedures of the Central Lombok Regency Tourism and Culture Office. The Tourism and Culture Office has the task of assisting the Regent in carrying out the supporting functions of government affairs, namely affairs that become regional authorities and assistance duties given to the District. The Tourism and Culture Office in carrying out its main duties carries out the following functions:

- a. Formulation of Technical Policy in the field of Tourism and Culture;
- b. Supervision of technical implementation in the field of Tourism and Culture;
- c. Development of technical implementation units in the field of Tourism and Culture;
- d. Implementation of Office Administration in the field of Tourism and Culture;
- e. Implementation of other duties assigned by the Regent in accordance with their duties and functions.

#### 1. Development of tourism resources and creative economy

The tourism and creative economy resource development program is one of the programs that the government concentrates on. Efforts to empower resources around tourist areas, especially the provision of soft-skill training programs, were initiated to help accelerate economic equity. Through direct interviews with several informants related to tourism and creative economy resource development programs, it is claimed to be an acceleration program to support the creation of superior human resources that can later fill the vital sectors of tourism. The following interview with the Head of the Tourism Office is contained in the following excerpt.

*"Tourism is expected to be able to encourage economic growth, increase local native income and empower the community which is expected to improve the welfare of the people of Central Lombok. The training program is carried out to narrow the empty space so that regional children can contribute and grow in their own area".*

The policy taken by the government to support this program is in the form of training and certification of human resources (HR). The expected output of this program is the optimism of local people to build tourist areas with skilled human resource capacity so that every tourism sector and creative economy can grow independently and competitively. Here are the supporting comments from one of the persons in charge of the training program during the interview.

*"With this training program, it is hoped that tourism people can have the ability to manage tourism activities professionally in accordance with their respective fields" that is why we do this program every year with the hope that there will be more independent and better prepared self-development when they run a tourism business in their respective villages"*

Human resource development programs are part of an important strategy as a supporting capacity for tourism development. Community empowerment is a part that must be prioritized as a strategic step to accelerate the development of this industry. On the other hand, human resource development must always go hand in hand with the pace of increasing the creative economy. The government's seriousness in developing human resources (HR) is reflected in the programs held, for example on digitalization, security and safety training in tourist destinations, artificial tour guides, cultural tour guides, nature tour guides and several other trainings.

The strategic plan of the Central Lombok district government in the development of non-physical infrastructure through DAK funds is bearing fruit. The proliferation of new destinations as an applicative form of training results is felt by many parties. The reduction of unemployment around potential tourist destinations has been successful with the phenomenon of increasing public awareness of opening productive businesses, for example in the conversion of houses into lodging around the destination.

To clarify the implementation of this HR development program, here is a summary and detailed description in table 5 below.

**Table 5. Types of Tourism and Creative Economy HR Training**

| No. | Training Name                                                      | Budget      | Participants                       |
|-----|--------------------------------------------------------------------|-------------|------------------------------------|
| 1   | Digitalization training                                            | 117.774.000 | 40 Tourism village managers        |
| 2   | Security and safety training in tourist destinations               | 123.225.000 | 60 Travelers                       |
| 3   | Artificial tour guide training                                     | 120.874.000 | 60 People Travelers                |
| 4   | Cultural tour guide training                                       | 123.225.000 | 40 People managing Tourism Village |
| 5   | Nature tour guide training                                         | 123.225.000 | 30 People                          |
| 6   | Tourism village management training                                | 94.220.000  | 50 People Tourism Village Manager  |
| 7   | Training on improving innovation and hygiene of culinary offerings | 117.074.000 | 40 Among MSME actors               |

## 2. Traditional Arts Development

The second program is the development of traditional arts. The form of policies that are reflected in the form of community art development, increasing the capacity of institutional governance so that it is possible to be a buffer for the sustainability of tourism activities that have become part of economic activities.

As in some areas on the island of Lombok, art is an important part of society. Central Lombok as a super priority development destination has taken the initiative of preserving traditional arts to attract tourists. Beleq drum is one of the traditional art forms in Central Lombok that has received special attention from the district government. Another traditional art form that is the concentration of training is the provision of local wisdom preservation efforts such as startingan games, peresean, canoe competitions and others.

## 3. Marketing Empowerment

Another program as an accelerated development effort is tourism marketing. This program is quite massive carried out by the government both at the district, provincial and national levels. The growing public awareness of the importance of tourism activities helped the government in this marketing activity run faster. The community consciously and actively helps promote certain destinations through social media so that the impact of introducing tourist destinations or products occurs faster.

Marketing training on tourism products carried out by the Central Lombok Government is one of them is IT-based skills development. The manager facilitates participants by presenting several marketing resource persons who have qualified knowledge and experience. The resource persons as speakers were selected from academics who were scientifically able to provide knowledge about marketing. Practitioners are also involved to provide factual knowledge on how tourism goods and services should be marketed.

The following is an excerpt of an interview with one of the speakers for marketing training participants.

*"We present some technical material in this training. We select several things that have a direct correlation with what is being done so that it is easy to apply. We design this training material with simple language with the aim that the material delivered can be absorbed. This marketing training is carried out to help tourism activists survive in the midst of increasingly fierce business competition"*

Branding, advertising and sales (BAS)-based promotion apart from IT training is the core material of the training. The participants are given an understanding that promotion is an important activity that must have a place. Participants are provided with material and then they are occasionally provided with the opportunity to practice what has been taught.

## Discussion

Human resources are one of the main parts in developing the industry. Poor resources have an impact because of positive information communication for the tourism economy and business (Praditya, 2022). On the other hand, human empowerment is a job that requires a long time and adequate financial and financial support. As a consequence, the development of human resources has stagnated so that it affects the slow development of industry. Realizing this, various efforts were developed by the government to answer these challenges, especially in areas targeted for the development of the tourism industry.

One of the areas targeted for development is the Mandalika Khusu Economic Zone (SEZ) with the target of developing the tourism industry. On the agenda of launching the development of the tourism industry, the central government provides a Special Allocation Fund (DAK) to the Central Lombok regional government to meet the needs of industrial development that is being developed and the results are visible.

Development of non-physical infrastructure: human resources and creative economy are focused on several training programs such as digitalization. Digitalization training is an *urgent* need due to massive technological developments and almost every tourist accesses digital technology (Ritchi et al., 2018) for business purposes. Security and safety in tourist destinations-security and safety guarantees are important things that must be prioritized (Basri

et al., 2021) because visitors make this part a top priority. The security situation can affect the pattern of visits that lead to the failure of the development of the tourism industry. Training of artificial tour guides, cultural tour guides, nature tour guides, community empowerment in the context of tour guides is a vital part of tourism. Tour guides have an important role in guiding and directing visitors to promote the superiority of the destinations visited.

Angaran DAK contributes to the acceleration of infrastructure development (Tri Haryanto, 2019) both physical and non-physical. The Central Lombok district government through related institutions has held training on tourism village management and training on improving innovation. The training not only provides *prominent* support for tourism sustainability, but also expands the role of the community involved in tourism activities. Since the role of the community is still minimal in these industrial activities, programs that lead to community involvement in the tourism industry and creative economy are one of the programs that must be prioritized. The program can lift the community's economy and play a role in the sustainability of tourism. Without the active role of the community as tourism actors, the tourism industry is difficult to run optimally.

The programs that have been run by the Central Lombok district government using DAK can be considered far from enough to empower the community to meet the needs of tourists, but through programs that are carried out gradually, it shows the government's commitment and seriousness in building superior resources, meeting market demand needs and strategies to improve the community's economy.

## Conclusion

The Special Allocation Fund (DAK) allocated by the central order for the development of the tourism industry in Central Lombok district to develop non-physical infrastructure is used for the needs of increasing human resources through various programs that have been successfully implemented. The government collaborates with communities who have high motivation for the development of pariwisaata in Central Lombok. Programs that have been successfully implemented; digitalization, security and safety in tourist destinations, training of tour guides (artificial, cultural and natural), training on tourism village management and training on improving innovation and hygiene of culinary dishes. The program is carried out in accordance with the needs of Central Lombok tourism development. The empowerment program was initiated to increase the capacity and capability of trained and certified tourism personnel. The program runs in accordance with the government's target. On the other hand, the program that is held is only held in a relatively short time so that there is a possibility that participants do not understand the material completely.

From some of the criticisms submitted, researchers provide several suggestions to improve the effectiveness of activities. Human resource (HR) capacity building training program in the next period to be implemented with a longer duration. This is to reduce the risk of understanding participants because the duration of the implementation is too short. More training programs provide independent practice to ensure they can adopt knowledge more comprehensively. More training provides productive young people so that the acceleration of the creative business sector can grow optimally.

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