

## Human Resource Management at the Tourism, Youth and Sports Office of Jombang District

 Arnaz Anggoro Saputro<sup>A-E\*</sup>

Physical Education, PGRI Jombang University, Jombang, Indonesia

### ABSTRACT

This study aims to determine the ability of human resource management at the Tourism, Youth and Sports Office of Jombang Regency. This research uses a qualitative descriptive method. The location of this research is the Tourism, Youth and Sports Office of Jombang Regency. This location is very strategic in terms of case studies and problems that occur. The subjects of this research were selected through nonprobability sampling techniques, purposive sampling techniques, or sampling techniques that considered certain aspects. Data collection techniques consist of observation, interviews, and documentation. The results showed that tourism activities have become a service industry in Jombang Regency. The importance of human resources in tourism management is that just one person cannot carry out tourism activities; they must be carried out jointly by a group of people. In this case, the human resource factor becomes a very crucial factor. Human resource management is especially important so that a company, agency, or organization can implement proper management to support quality. The placement of employee positions must also be based on educational background and academic qualifications based on the field of work. The need for more Human Resources capacity human resources with the appropriate educational background can be overcome by providing employee competency development programs, such as training, workshops, or scholarships, to increase academic levels.

**Keywords:** Management; Human Resources; Tourism

### Corresponding author:

\* Arnaz Anggoro Saputro, Physical Education.  
Email: [arnazsaputro@gmail.com](mailto:arnazsaputro@gmail.com)

### Article History:

Submitted: December, 2023  
Accepted: January, 2024  
Published: February, 2024

### Authors' contribution:

- A) Conception and design of the study;
- B) Acquisition of data;
- C) Analysis and interpretation of data;
- D) Manuscript preparation;
- E) Obtaining funding.

### Cite this article:

Saputro, A. A. (2024). Human Resource Management at the Tourism, Youth and Sports Office of Jombang District. *Indonesian Journal of Sport Management*, 4(1), 17-25.  
<https://doi.org/10.31949/ijsm.v4i1.8090>

## INTRODUCTION

Resources are all elements that can be referred to as assets of companies and government agencies to achieve the desired goals (Abdussamad, 2019). The company's resources can be categorized into four types: financial resources, physical resources, human resources, and technological capability 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 support elements (Hadju & Adam, 2019). Human Resources is a factor related to the ability and quality of workers, supported by technological capabilities that can make it easier for companies and government agencies to develop rapidly (Febriani et al., 2021).

Thus, human resources are also all the power, potential, or anything that humans have, such as reason, feelings of affection, the desire for freedom, social feelings, the talent to communicate with other parties and the right to have a sense of creativity, work, and art (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). The 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 is a science or a way to regulate the relationship and role of labour to be effective and efficient in helping to realize the company's goals, employees, and society (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 labour (Widiastuti, 2020). This must be arranged and directed so that the common goal is that the community is well cared for and served, all employees obtain optimal welfare, and what the company or organization is for can be achieved 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 who works (Dewi, 2022). Human resource management activities are divided into several major parts: Preparation and Selection, Development and Evaluation, and Compensation and protection. Proper Human resource management will improve the quality of an agency or company (Yusuf & Apriani, 2020). This applies to any field, including development in regional tourism (Putra & Sobandi, 2019) (Herat et al., 2015).

Regional tourism development is handled by the local district/city Tourism Office (Nugraha & Firman, 2020). Thus, the Tourism, Youth and Sports Office of Jombang Regency is a regional apparatus organization that handles tourism affairs in Jombang Regency. The activities of the Tourism, Youth and Sports Office of Jombang Regency are carried out based on the Regent's Regulation on the Details of the Main Duties and Functions of the Tourism, Youth and Sports Office of Jombang Regency. The Tourism, Youth and Sports Office supports the Vision and Mission of Jombang Regency itself, namely "Realizing a Quality and Equal Jombang Regency Towards an Advanced and Independent Society", with one of the missions related to tourism, namely "Strengthening the Economy based on the service industry, trade and tourism".

Developing tourism in a region consists of a series of integrated stages. This is one of the efforts to realize integration and cooperation in maximizing various resources in the tourism sector, including quality human resources. The integration in the stages of tourism development in Jombang Regency can be seen from the main aspects of quality improvement assessment, such as planning, organizing, moving and supervising. Tourism is one of the strategic parts that has an important role and contribution to national and local economic development. Progress and higher economic prosperity have made tourism a staple of people's lifestyle needs. This field has even moved millions to learn about nature and culture in other parts of the world. This activity then drives an interrelated economic chain. It becomes a service industry that makes an important contribution to the economy, not only to the world economy but also to the improvement of regional economic welfare.

Many other researchers have researched Human Resource Management in the Tourism sector. Some previous studies similar to this research were conducted by Rony Ika Setiawan, who studied human resource development in the tourism sector. In his writing, he found that the management, development, and financing of tourist areas require the support of many stakeholders (public, private, and society) to run smoothly. There is also research from Azalahu Francis Akwara and Iliyasu M. Biu on human resource management and tourism development of the hospitality industry in Nigeria. They found that human resource management in the tourism industry is very

important to increase the growth of the number of industries as well as attract domestic and foreign tourists, thus helping in job creation, increasing foreign exchange earnings, and playing an active role in contributing to the social and economic development of the nation.

Researchers also use similar research as a reference and comparison with this research from Sri Pajriah, which examines the Role of Human Resources in Cultural Tourism Development in Ciamis Regency. In her research, Pajriah found that the role of human resources is very supportive of the success of tourism development so that cultural tourism objects in Ciamis Regency become more attractive tourist destinations and have their uniqueness.

## **RESEARCH METHODOLOGY**

This research uses a qualitative descriptive method. The location of this research is the Tourism, Youth and Sports Office of Jombang Regency. This location is very strategic in terms of case studies and problems that occur. The subjects of this research were selected through nonprobability sampling techniques, purposive sampling techniques, or sampling techniques that considered certain aspects. Data collection techniques consist of observation, interviews, and documentation. After the data has been collected completely from the field, the next stage that must be done is the data analysis stage. This study uses the interactive model data analysis technique, which, according to Miles and Huberman (Idrus, 2009), consists of three main things: data reduction, data presentation, and conclusion drawing/verification.

## **RESULTS AND DISCUSSION**

The placement of employees at the Tourism, Youth and Sports Office of Jombang Regency is determined by a Decree of the Regent of Jombang Regency, through consideration from the Regional Apparatus Position Consideration Board. The Tourism, Youth, and Sports Office of Jombang Regency consists of one Head of Service, one Secretary, and four Heads of Division. Each position and position has its main duties and functions. State Civil Apparatus, which raises withholding certain positions, are also only responsible for several specific things by their suits and responsibilities.

The Head of Service has the task of assisting the Regent in organising government affairs in the field of Tourism. The Head of Service is also tasked with carrying out government functions, formulating technical policies in the field of tourism, and coordinating all planning and control in carrying out tasks. All forms of responsibility in organising secretarial, administrative affairs, activities in the field of destination development, tourism industry development, tourism marketing development, as well as organising matters in the field of institutional development and tourism capacity, are included in the main duties and functions of the position of Head of the Jombang Regency Tourism, Youth and Sports Office, including other additional duties assigned by the Regent. Reporting on the implementation of tasks to the mayor is carried out directly by the head of the agency through the Regional Secretary. Matters relating to administration and staffing within the agency are handled directly by the Secretariat of the Service, led by a Secretary of the Service.

Meanwhile, the Secretary of the Office is tasked with assisting the Head of the Office in coordinating the implementation of tasks and fostering and providing technical and administrative services to all elements within the Tourism Office. As a

leader in the secretarial section, the Secretary of the Office carries out functions in coordination, synchronisation and integration of administrative services. Program preparation activities, evaluation, and administration of general and personnel affairs, including all financial matters, are handled and coordinated by the office's Secretary, assisted by three subsections. The three subsections that assist the duties and responsibilities of the office secretary are the Planning subsection, the Finance subsection, and the General and Personnel subsections. The planning sub-section is in charge of planning and reporting. The Finance sub-section is in charge of administration related to the financial sector and employee salaries. The General and Personnel sub-section handles matters relating to administration and correspondence related to the interests of the Jombang Regency Tourism Office.

In implementing tourism activities, the Tourism, Youth and Sports Office is divided into four main areas: the Tourism Destination Development Division, the Tourism Industry Development Division, the Tourism Marketing Development Division, and the Tourism Institutional and Capacity Development Division. These four fields are directly under the coordination 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 governance, and other tasks assigned by the Head of Service. This sector has successfully implemented several international and national tourist attractions and activities. The head of this field has yet to have specific academic qualifications in tourism education, but he has international-level abilities and expertise in managing environmental and organisational governance. With its professionalism, the tourism destination development team can bring the name of the Tourism, Youth and Sports Office of Jombang Regency to the forefront by contributing to the city's development.

In carrying out its duties and functions, the tourism destination development sector provides administrative services in its environment, compiles activity plans and reports, and coordinates matters related to the division and arrangement of tasks. Not only that, the field of tourism destination development is also responsible for organising infrastructure affairs and tourist attractions, organising tourism destinations and investments, and organising destination governance.

The next field is the Tourism Industry Development Division. This field is tasked with carrying out affairs concerning Tourism Business Partnerships and Investment, Services, Tourism Business Registration Marks, Supervision, Standardization and Certification of Tourism Businesses, and other tasks assigned by the head of the agency. This field organises administrative service functions within the tourism office, compiles plans and reporting activities, coordinates all divisions, and arranges tasks.

The tourism industry development sector plays a role in organising tourism business partnership and investment affairs, organising tourism business registration services, organising tourism business supervision affairs, organising tourism business standardisation affairs, and organising tourism business certification.

All activities concerning the agency's relations with other external parties are organised and handled professionally in this field. This unit conducts regular inspections of tourism business licenses. This unit visits every tourism-based business on every religious holiday to check its license. Some tourism businesses, such as cafes, restaurants, or nightclubs that continue to operate outside the operating hours set by the city government are immediately given a warning or receive sanctions in the form

of business license cancellation. Such matters are handled directly by the tourism industry development sector under the strict direction of the head of the sector.

The head of this area also does not have a background in tourism education but has a lot of field experience in business affairs, partnerships, investments, and business licenses. Firmness in sanctioning law violators requires human resources with explicit leadership qualities and spirit. This is possessed by the head of this field, by his experience in business and enterprise. Therefore, thanks to the expertise of the field leader in directing his team, this unit can bring the tourism industry in Jombang Regency to be disciplined in enforcing applicable rules, especially business licenses and legal legality for business actors in the tourism sector.

Next is the Tourism Marketing Development sector, which is tasked with carrying out some of the duties of the Head of Service in organising tourism marketing development. This field provides administrative services in its environment and prepares activity plans and reports. This field also organises tourism promotion affairs, marketing analysis affairs, managing tourism information data, and Tourism Calendar affairs.

The last division is the Tourism Institutional and Capacity Development Division. This field is tasked with carrying out responsibilities regarding developing tourism human resources capacity, researching and developing tourism policies, and dealing with tourism institutional affairs. The duties and responsibilities of this field relate to providing administrative services within the tourism office, preparing plans and reporting on tourism office activities, developing tourism human resources, organising tourism policy research and development affairs, and other tourism institutional affairs.

The four fields in the Bima City Tourism Office synergise with each other in carrying out each of their duties and responsibilities. These fields are led by four field heads, who are directly under the command line of the Head of the Tourism, Youth and Sports Office of Jombang Regency. The communication and organisation of each sector help this agency improve its capacity to serve the community, especially in tourism. The arrangement and placement of human resources at the Tourism, Youth and Sports Office of Bima City is not only determined by political factors and other elements but also considered based on educational background and other elements of expertise, such as the data listed in the profile table of the Human Resources of the Tourism, Youth and Sports Office of Jombang Regency based on class.

**Table 1.** Human Resources Profile of the Jombang Regency Tourism Office Based on Class and Education

No	Scale	Education						Total
		S-3	S-2	S-1	D-III	JHS SHS	ES	
1	IV / e	-	-	-	-	-	-	-
2	IV / d	-	-	-	-	-	-	-
3	IV / c	-	1	-	-	-	-	1
4	IV / b	-	-	-	-	-	-	-
5	IV / a	-	2	2	-	-	-	4
	Total group IV	-	3	2	-	-	-	-
1	III / d	-	2	9	1	-	-	12
2	III / c	-	-	9	1	-	-	10
3	III / b	-	-	5	3	2	-	11
4	III / a	-	-	2	2	1	-	4



	Total group III	-	2	25	7	4	-	-	-
1	II / d	-	-	-	-	-	-	-	-
2	II / c	-	-	-	1	-	-	-	1
3	II / b	-	-	-	-	-	-	-	-
4	II / a	-	-	-	-	-	-	-	-
	Total group II	-	-	-	1	-	-	-	-
	Total		5	27	8	3			43

Based on staffing data in 2023, it is known that the total number of employees is 43 people with different educational backgrounds. Four (4) high school graduates have staff positions in the secretariat and institutional fields. These four employees and high school graduates are included in the class III employees carrying out their duties and functions as administrative organizers in the secretariat. They prepare materials and logistics to formulate technical policies for the Tourism, Youth and Sports Office of Jombang Regency.

One employee in group II is assigned as general staff in the tourism planning subsection. Employees in this section are responsible for preparing materials for data and information management and assisting the Head of the planning subsection with the duties. Staff in this group also prepare materials for evaluation monitoring and reporting. The successful preparation of data and information management, as well as evaluation monitoring and reporting, is the responsibility of the Head of the Planning Subdivision, who, along with a team and staff employees, assists in the same section.

There are eight (8) employees with a D-III educational background. Most employees with D-III diplomas are in class III, and only one is still in class II. Employees with a D-III educational background are assigned as staff in four areas of tourism destination development. Each staff 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 of reports and evaluations of tourism-related activities remains the main task and function of each head of field.

Those with a bachelor's degree occupy the most positions, with 27 employees. All employees with a bachelor's degree are in category III and have different ranks and positions. In general, those with a bachelor's degree occupy the position of subdivision head and carry out their duties and functions in their role in the position. The heads of these sub-sections are assisted by several staff appointed by the Head of Service through an official memorandum while still considering the quality and abilities possessed. Based on the data in this study, the Jombang Regency Tourism Office staff also mostly have academic qualifications that can support their respective duties and responsibilities.

The placement of employees of the Tourism, Youth and Sports Office of Bima City is regulated based on class, rank and position, and educational background. As the head of the agency, the Head of Service has a Strata 2 educational background, an academic degree in Master of Science, and is in class IVc. The four leaders of the tourism destination development sector are employees of the Jombang Regency Tourism Office in class VIa. Two heads of the field have an undergraduate educational background with Master of Management and Master of Environmental Management degrees. In contrast, the other two field leaders have an undergraduate educational

background with a Bachelor of Social Sciences and a Bachelor of Accounting Economics degree.

The educational background possessed by the four leaders 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 the tourism sector, such as a Bachelor of Tourism. The employees in class III mostly have an educational background in strata 1, with different academic qualifications. This is a shortcoming 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.

Employees with an educational background in tourism are only two out of a total of 43 employees at the Jombang Regency Tourism Office. The two people each have an academic degree, a Bachelor of Tourism Economics and a Bachelor of Tourism. They were given the trust as the head of the Finance subdivision and manager of the tourism promotion sector through social media. This is by the position qualifications and educational background of employees so that each can carry out their main duties and functions optimally. To improve the quality of human resources, the Tourism Office collaborates with the Bali Tourism Polytechnic so that several employees, sub-section leaders and agency leaders receive assistance in the cost of improving tourism education, as listed in the table of Employee Data Recipients of Education Cost Assistance.

Employees and leaders receiving this scholarship are included in the human resource competency improvement system implemented by related agencies to improve the quality of tourism services. With the 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 East Java, especially in Jombang Regency, will be more advanced and have a real impact on the development of city management.

## **CONCLUSION**

The tourism industry is an industry that continues to grow, so those who are engaged in this field are required always to be creative, critical, and open to new ideas and things. This challenge must be overcome by agencies engaged in tourism, including the Tourism, Youth and Sports Office of Jombang Regency. Tourism activity itself has become a form of service industry. The importance of human resources in tourism management is that just one person cannot carry out tourism activities; they must be carried out jointly by a group of people. In this case, the human resources factor becomes a crucial factor.

Human resource management is especially important so that a company, agency, or organization can implement proper management to support quality. The placement of employee positions must also be based on educational background and academic qualifications based on the field of work. The need for more Human Resources capacity human resources with the appropriate educational background can be overcome by providing employee competency development programs, such as training, workshops, or scholarships, to increase academic levels.

## CONFLICT OF INTEREST

Authors declare no conflict of interest in this manuscript.

## REFERENCES

- Abdussamad, J. (2019). Kualitas Pelayanan Publik Di Kantor Dinas Kependudukan Dan Catatan Sipil Kabupaten Gorontalo. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 6(2), 73–82.  
<https://doi.org/10.37606/publik.v6i2.6>
- Dewi, R. (2022). Analisis Sumber Daya Manusia Dalam Meningkatkan Pelayanan Dinas Kearsipan Dan Perpustakaan Kota Palembang. *Jurnal Ilmiah Bina Manajemen*, 5(2), 51–57.
- Dzulfadhli, Maldun, S., & Juharni. (2018). *Human Resources Management In Pangkep District Relationship*. 7–14.
- Febriani, M. M., Hidayat, S., & Saepudin, S. (2021). Evaluasi Sistem Manajemen Sumber Daya Manusia Pada Penempatan Kerja Petugas Di Upt Puskesmas Malingping. *National Conference on Applied Business, Education, & Technology (NCABET)*, 1(1), 38–54. <https://doi.org/10.46306/ncabet.v1i1.4>
- Hadju, L., & Adam, N. (2019). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Perhubungan Kabupaten Bone Bolango. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 6(2), 125–135.  
<https://doi.org/10.37606/publik.v6i2.14>
- Herat, R. A., Rembang, M. R., & Kalangi, J. (2015). Peran Bidang Promosi dan Pemasaran Dinas Pariwisata Kabupaten Pulau Morotai Dalam Mempromosikan Potensi Pariwisata Kabupaten Pulau Morotai. *Acta Diurna Komunikasi*, 4(4), 1–12. <https://ejournal.unsrat.ac.id/index.php/actadiurnakomunikasi/article/download/8506/8081>
- Hermiyanty, Wandira Ayu Bertin, D. S. (2017). Hubungan Kualitas Sumber Daya Manusia Dengan Efektivitas Kerja Dinas Tenaga Kerja Kabupaten Bandung. *Journal of Chemical Information and Modeling*, 8(9), 1–58.
- Humano, J. P., Hasim, R., Rajalao, N. I., & Yusuf, M. (2017). Manajemen Sumberdaya Manusia Tenaga Pendidik Oleh Dinas Pendidikan Kota Ternate. *Humano*, 8(2), 123–136.
- Leuhery, F. (2018). *Jurnal SOSOQ Volume 5 Nomor 2, Jan 2018*. 5(1).
- Nugraha, A., & Firman, A. (2020). Pengaruh Pendidikan dan Pelatihan Terhadap Kinerja Melalui Kompetensi Pegawai Pada Dinas Pariwisata dan Kebudayaan Kabupaten Pangkep. *Jurnal Aplikasi Manajemen Dan Kewirausahaan*, 2(1), 49–63. <https://ejurnal.nobel.ac.id/index.php/massaro/article/view/916>
- Putra, Y. D., & Sobandi, A. (2019). Pengembangan sumber daya manusia sebagai faktor yang mempengaruhi produktivitas kerja. *Jurnal Pendidikan Manajemen Perkantoran*, 4(1), 127.  
<https://doi.org/10.17509/jpm.v4i1.14963>



- Sahlan, M. (2022). Penyusunan Struktur Organisasi Manajemen Sumber Daya Manusia Pada Dinas Sumber Daya Air Provinsi Jawa Barat. *3*(2), 194–200.
- Syarifuddin, Bata Ilyas, jamaluddin, & Sani, A. (2021). Pengaruh Persepsi Pendidikan dan Pelatihan Sumber Daya Manusia Pada Kantor Dinas Di Kota Makassar. *Bata Ilyas Educational Management Review*, *1*(2), 51–56. [https://ojs.stieamkop.ac.id/index.php/bie\\_mr/article/view/102](https://ojs.stieamkop.ac.id/index.php/bie_mr/article/view/102)
- Widiastuti, I. (2020). Analisis Manajemen Sumber Daya Manusia Strategik Pada Dinas Kebersihan Kota Bekasi. *Komitmen: Jurnal Ilmiah Manajemen*, *1*(2), 59–67. <https://doi.org/10.15575/jim.v1i2.10317>
- Yusuf, M., & Kartini Aprianti. (2020). Manajemen Sumber Daya Manusia Di Dinas Tenaga Kerja Dan Transmigrasi Kabupaten Bima: Dapatkah Meningkatkan Semangat Kerja Pegawai? *Jurnal Ilmiah Ekonomi Dan Bisnis*, *17*(1), 79–84. <https://doi.org/10.31849/jieb.v17i1.3498>