

## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Background**

At the present time tourism is one of the important assets that can increase economic growth both on a regional and national scale. This is evidenced by the emergence of new tourist objects that have resulted in increasing numbers of tourists. The development of the tourism sector which is able to increase economic growth will affect the increase in regional income. In addition, the development of the tourism sector also has an important role in the development of a country that is able to increase foreign exchange. With the increase in regional income and foreign exchange, the state will affect the increase in public welfare.

According to Law No. 10 of 2009, tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, entrepreneurs, and the Regional Government. Based on the law, it can be explained that in an effort to improve the tourism sector, supporting factors are needed such as facilities and infrastructure, the role of the community that participates in managing resources, the role of employers as additional managers, and also the government as regulators to regulate management resource. The tourism sector can be developed by efforts to identify the potential of existing tourism objects. In tourism, tourism potential is an

element of procurement that needs to be offered to consumers (Arifianan, 2016).

Indonesia has valuable natural is so great that are able to make the tourism sector one of the important assets for the government to increase foreign exchange and boost economic growth. In addition, Indonesia has a pretty good potential to become a tourist destination or as a preferred destination that can not only be enjoyed by domestic tourists but for foreign tourists also. Each region in Indonesia has its own uniqueness and diversity that is influenced by different geographical locations.

Special Region of Yogyakarta (DIY) is one of the provinces in Indonesia that has a diversity of natural resources. The development of the tourism sector in Special Region of Yogyakarta is evidenced by the emergence of the concept of tourism villages as an effort to increase regional economic growth. The rise of tourist villages in the Special Region of Yogyakarta includes Bantul Regency, Sleman, Kulonprogo, Gunungkidul and the City of Yogyakarta. Of the many diversity of natural resources, Yogyakarta is also called the City of Tourism. This was proven, namely in 2014 the number of domestic and foreign tourist visits reached 3,348,180 million tourist visits. In addition, in 2015 it reached 4,122,205 million tourists and based on these data the number of tourist visits increased by 5.28% (<http://www.visitingjogja.jogjapro.go.id/>). The term Tourism City is naturally given to Special Region of Yogyakarta, because there are many tourism development programs in various districts in the province of DIY.

In terms of the tourism sector at the regional level, Bantul Regency is one of the districts in Special Region of Yogyakarta which experienced an increase in tourist visits. This was proven based on data from DIY Tourism Statistics year 2017 as follows:

**Table 1**  
**Number of Tourist Visits in Per-Regency / City Travel Attractions**  
**in 2014-2016**

No.	Tourist Attraction Object	2014	2015	2016
1.	Yogyakarta City	5,251,352	5,619,231	5,520,952
2.	Sleman Regency	3,883,359	4,950,934	5,942,468
3.	Bantul Regency	2,708,816	4,519,199	5,148,633
4.	Kulon Progo Regency	904,972	1,289,695	1,353,400
5.	Gunung Kidul Regency	3,679,818	2,642,759	3,479,890

*Source : DIY Tourism Statistics 2017*

The regions in Bantul Regency have a lot of tourism potential to be developed that apply the concept of tourism village as an effort in developing the potential of natural resources. Through the development of the potential of natural resources by applying the concept of tourism village, it will be an opportunity to increase Regional Original Income (PAD) and can be used as an asset for Bantul Regency.

The policy on Tourism Villages in Bantul Regency is regulated in Regional Regulation No. 18 of 2015 concerning the Master Plan for Regional Tourism Development for 2015 - 2025. Through these regional regulations, it

can improve the quality and quantity of more developed tourist villages in the management of natural resources and human resources.

Tourism village is a rural area that offers an overall atmosphere that reflects the authenticity of the countryside from socio-economic life, socio-culture, customs, and daily life. Moreover, it has a building architecture and a typical village spatial structure, or unique and interesting economic activities and has the potential to the development of various tourism components, such as attractions, accommodation, food and beverage and other tourism needs (Hadiwijoyo, 2012). It can be said that tourism villages are one of the efforts in developing alternative tourism where the village's natural resources are managed according to their own needs, because only the local people know their own natural resources well.

Kebonagung tourist village is located in Imogiri District, Bantul Regency. In addition, Kebonagung Tourism Village known as the Agricultural and Cultural Education Tourism Village is due to the location of Imogiri Sub-District which is in the lowlands so that there are many areas of rice fields. Therefore, because it is a rice field area, it uses the potential of existing natural tourism with the concept of tourism villages. The potential of Kebonagung Tourism Village is very suitable to be visited by elementary school to high school students, because they can learn directly about agricultural education. This is inseparable from the role of the Kebonagung Village community in managing their existing resources to the maximum scale. Human resources are

one of the important indicators that determine the success or failure of a program or activity in developing tourism potential.

In managing natural resources, human resource management is needed optimally. In achieving optimal human resource management, mature preparation is needed starting from the planning, organizing, developing, controlling and disciplinary stages. Human resource management is very important in managing the development of tourism potential. Management of resources in this case makes human beings as actors who play a role in carrying out their duties to develop tourism potential.

In human resource management a community group or organization is needed that is able to manage resources optimally. Community groups or organizations in Kebonagung Tourism Village are called Tourism Awareness Groups / *Kelompok Sadar Wisata* (Pokdarwis). Pokdarwis is one form of community participation in the policy process that is not only an object of policy but also a subject or plays an important role in a success in developing tourism (KM, 2017).

Tourism Awareness Group (Pokdarwis) is a group or community organization consisting of tourism actors who are care and have a sense of responsibility in developing the potential of local tourism. In addition, Pokdarwis can be interpreted as one form of community participation in managing and developing existing tourism potential.

**Table 2**  
**Pokdarwis Data 2013**  
**Bantul Regency**

<b>NO</b>	<b>POKDARWIS NAME</b>	<b>ADDRESS</b>	<b>TOURISM POTENTIAL</b>
1	Tambak Tegal Agung	Kebonagung Village, Imogiri	Agricultural Education Tour
2	Catur Muryo	Karang Tengah Village, Imogiri	Silkworm Cultivation and Natural Coloring Batik
3	Wukir Sari	Wukir Sari Village, Imogiri	Natural Coloring Batik
4	Cerme Sari	Srunggo, Selopamiro Village	Tourist Attraction Goa Cerme
5	Imogiri	Imogiri Village, Imogiri	Cultural Tour
6	Wunut	Sriharjo Village, Imogiri	Cultural Realm
7	Krebet Binangun	Sendang Sari Village, Pajangan	Wooden Batik
8	Slarong	Guwosari Village, Pajangan	Cultural Heritage and Wooden Crafts
9	Tembi	Timbulharjo Village, Sewon	Various Crafts
10	Kasongan Kajigelem	Bangunjiwo Village, Kasihan	Pottery Craft Center
11	Manding	Sabdodi Village, Bantul	Center of Leather
12	Puton	Trimulyo Village, Jetis	Nature and Fisheries
13	Jagalan	Jagalan Village, Banguntapan	Cultural Heritage
14	Kalibuntung	Srihardono Village, Pundong	Rural Tourism
15	Seloharjo	Seloharjo Village, Pundong	Art and Culture

Source : Departement of Tourism and Culture of Bantul Regency, *website*:  
<https://pariwisata.bantulkab.go.id/data/hal/18/25/27/29-pokdarwis-kabupaten-bantul>.

Based on the table it can be seen that the number of Pokdarwis in Bantul Regency in 2013 according to the Tourism Departement of Bantul Regency amounted to 15 groups and each Pokdarwis has its own group name and different potential according to the geographical conditions in each region such as Pokdarwis in Kebonagung village named Tambak Agung Tegal with for agricultural education tour.

Pokdarwis Tambak Tegal Agung was formed on September 30, 2003 and has a role as a mediator between the Departement of Tourism and Culture and the local community of Keboagung Village. It is a group or institution whose members come from Kebonagung Village community and the members consist of tourism actors who have a sense of caring and responsibility in developing tourism in the region as well as have a sense to promote development through village-based tourism attractions.

Agricultural education tourism is a strong tourist attraction owned by the Tourism Village of Kebonagung. Activities in agricultural tourism which are the main destinations for tourists are learning about how to plow fields, plant rice, weed rice to harvest rice. There are still other tourist objects offered to tourists including Tegal Dam water tourism, outbound activities, local crafts, traditional food, arts and culture.

The role of Pokdarwis in human resource management in Kebonagung Tourism Village is to increase tourism understanding and make tourism sector a part of efforts to improve the local economy. The role of Pokdarwis that has been carried out, among others, is that the community begins to understand the

benefits of developing tourism villages by conducting socialization, inviting people to participate in developing Kebonagung Tourism Village, and conducting partnerships or collaborations with internal and external parties. Internal parties include creating cooperation or partnerships between hamlets, then external parties such as the Departement of Tourism and Culture, Universities, tour agents, as well as other tourist villages (Winofta, 2015).

However, there are still obstacles or problems in achieving the goal of optimizing human resource management through Pokdarwis in developing tourism potential in the Kebonagung Tourism Village. In addition, in achieving the goal of optimizing management of human resources, it needs the direction of developing tourism organizations based on Bantul Regency Regional Regulation Number 18 Year 2015 Article 34 which includes: First, restructuring and repositioning of Regional Tourism organizations, second, optimization of coordination between SKPD, with Provinces and National, third, strengthen developing tourism organizations, communities and tourism, and fourth, optimization of tourism business partnerships between Regional Governments, communities and the private sector.

However, in managing tourism in Kebonagung Tourism Village there are problems related to human resource management that have not been optimal, it is caused by two factors, namely internal and external (Winofta, 2015). Internal factors, namely due to human resources or the community itself, such as knowledge of the importance of tourism is still low which has an impact on the lack of awareness to be involved in developing tourism potential in



Kebonagung Village or the level of community participation is still low and it can be proven by the involvement of the younger generation of Kebonagung Village in the management of Pokdarwis is still low, in fact the majority of members of Pokdarwis are old people. Besides that, it is constrained by the young generation thinking that only emphasizes their own interests.

The external factor that have caused the optimal management of human resources in the Kebonagung Tourism Village in developing tourism potential is the Government of Kebonagung Village itself. This is because the involvement of the village government is still low in operational management as an as an example in the meeting every month held by Pokdarwis not necessarily present.

Based on the background stated above, the researcher is interested in conducting research by taking the title "Optimization of Human Resource Management through Pokdarwis in the Development of Tourism Potential: Kebonagung Tourim Village, Imogiri, Bantul".

## **1.2 Problem Formulation**

Based on the background above, the problem statement can be made as follows.

How to optimize human resource management in development and maintenance of human resource through Pokdarwis in developing tourism potential in Kebonagung Tourism Village, Imogiri, Bantul?

### **1.3 Research Purposes**

The purposes of this research are :

1. To explain how to optimize human resource management through Pokdarwis in developing tourism potential in Kebonagung Tourism Village, Imogiri, Bantul.
2. To find out how to optimize human resource management through Pokdarwis in developing tourism potential in Kebonagung Tourism Village, Imogiri, Bantul

### **1.4 Benefits of Research**

The benefits of this research are for academic, theoretical and practical purposes as follows:

#### **1.4.1 Academic**

The results of this study can add insight and academic knowledge regarding the optimization of human resource management in the development of tourism potential in the Kebonagung Tourism Village.

#### **1.4.2 Theoretical**

Researcher can learn about theories related to the research title and the results of this study can be used to add references in the Strata (S1) Program in Government Science, Faculty of Social and Political Sciences, Universitas Muhammadiyah Yogyakarta.

#### **1.4.3 Practical**

The benefits of this research are for the Kebonagung Village Government, Pokdarwis, and the community, namely:

- a. The Kebonagung Village Government is expected to be able to contribute ideas to the development of the Kebonagung Tourism Village.
- b. This research can be a reference for the realization of Pokdarwis superior to able to manage tourism villages optimally.
- c. It is hoped that the research will be useful and become an additional knowledge about tourism villages for the community.

### **1.5 Literature Review**

In 2015 Nicole Richman, MBA conducted research with the title Human Resource Management and Human Resource Development: Evolution and Contributions. The result of this research explained that Human Resource Development (HRD) was emerged as a result of the Industrial Revolution, but human development is known to pressure and demands for lifestyle. In addition, Human Resource Management (HRM) also was emerged during the Industrial Revolution which was formed from the recognition of human resources as organizational assets and pressure from government regulations. Basically, there were two basic principles supported by the evolutionary trend, namely that human resources are the greatest asset in an organization and social and human development are needed in the face of changing environmental conditions. The focus of this research was to discuss evolution and contribution in HRM as well as HRD. Whereas, in the research I did focus on discussing optimization of HRM in development of tourism potential.

Diki Setyawan (2017) conducted research with the title Optimization of Human Resources Through Character Formation and Human Resource Development at the Ziswaf Institute (Case Study of Dompot Dhuafa Yogyakarta). This research explained the formation of characters in Dompot Dhuafa who have applied the habits of human resources in conducting religious activities. In addition, there were two methods of developing human resources, namely 1) Training: Demonstration and Example, and Simulation 2) Education: Seminar/ Workshop and Literature which are carried out several times a year along with the times. As for the differences with the research that I conducted, namely in this study, the discussion was focused on the optimization and development of human resources, not discussing the concept of human resource management.

Meita Masfufah (2016) conducted a research entitled Analysis of Application of Human Resource Management Based on Islamic Values (Case Study at BT. BPR Syariah Bangun Drajat Warga Yogyakarta). This research explained the application of Islamic values in human resource management such as employee involvement in religious services held in the office, namely morning tadarus conducted before work, emphasizing the value of aqeedah, morality, and the value of ukhuwah Islamiyah. However, in its implementation it was still not in accordance with sharia principles because there were still employees who rarely carried it out. This research only focused on the preservation of Islamic values in human resource management

and in this study there were deficiencies, namely not discussing human resource management strategies in applying Islamic values.

Novi Wijayanti (2017) in her research entitled *Analysis of Efforts in Increasing Human Resource Competence (Case Study at Education and Training Personnel Agency of Sleman Regency in 2017)* explained that the method carried out by the Education and Training Personnel of Sleman Regency in overcoming the limitations of personnel in government agencies by optimizing existing human resources, especially in the development efforts carried out through various forms of strategies to increase the ability to keep productivity stable such as continuous improvement, improving the quality of work, etc. This research explained the efforts to improve the competence of human resources by using various forms of strategy in human resource management at the 2017 Education and Training Personnel Agency of Sleman Regency.

Agustina Dyah Saraswati (2017) in her research entitled *Implementation of Human Resources Management (Descriptive Study at Environmental Department of Kulon Progo)*. This research explained the implementation of human resource management by implementing management functions which include direction, procurement, compensation, integration, maintenance, and dismissal. In addition, there were management functions that have not been optimal in implementation, including planning, organizing, controlling, developing, and disciplining. The impact of the implementation that had not been optimally affected on the performance of the Kulon Progo Regency

Environmental Service which was not optimal. This research used the concept of human resource management, however, this research still lacked of discussion regarding the empowerment of human resources. The discussion about empowering human resources will be more reinforcing in the explanation in this study.

Ratih Winofta (2015) conducted a study entitled Model Management of Kebonagung Imogiri Tourism Village as a Tourism Asset of Bantul Regency, Yogyakarta. This study explained that Kebonagung Tourism Village is being managed by local communities through Pokdarwis as the main actor who has an important role in developing local tourism. In addition, there were pros and cons that occurred in the community. The pro-community attitude was aimed at supporting participation in every activity and involvement in Pokdarwis membership. Meanwhile the community's counter-attitude was aimed at the lack of full support for activities including a priori attitude at the beginning of the development of tourist villages. This study had shortcomings in the explanatory material, which did not include too much material related to the policy of tourism villages in its explanation as an introduction and evidence that there were rules in the management of tourist villages.

Annisa Nur Widyastui (2017) conducted research under the title Community Participation in the Development of Kebonagung Tourism Village in Imogiri Bantul, Yogyakarta. This research explained that in developing in the Kebonagung Tourism Village there are activities that include the development of tourist objects and attractions, tourist infrastructure,

infrastructure, and the community environment. In addition, there were various forms and types of participation such as participation in the implementation, in evaluation, in the form of thoughts, energy, etc. The supporting factors in tourism development such as community care, sense of enthusiasm, utilization of village potential. Moreover, there were also obstacles in tourism development such as limited funds, low participation from village governments, and lack of regeneration. In this study, many explained about the model of community participation, but there were still shortcomings as supporting material in the discussion, namely related strategies in community participation.

Zulkifli (2016) conducted a research entitled Human Resource Management (HRM) in the Library of the Pangkajene 1 Public High School. This research discussed the management of human resources in the school library environment. In managing human resources it was explained that it has implemented management functions ranging from planning, organizing, mobilizing, and controlling. However, in its implementation the management functions were not based on management theories but were based on the needs and experiences in the library. This research explained about managing human resources in the library only, focused on conducting discussions related to management functions, and there was no explanation of the models in human resource management.

In 2017 Muhammad Hamid, Sunra Maheen, Ayesha Cheem and Rizwana Yaseen conducted a research entitled Impact of Human Resource Management

on Organizational Performance. In this research it was explained that compensation management was related to organizational performance. The organization in this research was Ufone Company and Mobil inkCompany (Telecommunication Pakistan). In addition, this research explained that the effect of employees development and organizational citizenship behavior also measured the organizational performance. The purpose of this study was to measure organizational citizenship behavior, employee development and compensation with a perspective of employees on the performance of organizations. The difference with my research is that organizations are chosen was research subjects. In this study the scope of the organization chosen is the scope of higher level organizations (companies), meanwhile in the study I chose the scope of low-level organizations (communities).

Reza Alami, Reza Sohaei et. al., in 2015 conducted a research entitled The Effectiveness of Human Resource Management on Improving the Performance of Education Staff. The result of this research explained that in the impact of human resource management on staff effectiveness there were differing views between staff and managers. The view between staff and managers had a significant difference in the amount of 1% and the appeasement only had a quality match during the initial interview. Based on this, it was explained that staff paid more attention to the impact of the quality of the initial interview on organizational effectiveness, moreover there was no significant difference between staff and managers. This research focused on investigating the effects of human resource management factors on increasing the effectiveness of staff



or employees. In contrast to the research I did, it focused on optimizing human resource management through a community group.

Based on the explanation from several studies above, it can be concluded that there are similarities and differences with the research that I did. The similarity with the research that I did is from the theme of research on human resource management. Then, from some of the studies above, it has the same location as the research I conducted which is in Kebonagung Village, Imogiri, Bantul. In addition to the similarity of research, there are differences in terms of the focus of research. Some of the above studies discuss the focus of research on human resource management strategies, human resource development, and the implementation of human resources. Thus, researcher conferred took the title of the research that has differences with previous research on human power management. The title of the research is Optimization of Human Resource Management through Pokdarwis in the Development of Potential in Kebonagung Tourism Village, Imogiri, Bantul.

## **1.6 Theoretical Framework**

### **1.6.1 Optimization**

According to Siringoringo, optimization is the process of finding the best solution, not always achieving the highest profit if the optimization goal is to maximize profits, or not always reduce the lowest cost if the optimization goal is to minimize costs (Siringoringo, 2005).

The definition of optimization according to Poerdwadarminta (Ali, 2014) is the results achieved in accordance with the wishes and can be

interpreted as achieving results in accordance with expectations effectively and efficiently. In addition, optimization can be explained as a measure that causes the achievement of goals.

Whereas if viewed from the business point of view, optimization is an effort to maximize activities so as to realize the desired profit (Winardi, 1991).

In addition, there are three elements of the optimization problem that must be identified (Siringoringo, 2005), namely :

1. Goals

Goals can take the form of maximization or minimization. Forms of maximization for optimization purposes related to profit, acceptance, and the like. Whereas minimization forms for optimization goals related to costs, distance, time, and the like.

2. Alternative Decisions

Alternative decisions are activities carried out to achieve goals. Available alternative decisions basically use limited resources owned by decision makers.

3. Limited Resources

Resources are sacrifices that must be made to achieve the goals set and the availability of these resources is limited, so that this involvement results in the need for an optimization process.

Based on the descriptions above, it can be seen that optimization is an attempt to realize or achieve the expected goals maximally and in

achieving these goals it must always be directed so that the results obtained are optimal, effective and efficient. Optimization can also be explained as an effort to maximize activities so that they can achieve the expected benefits. In addition, there are benefits in optimization such as identifying goals, overcoming obstacles, solving problems, and making faster decisions.

### 1.6.2 Human Resource

Broadly speaking, organizational resources can be divided into two groups, namely human and non-human resources (Zaenuri, 2015). Human resources include all people who have status as members in organizations that have roles and functions. Whereas non-human resources can also be interpreted as natural resources which include all types of natural wealth and their potential.

According to Nawawi, human resources include three sense (Nawawi, 2000), namely:

1. Human resources are humans who work in the environment of an organization (also called personnel, labor, employees).
2. Human Resources are human potential as an activator of the organization in realizing its existence.
3. Human Resource is the potential that is an asset and functions as capital (non-financial material) in the organization, which can be manifested into real potential physically and non-physically in realizing the existence of the organization.

According to Wirawan, human resource is a planning, organizing, implementing, and supervising the procurement, development, remuneration, integration, maintenance and separation of labor in order to achieve organizational goals (Wirawan, 2009). In addition, human resources can be explained as the most strategic element in an organization that must be recognized and accepted by management (Siagian, 2002).

In this case, it can be concluded that human resources are the most important part of the organization which is the main asset that influences each activity.

#### 1.6.2.1 Human Resource Management (HRM)

According to Daft, management is the achievement of organizational goals effectively and efficiently through planning, organizing, leading and controlling a series of organizational resource activities (Daft, 2008). In addition, management learns how to create business effectiveness in an efficient and productive manner, through certain functions and cycles, in order to achieve predetermined organizational goals (Ndraha, 2011).

From several explanations above, it can be said that management is a process of planning, organizing, leadership, and controlling a series of activities to achieve organizational goals. In addition, management is an activity to manage or regulate life in order to be more disciplined and managed properly.

Meanwhile, Human Resource Management (HRM) is the art of regulating relationships and the role of individuals or labor to effectively

and efficiently help realize the goals of an organization or company, member or employee, and society (Hasibuan, 2010).

Human resources management can be explained as a planning, organizing, directing and supervising the procurement, development, compensation, integration, maintenance and termination of employment with the aim of achieving the goals of an integrated company organization (Sutrisno, 2009). Moreover, it is a process which includes four tasks of attracting, developing, creating-viewpoint and maintain of human resource (Barley, 2001)

As for the explanation of human resource management according to Bangun, human resource management can be explained as a process of planning, organizing, staffing, mobilizing and supervising procurement, development and compensation, integration, maintenance and separation of labor to achieve organizational goals (Bangun, 2012).

Based on several explanations above, it can be concluded that human resource management is a process of managing human resources which includes the acceptance, use, development and maintenance of human resources that can support activities or daily activities to achieve goals.

#### 1.6.2.2 The Purposes of Human Resource Management (*HRM*)

There are four purposes of Human Resource Management (Mu'ah, 2017), namely :

1. Organizational Purpose

To find out the existence of human resource management in contributing to the achievement of organizational effectiveness.

2. Functional Purpose

To maintain contributions from an institution or department at the same level as the needs of the organization.

3. Social Purpose

Aimed at responding to the needs and challenges of the community through actions to minimize negative impacts on the organization ethically and socially.

4. Personal Purpose

Aimed at helping individuals or members in achieving their goals, namely goals that can increase individual contributions to the organization.

### 1.6.2.3 The Function of Human Resource Management

According to Bangun, there are the functions of human resource management as follows (Bangun, 2012) :

1. Procurement of Human Resources

Procurement is an activity in human resource management that determines or selects individuals who have conformity with the needs of the organization in achieving its goals. It must be conducted in accordance with the procedures so that the quality and quantity of human resources are according to the needs of the organization or

company, including human resource planning, recruitment, selection, and placement of human resources.

## 2. Human Resources Development

Development is the process of improving individual, theoretical, technical, conceptual, and moral skills through education and training. The education and training provided must be in accordance with what is needed to be more optimal. In addition, it must include career development, management development, organizational development, performance appraisal relating to the evaluation and work results of an individual, and also group within the organization.

## 3. Compensation

Compensation is giving back direct and indirect services, in the form of money or goods to individuals in return for services that have been made to organizations or companies. The principle of compensation is fair which is interpreted according to employee's work performance and is worth interpreting to meet their primary needs.

## 4. Integration

The integration function is to match the desires of individuals with organizational needs. Therefore, appropriate suitability is needed in setting organizational policies. Integration in this case includes work motivation, job satisfaction, and leadership.

## 5. Maintenance of Human Resources

The function of maintaining human resources is to maintain individual loyalty to the organization. Maintenance is an activity to maintain or improve individual physical, mental, and loyalty conditions so that they still want to be in an organization or company.

Based on the explanations above, it can be concluded that human resource management that will be discussed in this study is the human resource development and maintenance of human resources through the Tourism Awareness Group (Pokdarwis) in Kebonagung Tourism Village, Imogiri, Bantul.

### 1.6.2.4 Development of Human Resource

Development is an effort through education and training to improve the technical, conceptual, and moral capabilities of employees according to job or job needs (Hasibuan, 2010). In addition, the development of human resources has an important role in achieving the goals of an organization, because it has the ability to support the performance of the organization namely it large or small organizations (Zaenuri, 2015).

Based on the definitions above, it can be concluded that the development of human resources is an effort to improve or improve the technical, conceptual and moral abilities of individuals in relation to achieving organizational goals that have been planned in advance and adjusted to the demands of work that will be faced by an individual.



In enhancing individual capabilities, training and development are needed. Training and development can be explained as an effort to improve the knowledge, skills and abilities of individuals in a planned manner within an organization. The purposes of developing human resources through training and development (Zaenuri, 2015) are as follows:

1. Increase productivity.
2. Improve the quality of the workforce.
3. Improve the accuracy in HRM planning.
4. Increase work morale.
5. Attract and hold good labor.
6. Maintain work health and safety.
7. Support personal growth.

The objectives of developing human resources through education and development are closely related to implementation which functions as a transformation process. Through training and development, individuals who have abilities that are not optimal can be transformed into capable individuals who have optimal quality in performance.

#### 1.6.2.5 Maintenance of Human Resource

Maintenance is explained as an effort to maintain and improve physical, mental, and individual attitudes so that employee continue to work productively and loyal to the organization in achieving its goals

(Hasibuan M. S., 2012). In addition, according to Hasibuan there are some functions of maintenance including:

1. Increase work productivity
2. Improve discipline and reduce attendance
3. Increase loyalty and reduce turnover
4. Provide individual peace, security and health
5. Improve the welfare of individuals and their families
6. Improve mental, physical, and individual attitudes
7. Reduce conflict and creating a harmonious atmosphere
8. Effective individual procurement.

Aside from the function of maintaining human resources, there are indicators in maintaining human resources (M.Nur, 2017) as follows :

a. Communication

Communication can be explained as an activity or process of delivering information from the sender to receiver using various media that can be clearly understood by the receiver (Bangun, 2012).

According to Theodore M. Newcob in (Mulyana, 2010), every act of communication is seen as an information transmission, consisting of discriminatory stimuli, from the source to the recipient.

It can be concluded that communication is the delivery of information from the sender to receiver or as a transmission of

information through various media that is easily understood by the recipient of the message.

b. Incentive

Incentives are awards in the form of money given to individuals who have worked beyond the prescribed standards (Panggabean, 2004).

In addition, incentives are explained as an award in the form of money given by organizational leaders to employees so that they are more accomplished with high motivation in achieving organizational goals. (Mangkunegara, 2008).

Based on the definitions above, it can be concluded that incentives are programs given by the organization to its members in order to work harder and to improve their performance achievements in the organization.

c. Occupational Health and Safety

Work safety is a protection for security in work in the form of physical and mental safety in the work environment (Bangun, 2012). Then, occupational health is one of the efforts to obtain a perfect condition physically and mentally given by the organization or company so that it is possible to work optimally (Husni, 2005).

Therefore, it can be concluded that occupational safety and health is one of the important indicators in the maintenance of

human resources so that it will provide security for individuals in carrying out their work.

d. Welfare

Welfare is a response to material and non-material services provided based on wisdom. The goal is to play and improve the physical and mental condition of the individual so that his performance increases (Hasibuan M. S., 2012). In addition, welfare is defined as the main target regardless of the system and any technology used in the production process (Barthos, 1990).

Based on the explanations above, it can be concluded that the welfare given to individuals in an organization, it will improve quality in its performance so that it can improve in achieving organizational goals.

### 1.6.3 Tourism Village

According to Law Number 10 of 2009, tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, entrepreneurs, central government and local governments.

Muljadi (2012) stated that the term tourism originates from the implementation of tourism activities, namely an activity of changing the temporary residence of a person, outside the daily residence for any reason other than conducting activities that can generate wages or salaries. It can

be explained that tourism is an activity to visit a tourist attraction area as well as businesses related to that field.

Meanwhile, according to Law Number 6 of 2014, villages are a legal community unit that has regional boundaries that are authorized to regulate and manage government affairs, the interests of the local community, based on community initiatives, origin rights and local customs that are recognized and respected in the system government of the Unitary State of the Republic of Indonesia (NKRI).

Village is a legal community unit that has an original structure based on special origin rights and the rationale for the village is diversity, participation, genuine autonomy, democratization and community empowerment (Widjaja, 2003). It can be concluded that the village is a legal community unit that has certain territorial boundaries, has an inner birth bond both because of hereditary ties and political interests, and the rights of origin and local customs that are recognized by the government and have the right to organize their own households.

Furthermore, tourism village is a rural area that offers an overall atmosphere of village authenticity, starting from socio-cultural life, customs, daily activities, building forms, and village spatial structure and potential that can be developed into a value of tourist attractions such as attractions, food and drinks, souvenirs, lodging, and other tourism needs (Chafid, 2002).

Tourism villages as a form of integration between attractions, accommodations and supporting facilities that are presented in a structure of community life that is integrated with prevailing procedures and traditions (Nuryanti, 1993).

Meanwhile according to Subagyo in (Winarsih, 2008), tourism village is a form of village that has special characteristics in it, both inside and its culture through special characteristics possessed in the village, so that it becomes an attraction to visit for tourists.

Based on the explanations above, it can be concluded that tourism villages are a region that has the potential of natural resources to be developed by local residents without changing the area, only to utilize existing natural resources into a tourist area which can improve the economy as well as people's welfare.

#### 1.6.3.1 Development of Tourism Village

In the development of tourism villages there are several things need to be fulfilled (Tajudin, 2018), namely :

1. Tourism Village Institutions

Good and appropriate initial planning is needed to improve the skills and knowledge of the community by Pokdarwis. The forms of activities carried out are training for people who will become tour guides, handicraft making, processed regional specialties, etc. These activities can develop the potential of tourism villages to be expanding.

## 2. Tourist Attractions

Good management and planning can attract in tourists, then the need for packaging tourism products is as attractive as possible. In addition, there is a need for socialization from relevant agencies in developing tourism potential while promoting to the public by the Departement of Tourism and Culture.

## 3. Facilities and Infrastructure

Ease of access to facilities and infrastructure to support the need for tourists to travel to gain access. In this case the role of the government as a supporting actor is needed in developing tourism facilities and infrastructure such as the expansion of parking areas, roads to tourist sites, outbound tools, etc.

In the development of tourist villages there are several components that become supporting factors including accommodation, facilities, infrastructure, communities, tourism conscious groups (Pokdarwis) and collaboration with Official Departements and private parties or other institutions.

### **1.7 Conceptual Definiton**

Conceptual definition is a form of business in explanation by limiting the understanding between one concept and another concept in order to avoid misunderstanding based on the theory described.

Conceptual definitions in this study include:

1. Optimization

Optimization is an effort that is carried out maximally to realize or achieve a predetermined or targeted goal. In achieving these goals, maximized direction is also needed so that the results obtained can be optimal, effective and efficient.

2. Human Resource Management

Human resource management is a process of managing human resources which includes the receipt, use, development and maintenance of human resources that can support activities or daily activities to achieve goals.

3. Tourism Village

Tourism village is an area that has the potential of natural resources to be developed by local residents without changing the area, only to utilize existing natural resources into a tourist area and can improve the economy as well as people's welfare.

4. Human Resource Development in Tourism Village

The development of human resources is a process of increasing individual abilities through education and training to support organizational performance in achieving planned organizational goals. In this case, optimal human resource development will affect the development of tourism villages.



## 5. Maintenance of Human Resource in Tourism Village

Maintenance of human resources is an activity to maintain individual loyalty to the organization to achieve organizational goals by improving physical, mental, and individual attitudes. Through the maintenance of optimal human resources, it will affect the development of tourism villages to be mass.

### 1.8 Operational Definition

Operational definitions are instructions on how a variable is measured and the limits of some words used in the study (Zainuddin, 2008). Operational definitions are intended to avoid misinterpretation of research variables. The definition of operation in this study is to determine the optimization of human resource management in the Kebonagung Tourism Village through the Tourism Awareness Group (Pokdarwis) of Tambak Tegal Agung in developing local tourism potential that can be reviewed as follows:

1. Development of Human Resources Through Pokdarwis Tambak Tegal Agung in Kebonagung Tourism Village
  - a. Increase productivity of human resource through Pokdarwis Tambak Tegal Agung in Kebonagung Tourism Village
  - b. Improve the quality of human resource through Pokdarwis Tambak Tegal Agung in Kebonagung Tourism Village
  - c. Attract and hold good labor in Pokdarwis Tambak Tegal Agung
  - d. Support personal growth of Kebonagung Tourism Village community

2. Maintenance of Human Resources Through Pokdarwis Tambak Tegal Agung in Kebonagung Tourism Village
  - a. Internal and external communication in Pokdarwis Tambak Tegal Agung
  - b. Welfare of Kebonagung Tourism Village community

## **1.9 Research Method**

### **1.9.1 Types of Research**

The method used in this study is descriptive research with a qualitative approach. The research approach is to the whole way or activity carried out by researchers in carrying out research ranging from formulating problems to drawing conclusions (Sugiyono, 2013).

Qualitative research can be explained as research that intends to understand the phenomenon of what is experienced by research subjects such as behavior, perceptions, motivations of action, etc., in a holistic manner, and by means of descriptions in the form of words and languages, in a special natural context and by utilizing various scientific methods (Moleong, 2012). Besides, according to Denzin and Lincoln in the journal *Development Indicator of Sustainability* by Eko Priyo Purnomo, qualitative research involves the studied use and collection of a selection of empirical materials such as a case study, personal experiences and observation (Purnomo, 2011).

The characteristics in qualitative research (Salim, 2006) are as follows:

1. Research data is obtained directly in the field and not from controlled laboratories or research, namely direct observation.
2. Data mining is done naturally by making visits to natural situations of the subject, such as interviews with internal and external companies.

Qualitative research is an interpretative research or uses interpretation that involves many methods in its discussion. Thus, the researcher seeks to collect data to complement the discussion in this study relating to "Optimization of Human Resource Management in the Development of Tourism Potential in the Tourism Village of Kebonagung, Imogiri, Bantul".

#### 1.9.2 Research Sites

In this study the researcher will use a case study analysis located in the Kebonagung Tourism Village. The benefits of using case study analysis are it is easier for researcher to form materials or research data as well as to explain existing problem solving based on data. The method used is descriptive analysis with a qualitative approach that aims to obtain information or data and explain the potential and development of Kebonagung Tourism Village as a tourism asset in Bantul Regency.

#### 1.9.3 Unit of Analysis

The unit of analysis carried out was at The Head of Pokdarwis Tambak Tegal Agung, members of Pokdarwis Tambak Tegal Agung, community

in Kebonagung Tourism Village, and tourist visitors. The researcher used interview techniques aimed at the relevant speakers from the relevant agencies.

#### 1.9.4 Data Resource

Based on the form of a qualitative approach, it is necessary to conduct research data collection in formulating or in compiling research with certain data collection techniques. The definition of data collection techniques is the main step in research, in the sense that without knowing the data collection techniques, researchers will not get data that meets the specified data standards (Sugiyono, 2013).

There are two types of data collection, namely primary data and secondary data as explain below.

##### a. Primary Data

Primary data is data taken directly from the results of observations of research objects (Marjoko, 2010). In addition, according to Sugiyono the primary data is data obtained from the field such as observation and interviews (Sugiyono, 2011). In this study the data were obtained from Pokdarwis Chairman, Pokdarwis members and Kebonagung community.

##### b. Secondary Data

Secondary data is data obtained through documentation studies, for example in the form of research journals or reference books (Sugiyono, 2011). On secondary data, information can be

obtained indirectly in the form of newspaper, website, books, journals, documents, photos and videos that have data about research variables.

#### 1.9.5 Data Collection Technique

##### a. Observation

Observation is the most basic method in scientific research, because in certain ways researchers are always involved in the observation process. In this observation, the researcher made a direct observation to the research location in Kebonagung Tourism Village, Imogiri, Bantul. This observation was carried out to collect data which included observing the activities of local communities in managing tourist attractions to attract domestic and foreign tourists.

##### b. Interview

To collect data using research instruments in the form of interviews, researchers prepared questions related to the title research. To collect data from interviews, the researcher made several procedures such as preparing the concept of the question he wanted to ask the subject and the transcript and preparing for the interview. Interview in this study was done with Pokdarwis Chairman, Pokdarwis members and Kebonagung community.

c. Documentation

According to Sugiyono, documentation is a record of events that have passed. Documents are in the form of writing, pictures, or monumental works from someone. Document study is a complement to the use of observation and interview methods (Sugiyono, 2008). Documentation data needed in this study, namely Pokdarwis data in Bantul Regency, data on tourism potential in Kebonagung Tourism Village, overview data of Bantul Regency, data related to Pokdarwis Tambak Tegal Agung programs and activities.

d. Literatur Review

The researcher will use and study the data in the literature study to increase the information related to this study. The data can be obtained from various sources such as books, journals, articles and others related to this research.

#### 1.9.6 Data Analysis

In the analysis of data includes three activity lines, namely data reduction, data presentation and conclusion drawing (Huberman, 1992).

The data analysis process in this study uses the following steps:

a. Data Reduction

Data reduction is the process of selecting and focusing on data that is relevant to the research problem. By selecting data that

only has to do with research, researchers can focus on their research topics and the final conclusions can be carried out.

b. Presentation of Data

The conclusions of the study can be done if the data presentation describes a phenomenon or circumstance that is compiled based on the points contained in data reduction. All of them are designed to gather information so that it is easy to understand. The method of presentation is adjusted to the existing theoretical framework and is combined with the data obtained in the field.

c. Conclusion

Withdrawal of conclusions is a component of analysis that provides a full description of the object under study and is explained systematically in accordance with the formulation of the problem raised. The process of drawing conclusions is based on all data and information merging. The conclusions are verified by:

1. Continually rethinking during the writing period.
2. Continually reviewing the notes during the field.
3. Conduct a review and discuss it with other people, both friends and seniors.
4. Placing a copy of a finding in another set of data.