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Analysis of human resources readiness strategies for small and medium enterprises in tourism development to face the new normal era of the Covid-19 pandemic

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ABSTRACT

This study aims to determine the strategy of developing human resources for small and medium enterprises in the field of tourism, as well as the quality of human resources for small and medium enterprises that affect the development of tourism during the pandemic and the government's response to the new normal era of the Covid-19 pandemic. This type of research is qualitative descriptive research. Research instruments include strategies for developing human resources for tourism MSMEs, quality of human resources, and strategies for improving the quality of human resources for tourism MSMEs. The data analysis used is the validity of the data, data reduction, and data presentation. The results of the analysis show that the Government first developed SME human resources through culinary training, bamboo weaving training, tourist attraction management training, and net wicker training. During the pandemic, the quality of SME human resources has a significant impact on the development of tourism in Loghia by increasing the credibility and innovation of SME products, improving the quality of tourism services, and improving the quality of local products. The government's strategy is to improve the quality of human resources for MSMEs for Tourism Development in Loghia through various ways, namely innovation, government adaptation, and collaboration with many related parties to support all policies and pay attention to and fight for the resolution of the downturn problem that occurs in tourism SMEs and employees. These findings hint at the need for improvement to create a good and sustainable business.



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Introduction

Indonesia is one of the countries that possesses a natural resource that is extremely diverse. The natural conditions, geographical location, and behaviours or characteristics of each region in Indonesia are very authentic, and as a result, they serve as an attraction for domestic and international tourists. The expansion of Indonesia's tourism industry provides the country with an opportunity to make the most of its natural resources and position. The establishment of this tourist industry is, at its core, an effort to create and make use of various tourist attractions and items. Therefore, in order for tourism development to be carried out and to be able to provide maximum economic benefits for the community that surrounds it, the tourism sector and local governments are expected to be able to provide a valuable experience for tourists, ensure the

sustainability of the natural environment, socio- cultural sustainability, and community customs, and in order for its implementation, a planned and systematic strategy is considered necessary in destination management.

Indonesia's tourism industry is a significant part of the country's economy. In addition, according to Bank Indonesia, the tourist industry is Indonesia's third largest source of foreign exchange. Because tourism is both a source of revenue and a means of reducing the nation's unemployment rate. It is hoped that this will lead to a significant increase in the number of jobs available in Indonesia's tourist hotspots (Zulianti & Aslami, 2022). According to Databoks (2019), as stated by Indonesian Ministry of Culture and Tourism, Indonesia's foreign exchange income from the tourism sector reached \$17.6 billion in 2019.

As described in the World Economic Forum's Travel & Tourist Competitiveness Report, a number of factors and policies that enable the sustainable development of the travel and tourism sectors contribute to development and competitiveness. In 2013, Indonesia was placed 70th, in 2015 it rose to rank 50th, while in 2017 it rose to rank 42nd, and in 2019 it rose to position 40th. This increase is due to the amount of foreign tourists to Indonesia, national tourism industry priorities, and infrastructural investment (for example, mobile phone and internet networks now reach most areas of the country, and air transport that has expanded, infrastructure development that is improving) (World Economic Forum, 2019).

Efforts to prevent the further spread of the covid-19 virus are made, one of effort is Lockdowns that are being implemented by governments all across the world as a countermeasure, and some nations and cities that have been seriously affected by COVID are being prohibited from visiting border regions of other nations. This is done in order to prevent the further transmission of the covid-19 virus (Fotiadis et al., 2020). The government of Indonesia is also taking steps to prevent the further spread of covid-19. Joko Widodo, the President of Indonesia, has issued a "Large-Scale Social Restrictions" policy (PSBB). Due to the sheer existence of this social restriction, there has been a turmoil in a number of different sectors, including the economic, social, and political sectors. In fact, the tourism industry has taken the greatest burden of this pandemic's effects. It is estimated that 75 million employments in the tourism sector are going through hard times at the moment, and the tourism industry is in danger of losing its turnover of more than 2.1 trillion US dollars (Škare et al., 2021; WTTC, 2020).

The regional government continues to maintain the vision of the Muna Regency Government of Southeast Sulawesi to create Muna Regency one of the leading tourist attraction locations in Southeast Sulawesi, in accordance with the Regional Tourism Development Master Plan (RIPPDA), which is the direction of tourism development on Muna Island, which includes (1) Improving the quality of tourism human resources and the creative economy; (2) Improving the quality of tourist destinations; and (3) Improving the quality of tourism infrastructure. Beginning with the designation of Loghia subdistrict as a tourist destination by the Regent of Muna, Mr. Rusman Emba, in which Loghia district has all the tourism potentials, including natural tourism, cultural tourism, marine tourism, and even artificial tourism, the government is more focused on realizing tourism development, structuring and developing infrastructure and infrastructure to support tourism, so that tourists who visit tourist destinations can appreciate its beauty.

The policy of closing tourist attractions in Muna Regency attempts to reduce the risk of visitors, officers, and the general public becoming infected with Covid-19, which is becoming increasingly widespread. Visitors to diverse tourist destinations are expected to have an adverse effect, especially the spread of new clusters, if this occurs. In addition to preventing the spread of covid, the local government of Muna regency must also identify strategies to recover the economy of the Muna Regency community, particularly tourist actors whose livelihoods depend on the tourism sector's profits (Kemenparekraf / Barekraf RI, 2021).

Based on data from the Muna Regency Tourism Office from 2016 to 2020, the number of tourist visits in Muna Regency shows fluctuating figures. In 2016 the number of tourism visitors both from domestic and foreign circles was 454.938 visitors, in 2017 the number of visits increased to 556.805, in 2018 the number of visits increased to 738.014. The increase in the number of tourist visits has increased in 2019 by 742.259 visitors. However, in 2020 the number of tourist visits in Muna regency decreased by more than 50%, this is shown by the number of domestic visitors during 2020 only around 308.825 visitors while foreign visitors during 2020 were only 87 visitors. The number of visits decreased as a result of the covid-19 outbreak, which prompted the authorities to lock down every location so that tourists could not travel. As a result of the lockdown, there are no tourists, and thus, there is no revenue for tourism-related businesses.

In the midst of the Covid-19 outbreak, the government implemented a new normal policy in an effort to combat the economic deficit and the significant increase in unemployment. The new norm is to reopen restricted economic, social, and public activities while continuing to use Covid-19- related health regimens. Changes in behavior, or refers to new normal, are recommended by the WHO. Adapting to and coexisting with Corona is not an easy matter, as we cannot apply our previous normal lifestyle, but must instead adopt a

new normal. So that the new normal is regarded as a period of transition from normal living to a lifestyle with health standards in accordance with World Health Organization regulations.

In new normal era, the government of Muna Regency has made various efforts so that tourist actors continue to obtain income, one of which is the policy of reopening tourist attractions in accordance with Circular Letter number 556/125 of 2020, signed by Amiruddin Ako as the Head of the Muna Regency Paratourism Office. According to Amiruddin, rebuilding the tourist attraction will hopefully reignite the tourism industry in Muna. This regulation does not imply that all tourist attractions are permitted to operate as normally. Since compliance with the Covid-19 Protocol, as proposed by the government, is required in order to prevent the spread of Covid-19.

Based on the results of the initial observations in the field, it is clear that the Muna regency government has begun a number of initiatives to revitalize the Muna tourism sector, one of which is on Meleura beach, in which the Government is collaborating with pokdarwis group (Tourism Awareness Group) and local communities to enforce health protocols by checking body temperature for beach visitors and providing hand washing stations in the beach area.

All efforts by the local government of Muna Regency, Southeast Sulawesi, are focused on reviving tourism-based revenue. It can help revive tourism activities that were hampered by the COVID-19 pandemic. Tourist development activities during the pandemic have various elements that support each other, such as SMEs, human resources, and tourism managers, as is well known for tourism activities that operate in regions other than the government.

The report from the Southeast Sulawesi Provincial Development Analysis Series (2015) describes when viewed from the structure of the labor force or human resources based on the highest education completed, the proportion of the labor force in Southeast Sulawesi with a minimum high school diploma has increased from 38,24 percent in 2012 to 47,10 percent in 2015. The labor force with primary and secondary education still dominates the labor force in Southeast Sulawesi and is still showing improvement. Improving the quality of the labor force is a valuable capital to support local natural resource-based industrialization. This indicates that in recent years the quality of human resources in Southeast Sulawesi has improved and can support the industry including tourism industry activities.

Economic movements are supported by many business indicators, one of which is the presence of SMEs in the midst of society. According to small and medium enterprises (SMEs) are the business groups that can survive the most when the economic crisis hits this country and the development of the number of small and medium enterprise units that continue to increase, will certainly be able to create large employment opportunities and have an impact on society. Hence, the existence of SMEs that have a strong foundation in various conditions, with a good contribution in their implementation and operation through human resources, it can be believed to provide a significant improvement for economic development (Sutrisno, 2021). This goes hand in hand with the development of the tourism industry which is currently adapting to face the pandemic situation (Ardiana et al., 2010).

The current pandemic situation requires that every human resource related to tourism can focus more on improving and increasing competence so that when this pandemic is over, it will provide greater opportunities for tourist attractions because they are ready to face the surge of returning visitors with management in accordance with the adaptation of new habits. Some of the efforts that can be carried out by the government and tourism object managers in improving the achievement of work goals or effectiveness are by developing competent human resources so that they can increase the value and potential that exists in the tourism area. HR competencies to the effectiveness of organizational work are competencies that include: commitment to sustainable learning, oriented towards community service, attention to detail and accuracy, creative and innovative thinking frameworks, flexibility, high-standard professionalism, planning, coordination and organization, problem solving, as well as teamwork and uniformity (Murniyanti, 2015). In addition, the success of strategic implementation must be clearly developed, indicating that there is a higher need for engagement from stakeholders (Afandi et al., 2018). This effort can be realized by trying to encourage improvement and strengthen the relationship between interconnected sectors from upstream to downstream.

According to Aulia et al. (2021) quality human resources play a crucial role in bolstering organizations because they enable workers to think creatively and innovatively, acquire a firm grasp of scientific and technological concepts, and grow personally in ways that contribute to the company's overall success. Moreover, according to Dakhi (2016) one of the steps that can be done quickly to advance the organization, one of which is by trying to accelerate the improvement of Human Resource Management (HR) found in tourist areas. One of the keys to success in organizations is having excellent human resources, and this concept also applies to tourist organizations (Garavan, 2007). Accelerating the development of Human Resource

Management, which is also prevalent in tourism areas, is one of the rapid actions that may be made to advance the organization (Becker & Huselid, 2006). The excellence of human resources can be used as one of the strategic keys to the success of the organization, and this is important for tourist area managers to get out of difficult circumstances. Improving the quality of human resources can be accomplished in three ways, according to Ruhana (2012): 1) Formal education. It strives to equip human resources with fundamental knowledge, broad knowledge, logic and theory, analytical thinking, and personality and character development. 2) Through employment training. In this instance, it is field-based and strives to develop professional skills or abilities. 3) And through the accumulation of work experience. This implies that the improvement of technical knowledge and HR work skills is attained by observing others, imitating, and performing their own job tasks, so that a person becomes proficient in doing his job and is able to explore methods that are more practical, effective, efficient, and competent.

Various studies have shown that an organization's human resource quality directly impacts its productivity and growth, although academics have yet to uncover any literature on HR development in Loghia, Muna Regency, Southeast Sulawesi. As a result, our study aims to focus on Loghia Muna Regency, Southeast Sulawesi as a case study for developing tourism human resources, with the ultimate goal of providing a point of reference for businesses seeking to enhance the quality of tourism throughout Indonesia. Because it is critical that human resources in a region continue to be handled sustainably so that the community can be competitive and better equipped to accept post-pandemic competition circumstances.

Methods

This type of research is descriptive qualitative, namely drawing the results of critical observations and investigations to get the right information on a problem and certain object in the area of a certain community group or location will be studied or depicted in the form of a description of something as clear as possible without any treatment of the object under study, namely how is the strategy for developing human resources for tourism SMEs in Loghia, Muna Regency, Southeast Sulawesi (Ruslan, 2006).

Table 1. Qualitative Research Instruments

Variable	Sub variables/aspects	Indicator
1. Human resource development strategy for small and medium tourism businesses in Loghia District, Muna Regency, Southeast Sulawesi before the COVID-19 pandemic.	1.1 Development of MSME human resources by the Government in Loghia district, Muna Regency	a. Knowledge b. Training
	1.2 Stages of MSME Human Resources Development in Loghia District, Muna Regency	a. Development
	1.3 Supporting Factors and Obstacles to the Development of MSME Human Resources in Loghia District, Muna Regency	a. Skill b. Discipline
2. The quality of human resources of micro, small and medium enterprises in tourism development during the Covid-19 pandemic in Loghia District, Muna Regency, Southeast Sulawesi	2.1 The quality of MSME human resources in tourism development in Loghia district, Muna Regency	a. Digital training b. Product Marketing
	2.2 The importance of improving the quality of human resources in tourism development in Loghia district, Muna Regency	a. Knowledge b. Skill c. Innovation
3. The strategy of improving the quality of human resources for Tourism MSMEs by the Government in facing the new normal era of the Covid-19 pandemic in Tourism Development in Loghia District, Muna Regency, Southeast Sulawesi.	3.1 The Government's Strategy in developing Tourism in the New Normal era of the COVID-19 Pandemic in Loghia District, Muna Regency	a. Collaboration b. Regulation
	3.2 Tourism Readiness in Loghia District in facing the New Normal of the COVID-19 Pandemic	a. Assistance b. Adaptation
	3.3 Development of MSME Human Resources in Loghia District During the COVID-19 Pandemic.	a. Digital Training b. Strategy c. Service

The subject as a resource person used as an informant in this study is the Muna Regency Government in this case the Head of the Muna Regency Tourism Office and business actors around the Meleura beach tourist

attraction, including Business Owners and Employees of Annisa Weaving MSMEs, Pincara Boat MSMEs, Nentu Woven MSMEs. This study will focus on the tourism potential of Muna Regency, more specifically on the Loghia district, which is a tourism destination in Muna Regency, and the development of human resources in MSMEs in tourism to face the new normal era of the Covid-19 pandemic. This is because the tourism industry in Southeast Sulawesi relies heavily on foreign visitors, and Loghia offers great potential to attract those visitors. Because not every element or person of the population has an equal chance of being selected as a sample, non-probability sampling was used as the sampling approach for this research (Sugiyono, 2018). Sample determination combines purposive and accidental sampling methods, where the sample must meet certain criteria and the sample is determined randomly, that is, anyone who matches the provisions of the researcher can be used as a respondent if the person discovered is viewed as an appropriate source of data. Data collection techniques in this study were carried out with interviews, literature studies, and observations. Interviews in this study were conducted with Semistructured Interviews. The purpose of this interview is to find the problem more openly, by the way the interviewee is asked for their opinions and ideas. In this study, the data analysis used were: 1) the validity of the data, the validity of the data in this study using triangulation. Triangulation is a technique of checking the validity of data that makes use of something else (Moleong, 2017); 2) Data Reduction, as the process of selecting, centralizing, or simplifying, abstracting and transforming rough data referring to field records, data reduction takes place continuously during the research; and 3). Data Presentation, which is an effort by researchers to compile, collect information in a matrix or configuration that is easy to understand.

Results and Discussions

Human resource development strategy for small and medium tourism businesses in Loghia, Muna Regency, Southeast Sulawesi before the COVID- 19 pandemic

From the findings regarding the Human Resources development strategy of Micro, Small and Medium Enterprises tourism in Loghia found and analyzed in the comparison table the findings and theories related to the strategy of developing MSME human resources in table 2.

Table 2. Comparison of Research and Theory Results

Loghia Tourism MSME Human Resources Development Strategy		HR Development Strategy in Theory
Employee Capability Adjustment, Technical Training (in the form of Culinary Training, Bamboo Wicker Skills Training, Tourist Attraction Management Training, Nentu Wicker Training)		Ability to meet requirements (Coetzer et al., 2012) Ways of understanding skills (Forde & MacKenzie, 2004) Employee training and development (Kochan & Barocci, 1985) (Mankin, 2001)improving the knowledge base and competence of the individual in question Foss (1997)andSveiby (2000)argues the importance of individual resources and skills in enabling efficient business management including HRD Provision of formal training programs (Bryan et al., 2006) Resource commitment to training and development (Reid & Harris, 2002) as well as explain participation in training and development (Eilström & Kock, 2008; Keogh et al., 2005; Kotey & Folker, 2007; Skinner et al., 2003)
Regular weekly meetings and discussions (evaluation)		(McCarthy & Leavy, 2000)which outlines evidence to support HRM evaluation practices and sales growth in small companies. (Mankin, 2001)the cognitive and behavioral learning that individuals acquire through social interaction and discussions of joint actions shapes the need for HRD activities. (Chadwick et al., 2013)found that the strategy process in SMEs is a dynamic process that focuses on matching human capital practices with short-term rather than long-term priorities. Evaluation of HRD activities (Chaston et al., 1999; Solomon et al., 2013)
Bonding/Relationships between Employees		Employee relations (Kochan & Barocci, 1985)

Based on the findings stated above, three important parts can be evaluated in the human resource development strategy for micro, small and medium tourism enterprises in Loghia, including:

1) The development of MSME human resources run by the government through the tourism office of Muna Regency is in accordance with the regulations of the Ministry of Tourism and Creative Economy of the Republic of Indonesia. In the regulation, the creative economy states that the development of the creative economy is carried out through research development; educational development; facilitation of funding and financing of infrastructure provision; development of marketing systems, providing incentives, facilitating intellectual property, and protecting the results of creativity (Kemenparekraf / Barekraf RI, 2020). This supports Setiawan (2016) which explains the process of developing human resources as policy actors in the field of tourism needs to create well-designed education and training systems and mechanisms, so that they can answer the challenges of needs according to a certain period of time. The development of MSME human resources by the government is carried out with several trainings, including the following: a) Local cuisine culinary training. Oka et al. (2017) which describes the implementation of training activities in processing cuisine in tourist villages has proven to be able to increase the understanding / insight of the village community about tourism and culinary and is able to improve their life skills in processing local cuisine; b) Bamboo wicker skills training. Fibriyanti et al. (2020) explained the training on the development of woven handicraft MSMEs, namely the increasing skills of woven craftsmen in making bamboo woven products and woven mats, increasing the competitiveness of woven handicraft production, and increasing the economy of rural communities; c) Tourism management training, (Tuminah et al., 2022) highlight that Human Resources (HR) is the most vital asset for the development of this tourism group because they will play the role of management and development of tourist attractions; d) Nentu wicker training. Soeroso & Susilo (2008) reveals one of the important factors of local cultural conservation by developing soft skills with a focus on conative aspects related to human creation and character.

The four forms of training and development carried out by the Muna government in developing MSME human resources in Loghia are forms of government responsibility that have carried out their duties and participated in supporting economic activities that support tourism. These trainings have a significant impact on the knowledge of MSME actors, and village government officials in managing and marketing tourist attractions and products produced by the community. Palimbunga (2018) show that governments and communities must work together for sustainable tourism to flourish. For the government's efforts to have a greater effect, they must also incorporate new approaches to training into MSME human resource development.

2) Rochaeni (2008) explained that HR development in organizations is a form of integral development efforts, both regarding HR as individuals and as a system, as well as organizations as a forum for HR to meet the needs of any organization that emphasizes the function of humans (employees) as a determining factor for organizational success which is very important in addition to financial, technological, and material capital. Human resource development is also carried out by MSME entrepreneurs who are in Loghia tourist locations with certain stages. Human resource development carried out by MSMEs in Loghia is divided into several stages, including: Adjustment of the employee capabilities. With the ability to adjust, it is hoped that human resources can interpret, understand and behave according to the influence of the work environment which is expected to be well maintained (Asih, 2017). Asih (2017) explained that the higher the ability to adjust, the more human resource performance will increase; a) Regular weekly meetings and discussions, According to Purwanti & Surniandari (2014) HR skill development can be done by training, workshops, regular meetings between economic actors, as well as networking development; b) Bonding or relationships between employees. Anggraeni & Rahardja (2018) mentioned that forming a solid employee bond helps employees in completing each of their jobs and also affects the resulting performance.

3) There are supports and obstacles in the process of developing MSME human resources: a) The first thing that supports the development of human resources for tourism MSMEs is the participation of local communities and is explained by Prabowo et al. (2016) the form of community participation in tourism development through the participation of thoughts with community involvement in the donation of ideas related to the shortcomings or advantages of tourism villages, physical energy with community involvement in building facilities or infrastructure for tourism villages, skills and skills by involving the community in businesses that can support additional attractions from tourist villages. Second, employee discipline according to Sulaei (2017) discipline is a form of employee self-control and regular implementation and shows the level of sincerity of the work team in an organization. As such, through HR discipline can have a good impact in all processes and activities made by organizations, businesses, and industries including the development of human resources. Third, the basic skills of employees, the basic skills possessed by employees are very supportive of HR development because it makes it easier to receive training held; b) The first obstacle to the development of tourism MSME human resources is the lack of foreign language skills, Damayanti (2019) in her research also explained that foreign languages such as English have a very important role in the communication process that occurs in the tourism industry, be it communication between tourists and tourists

or communication in terms of business and economy. Second, the lack of Quality Control of Employees in Butarbutar et al. (2017) states that quality control runs a series of processes where products are checked and evaluated to minimize the occurrence of defective or damaged products through the development process and design of the flow of a product that aims to meet consumer satisfaction.

The foregoing findings suggest that the Loghia tourism MSME human resource development strategy before to the pandemic consists of three interrelated components. First, the government provides training in the culinary arts, bamboo wicker skills, the management of tourist sites, and nentu wicker as part of its effort to build MSME human resources. If the government wants to have more of an effect in the area of human resource development for MSMEs, it will need to incorporate new approaches to training in this area. Second, the development of MSME human resources is divided into several stages of employee ability adjustment, regular meetings and discussions every week, and bonding or bonding between employees. Third, supporting the development of tourism MSME human resources, namely local community participation, employee discipline, and basic employee skills, while the obstacles to the development of tourism MSME human resources are lack of foreign language skills and lack of employee quality control.

The quality of human resources of small and medium enterprises affects the development of tourism during the pandemic in Loghia

According to the findings about the qualitative condition of MSME human resources in Loghia, the majority of them originate from local areas with formal secondary education, mainly junior high schools. Diverse parties involved in the tourist sector are working to increase efforts in order to give various modifications and influences. Improving the quality of human resources for tourist MSMEs has a beneficial impact on the region. According to Sudarmanto et al. (2020), the expansion of the tourist sector will have a positive influence if the workforce possesses the necessary knowledge, skills, and social ethos, thereby the presence of the tourism industry can benefit the economy and general welfare.

Meanwhile, the necessity of developing MSME human resources for the development of employee abilities as persons who carry out all production processes will be highlighted. Employees as intellectual capital in an organization or business must continue to develop themselves, enhance their abilities and soft skills, and acquire new knowledge in accordance with their fields and the demands of the organization or business.

Based on the data findings, researchers have studied and concluded that if the quality of human resources of micro, small, and medium-sized companies is enhanced, it will have a significant impact on the growth of the tourism industry in the Loghia area during the pandemic. The effect is an increase in the creativity and originality of MSME products. This was supported by Dewi et al. (2019), who stated that by holding training activities and workshops, MSME business actors were able to boost their drive, inventiveness, and creativity.

By boosting the quality of human resources via development, the quality of tourism services may also be enhanced. According to Indriyani (2020), one of the human resource development programs is training, which is a strategy to attract consumers and employees who will profit much from the program, especially in terms of improving the quality of service.

In line with the development of personnel, the HR department's capabilities will also increase. In any business, the talents or abilities of the employees are crucial to the success of their operations. Technically, the development of human resources will inevitably result in an increase in employees' present skills and capacities. By obtaining new information during the development process, individuals can also upgrade previously acquired skills.

In addition, the quality of locally produced goods has improved significantly. This was also highlighted Chandra & Ratnamurni (2022), who stated that HR training will impact production outcomes since it will boost employee knowledge, competence, and skills to carry out work according to the company's wishes and reach their work results.

The development of MSME Tourism human resources indirectly prepares individual human resources for enhancing employee intellectuals, maintaining culture, and developing the local creative economy. Improving the quality of human resources for tourism MSMEs also trains MSME human resources to contribute to the sustainability of the tourism industry in the Loghia District of Muna.

The strategy prepared by the Government in facing the New Normal era or the covid-19 pandemic to improve the Quality of Human Resources of Small and Medium Enterprises in the Development of Tourism in Loghia

Government Strategy in Tourism Development in the New Normal Era of the Covid-19 Pandemic.

The existence of the government as a policy maker stated in the results of the interviews conducted, has been quick to provide rules and directions so that tourism recovery can be carried out. There are many strategies and regulatory options issued by the government and broadly speaking, the important thing that must be done for the tourism sector to improve is the implementation of CHSE, innovation, and adaptation. A similar thing was revealed by Anggarini (2021) which stated that efforts to recover the tourism sector there are three strategies applied to accelerate tourism recovery, namely Innovation, Adaptation to the implementation of the CHSE Tourism policy and easing of new normal tourism for MSME actors, and Collaboration in the form of involvement of many parties to support all policies and pay attention to and fight for the resolution of the slump problem that occurs in employees and tourism MSME actors.

Based on the explanation above, it can be concluded that the government already has a strategy to develop the quality of MSME human resources in Loghia District, Muna Regency, namely innovation in implementing the CHSE policy and easing new normal tourism, with these three strategies, it is hoped that the government can accelerate the recovery of tourism in Loghia district, Muna Regency, so that it has a positive impact on tourism business actors on their income.

Loghia Tourism Readiness in Facing the New Normal of the Covid-19 Pandemic

Due to the downturn in micro, small, and medium-sized businesses, not only did products and visits see a decline in transactions, but employees also had problems acquiring income, were unable to fulfill their basic needs, and had trouble meeting the needs of their families. This has a rapid influence on the occurrence of poverty among employees, since their income and means of subsistence are severed. Hence, the government must play a role in reversing this decline by implementing measures such as financial help, rice assistance, and other forms of aid for tourist MSME employees with an impact.

Businesses and tourist actors inevitably have to be prepared with all adaptations that are required to the provisions that have been set. Various stakeholders work together so that new normal tourism can take place in a disciplined manner so that this policy runs without obstacles and can be carried out continuously. Through the new normal tourism, the government makes written regulations so that it can be carried out simultaneously in various tourist areas in the Muna area including tourist areas in Loghia.

Anggarini (2021) also revealed that the government has made various efforts to save the MSME sector in the midst of the Covid-19 pandemic, one of which is by providing assistance, subsidies and loan relaxation. This is done by the government so that informal workers and MSMEs can survive, in a situation of conditions in the midst of the Covid-19 pandemic, what needs to be done is to improve institutions as well as the use of technology.

Development of MSME Human Resources in Loghia District During the Covid-19 Pandemic

During the pandemic, the government's attention to the necessity of strengthening MSME human resources remains a priority, as it promotes commercial activities and ensures the continuation of tourism. Human resource development throughout the pandemic has changed drastically as a result of covid-19 situations that need working from home and remotely more frequently. Similarly, Mustopa et al. (2021) said that training and human resource development during the Covid-19 pandemic can be accomplished through online media by leveraging existing facilities like as e-learning, zoom applications, Google meetings, and several other applications.

Pradiatiningtyas (2021) highlight that the Tourism Sector must adapt and inevitably have to take various strategic steps to survive and a certain thing is, there is a shifting pattern of society that was previously conventional to mobile with the support of information technology. The use of mobile mobility by the community is increasing in this era of the Covid-19 pandemic, this can be the answer for the tourism sector to take advantage of it.

A similar thing was revealed Anggarini (2021) which stated that efforts to recover the tourism sector, there are three strategies implemented to accelerate tourism recovery, including: 1) Innovation is the main thing and there must be fundamental changes today, the government is pursuing priority destinations. Innovation must be carried out in terms of infrastructure, culture, culinary to fashion and all things related to tourism as well as the creative economy; 2) Adaptation is something that must be applied because all parties must be able to adapt to the conditions of the Covid-19 pandemic, namely by continuing to increase the application of 'CHSE' which refers to Cleanliness, Health, Safety, and Environmentally friendly; 3) Collaboration is that all parties must be able to cooperate and collaborate with the tourism sector because millions of jobs are affected by the tourism sector and the creative economy, this is what we must strive for so that jobs are wide open, and people's income increases.

The strategy prepared by the government in facing the New Normal era of the Covid-19 pandemic to improve the quality of Human Resources of Small and Medium Enterprises in the Development of Tourism in Loghia through several things. First, innovations that try new ways and methods of HR development with digitalization and internet methods. Innovation in the development of SME human resources also needs to pay attention to the availability and readiness of supporting infrastructure such as networks and tools. Second, government adaptation through the implementation of the CHSE Tourism policy and easing of new normal tourism for MSME actors. Last but not least, collaboration with the involvement of many parties to support all policies and pay attention to and fight for the resolution of the problem of downturn that occurs in employees and tourism SMEs.

Quality human resources in the development of MSMEs are expected to be able to increase innovation and creativity in the products they produce. Therefore, it is necessary to support human resources in accordance with the competencies and abilities needed which are dynamic (dynamic capability), so that the business activities carried out can be winners in business competition in the era of globalization (Kalil & Aenurohman, 2020; Leonandri & Rosmadi, 2018; Nurani et al., 2020) as well as in the situation of the covid-19 pandemic. Consequently, it is vital to support human resources in accordance with dynamic skills and capabilities (Dynamic Capabilities), i.e. the company's ability to update its competencies, so that it can maintain a competitive advantage over time and survive in turbulent business environments (Cao, 2011). As a result of the covid-19 pandemic, businesses also face difficulties. Dynamic capabilities emphasize that a company's fundamental competences can alter based on the demands of the environment, so long as the company is able to detect opportunities and threats, seize chances, and manage and reconfigure risks (Teece, 2007).

Referring to the findings of this study regarding the human resource development strategy of micro, small and medium tourism businesses to face the new normal era of the Covid-19 pandemic in Loghia District, Muna Regency, Southeast Sulawesi, researchers can recommend to the Head of the Muna Regency Tourism Office to remain swift in monitoring tourism industry business actors, MSMEs, and all parties who have experienced the impact during the pandemic in the Loghia tourism environment. The condition of MSMEs must be considered and felt hit during the pandemic; consequently, considerable attention to MSMEs must be maintained by continuing and adding training facilities so that MSMEs can develop and react to sudden changes. Tourism SMEs in Loghia must constantly innovate and adapt to changing and fluctuating situations during the pandemic, as well as pay attention to the conditions and needs of their employees. This has implications for business continuity, production, and post-pandemic business readiness. Employees at Loghia tourism MSME must continually increase their knowledge, understanding, and abilities in the tourism business so that they can continue to develop, enrich their competencies, and adapt to all conditions. This seeks to provide the optimum conditions for business production or enhance tourism services in order to adapt the Loghia District tourism industry to its current state of uncertainty. Readers or other researchers who conduct additional research in order to obtain more diverse information and to supplement the deficiencies of this study's findings regarding the strategy for developing human resources for small and medium enterprises in tourism development in the face of the new normal era of the Covid-19 pandemic can benefit from this article.

Our final thoughts in this paper include a brief examination of the field for further research. First, we reinforce Lane (1994) in recommending that there is a need to understand more clearly how and why small organizations generate their own HR practice models. In line with the argument of Argyris (1992), it also seems useful to evaluate how the existence of specialist expertise in MSMEs can shape the perspective of human resource development in general. Secondly, the dynamics of the relationship between formality in HR and formality in small organizations requires some conceptual and empirical development, in particular in the context of compatibility and catalysis. Our latest research recommendations reflect that human resource development is embraced as a separate and beneficial discipline by MSMEs, their interrelationships with, and their contribution to, business performance should be clarified and interpreted into reasons and language that speaks to the pressures and aspirations of owners and managers.

Conclusions

The government develops SME human resources through culinary training, bamboo weaving skills training, tourism object management training, and wicker training. To have a greater impact, the government must also incorporate numerous training innovations into the development of SME human resources. Second, the growth of SME human resources consists of multiple stages of staff capacity adjustment, weekly meetings and talks, and employee bonding. During the pandemic in Loghia, the quality of SME human resources has a significant impact on tourism development by raising the credibility and originality of SME products, enhancing the quality of tourism services, and enhancing the quality of local products. Using digitization and

the internet, innovations that test new approaches and techniques for developing human resources are the starting point. Innovation in the development of human resources for small and medium-sized enterprises (SMEs) must also consider the availability and readiness of supporting infrastructure, such as networks and tools.

Overall, the limitations of this tourist attraction are the absence of local involvement in managing and promoting tourist regions, the dearth of tourism managers, and the comparatively low level of education among local residents. This deficiency poses a significant danger to the long-term sustainability of tourism destinations; hence, it will be deemed important to implement a strategy to enhance human resources. The selection of human resources is based on the fact that humans are the organization's most important capital in terms of management and administration, and that only excellent human resources can ensure the continued existence of tourist attractions. In formulating the formulation of a strategy to improve human resources, it is hoped that in the future all available human resources from forestry, NGOs and the community can increase the possibility of collaboration at each step of tourism object management, starting from planning, organizing, implementing to supervision, all of which can be harmoniously managed together, especially with the local community, until the most optimal possibility is to make objects tourism in Southeast Sulawesi is a community-based tourism object. Furthermore, for future research, it is better to use what variables have an influence.

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