THESIS

DEVELOPMENT OF THE FLORATAMA ACADEMY PROGRAM TO EMPOWER HUMAN RESOURCES IN LABUAN BAJO FLORES

POLITEKNIK NEGERI BALI

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BADUNG
2024

TESIS

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I hereby declare that the thesis research entitled "Development of the Floratama Academy Program to Empower Human Resources in Labuan Bajo Flores" is truly free from plagiarism. Shall in the future proven that there is plagiarism in this scientific paper, then I am willing to accept sanctions in accordance with the implemented regulation.

Thus I made this statement letter to be used properly.

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THESIS

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IN LABUAN BAJO FLORES

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DEVELOPMENT OF THE FLORATAMA ACADEMY PROGRAM TO EMPOWER HUMAN RESOURCES IN LABUAN BAJO FLORES

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PREFACE

Praise Gratitude to Ida Sang Hyang Widhi Wasa/God almighty for His blessings and grace, the author can able to complete the thesis entitled: "Development of the Floratama Academy Program to Empower Human Resources in Labuan Bajo Flores ".

The thesis was prepared as a requirement for graduation in the Tourism Business Planning, Applied Master Program, Tourism Department, Politeknik Negeri Bali. The author expresses gratitude to all those who assisted in completing the thesis:

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Constructive criticism and suggestions from various parties are needed to improve the writing of this thesis. The author hopes that this thesis can be useful for all parties. Finally, the author would like to apologize if there are still mistakes in writing this thesis.

Badung, July 2024

Author

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DEVELOPMENT OF THE FLORATAMA ACADEMY PROGRAM TO EMPOWER HUMAN RESOURCES IN LABUAN BAJO FLORES

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ABSTRACT

This applied research is expected to form an appropriate business mentoring model for Floratama Academy in human resource empowerment in Labuan Bajo Flores. So that the created model can create an independent, competitive, and sustainable HR empowerment system.

This research is applied using qualitative data analysis, namely the interactive model of Miles, Huberman, and Saldana, which is then refined using Nvivo 12 Plus Analysis. Research data will be collected through interviews, observations, document study, and focus group discussions. Based on the results of the NVivo 12 Plus Mind Mapping, the participants of the Floratama Academy expect improvements in the following areas: (1) the need for further support; (2) adopting transparent assessment system; (3) assistance with access to capital; (4) assistance in facilitating access to market networks; and (5) increasing the duration of the implementation of activities that were considered short. The majority of participants hope that in the future, the experience gained will not be limited to knowledge.

The results show that an effective empowerment model is formed by using all potentials and involving all parties. In the development process, the Floratama Academy program should be supported by government policy as a super-priority destination and also by BPOLBF policy as a central government service unit in the region in helping to facilitate and accelerate Labuan Bajo tourism needs, including the needs of human resources in the tourism and creative economy industries sectors. By maximizing the network of business ecosystems and stakeholders (hexa helix), as well as maximizing existing skills, character, and technology, will create entrepreneurs with more mature potential. In the end, an independent and competitive human resource empowerment system is created, which means that these human resources are maximally empowered.

Keywords: community-based tourism, social empowerment, empowerment of human resource

CHAPTER I

INTRODUCTION

1.1 Background

The development of super priority destinations is a manifestation of the national tourism development master plan (Rencana Induk Pembangunan Kepariwisataan Nasional) for 2010-2025, which has been regulated in Government Regulation Number 50 of 2011. This regulation then becomes the basis for developing Indonesian tourism, increasing the quality and quantity of tourist destinations and realizing the tourism industry as a generator of the national economy.

Indonesia has a variety of tourist destinations with exceptional natural and cultural potential. The government has turned its attention from Bali to other regions to develop these destinations because Bali itself is a destination that has historically been the most popular and most visited, and is very often used as a model for the success of tourism development in Indonesia. The selected destinations became known as the five super priority destinations. The aim is to comprehensively implement the development focus on these five super priority destinations with world-class quality to boost Indonesia's tourism industry in the future.

Perior to being designated as five super-priority destinations, in 2015 the government initiated focused tourism development for the first time with the name 10 priority tourist destinations in Indonesia or "10 New Balis". The ten priority

Tourist attractions in Indonesia include Borobudur in Central Java, Mandalika in NTB, Labuan Bajo in NTT, Bromo Tengger Semeru in East Java, the Seribu Islands near Jakarta, Lake Toba in North Sumatra, Wakatobi in North Sulawesi, Tanjung Lesung in Banten, Morotai in North Maluku, and Tanjung Kelayang in Bangka Belitung Islands.

The direction of the president in 2019 the government focused again on its development, known as the current five super-priority destinations. The development of these destinations has been stated in the National Medium Term Development Plan (Rencana Pembangunan Jangka Menengah Nasional or RPJMN) 2020-2024.

The five super priority destinations are National Tourism Strategic Areas (Kawasan Strategis Pariwisata Nasional or KSPN) that have great potential, uniqueness, and tourist attraction, but these destinations still need to be developed. The five super-priority destinations are Lake Toba in North Sumatra, Borobudur in Central Java, Mandalika in West Nusa Tenggara, Labuan Bajo in East Nusa Tenggara, and Likupang in North Sulawesi.

Tourism development in the five super-priority destinations includes physical and non-physical infrastructure development, which involves some ministries and other institutions in Indonesia. The physical development focuses on building amenities, accessibility, and tourist attractions. Meanwhile, non-physical development involves developing human resource (HR) competencies, creating travel patterns for promotional efforts, and fostering the creative economy in the destination.

President Joko Widodo emphasized six important points for tourism development in the five-super priority destinations, this includes; (1) arranging and controlling spatial planning, (2) developing access and connectivity to tourist destinations, (3) constructing facilities at tourist locations, including the arrangement of street hawkers and improving the quality and cleanliness of sanitation facilities at tourist destinations, (4) improving the quality of human resources, (5) marketing local products, and (6) promoting tourism. Meanwhile, during the development process, the government must ensure that tourism in the five super-priority destinations adheres to the principles of quality tourism and empowers local communities in each priority destination area.

The management of the five super priority destinations areas is managed by a Tourism Authority. The agency is specifically given the authority to manage the tourism area to optimize and accelerate the management, development, and improvement of the tourism area, including one of the tourism authority in Labuan Bajo Flores.

Labuan Bajo is one of Indonesia's super priority destinations with world-class premium natural and marine tourism destinations. Geographically, Labuan Bajo is a fishing town situated on the western tip of Flores Island in East Nusa Tenggara Province, Indonesia. It serves as the capital of the West Manggarai Regency, one of the eight regencies that make up the main administrative divisions of Flores. West Manggarai Regency is home to several tribes, including the Manggarai, Bajo, Mbojo, and Bugis tribes. The majority of the population belongs to the Manggarai

tribe. In addition to the official national language, the West Manggarai dialect is commonly used in daily life.

The Manggarai ethnic community generally follows Catholicism and Protestantism, while the Bajo migrant ethnic community is predominantly Muslim. According to data from the Ministry of Home Affairs for 2022, the majority of the Labuan Bajo sub-district population is Christian, with 81.46% identifying as such (80.76% Catholic and 0.70% Protestant), followed by 17.94% Muslim, 0.46% Hindu, and 0.14% Buddhist. The introduction of Catholicism to West Manggarai is closely linked to the activities of the Jesuit Missionaries (SJ) (1910-1914) and the Societas Verbi Divini (SVD) Missionaries in 1914. As a result, Labuan Bajo has developed into a popular tourist destination, boasting a range of cultural and natural attractions.

Labuan Bajo serves as the gateway for domestic and foreign tourists to continue their journey to Komodo and Rinca Islands to witness the natural habitat of Komodo Dragons, the biggest lizards in the world. Currently, Labuan Bajo is experiencing significant tourism development. The government has shown great attention to the progress of Labuan Bajo tourism through various initiatives, including expanding the airport and runway, developing Rinca Island and the Puncak Waringin area as a center for handicrafts, constructing the Waterfront Harbor and Batu Cermin Cave, and improving the roads in Labuan Bajo.

Since 2019, like all destinations in Indonesia, Labuan Bajo has experienced a drastic decline in the number of tourist visits. This is due to the global pandemic which has a very bad impact on the tourism business not only in Labuan Bajo.

This has directly led to the increasing helplessness of human resources in Labuan Bajo as entrepreneurs due to the absence of tourist visits. Currently, tourist visits to Labuan Bajo are starting to improve, The Central Statistics Agency of East Nusa Tenggara Province (Badan Pusat Statistika Provinsi NTT) explained that data on tourist visits both foreign and domestic tourists to West Manggarai, from 2020 to 2023 shows that there is a tendency to increase every year.

Table 1.1 Number of International and Domestic Tourists Visits in 2020 -2023 to West Manggarai

Year	Tourists Visitor		Total	Growth
	International	Domestic		
2020	15.031	64.917	79.948	0%
2021	6.129	136.836	142.965	79%
2022	42.916	216.658	259.574	82%
2023	239.149	184.698	432.847	67%

(Source: Statistic of NTT Province, 2023) and (Viana, 2024)

Table 1.1 shows that the number of tourist visits both foreign and domestic tourists to West Manggarai has increased yearly for both domestic and foreign tourists. However, in the previous year, namely 2018 to 2019, the number of visits was not recorded by the Central Statistics Agency due to restrictions on activities due to the COVID-19 pandemic.

The growth of the tourism sector in West Manggarai has created new opportunities for the economic empowerment of local communities, particularly through business development in Labuan Bajo Flores. However, local communities often face several obstacles in developing their businesses, such as lack of access to capital, limited management skills, and challenges in effectively marketing their

products. This is probably because the level of education of the people in the area is still relatively low. Therefore, there is a need to involve other parties, including the government, in preparing HR empowerment programs through activities to increase the capacity and quality of HR in developing community enterprises. The following is data describing the percentage of the education level of the population in West Manggarai.

Table 1.2. Percentage of Population (Men and Women) Aged 15 Years and Over According to the Highest Diploma held 2020-2022 in West Mangarai

Educational level	2020	2021	2022
	(%)	(%)	(%)
No Education	16,59	10,7	11,4
Elementary/MI	44,55	41,54	41
Junior High School	17,25	17,49	20,74
Senior High School	12,97	17,05	15,6
Diploma I and Diploma II	0,39	0,09	0,14
Academy/Diploma III	0,84	2,62	1,91
Diploma IV/S1/S2/S3	7,41	10,51	9,21
Amount	100	100	100

(Source: Statistic of NTT Province, 2023).

Table 1.2 explains the educational level of the population in West Manggarai in 2022, the majority only graduated from elementary school/MI, which is around 41%. On the other hand, the percentage of Diploma/Bachelor graduates is 9.21%. Besides that, there are still many people who do not have an education as much as 11.4%. The indications explain that the population is still not encouraged to pursue higher education, most of them have only completed elementary school. It seems that the government's 12-year compulsory education program has not been running optimally.

The author then tries to categorize the current work of the people of West Manggarai. The following are data from Central Statistics Agency of East Nusa Tenggara which describes the occupation of the West Manggarai community as follows:

Table 1.3. Population Aged 15 Years and Over Who   Worked by   Main Industry and Sex in West Manggarai Regency, 2022

Main Industry	Male	Female	Total
Primary	44.323	49.205	93.528
Secondary	10.732	3.437	14.169
Tertiary	23.345	19.457	42.802
Total	78.400	72.099	150.499

Note :
   Primary are agriculture, forestry, hunting, and fisheries
   Secondary are mining, manufacturing industry, electricity, gas, water, AND construction
   Tertiary are wholesale trade, retail trade, restaurants and hotels, transportation, warehousing, and communication, financing, insurance, real estate, business services, and public service

(Source: Statistic of NTT Province, 2023)

Table 1.3 shows that primary sector is the sector with the largest number of workers, followed by the tertiary sector in second position, and the secondary sector in last position. Apart from that, as per the report by the Central Statistics Agency of East Nusa Tenggara (2023), the open unemployment rate for the workforce is 7,770 people or 4.91% of the population. The number is still quite high as an area with Super Priority Destination status.

The determination of Labuan Bajo's status as a super-premium as a result of super priority destination should have a positive impact on accelerating the growth of tourism development, both in physical and non-physical infrastructure. However, from observations, the acceleration of tourism infrastructure development has not been balanced with the acceleration of human resource development in Labuan

Bajo and its surroundings. In the tourism development process, human resources have an important role, due to skilled and competent human resources will support the economy and the continuity of tourism in Labuan Bajo.

According to the United Nations, human resources are all human knowledge, skills, experience, competence, and creativity related to the development of each individual and country. Susanto (1997) states that people are the most important organizational asset and must be paid attention to by management. Hoang (2022) in his research explains that the tourism industry has become an important socio-economic phenomenon in developed and developing countries, however, due to limited and difficult human resources regarding tourism in the region, it has hampered the progress of the industry. In order to promote a more harmonious approach to tourism development, it may be beneficial to prioritize human resource development through the implementation of empowerment programs.

Empowerment is a process that involves encouraging, motivating, and raising awareness of the potential of a community. It also involves participation in community activities and government programs (Adhi in Sulaeman *et al*., 2022). Community empowerment is a process that aims to enable meaningful, comprehensive, and sustainable participation in program planning, implementation, monitoring, and evaluation of community development progress. As Mardikanto and Soebiato (2012) suggest, the goal of empowerment is to facilitate communities in becoming the primary actors in utilizing economic, social, and production resources in a sustainable manner.

Seeing the conditions and challenges in Labuan Bajo, then the Ministry of Tourism through the Tourism Authority established an empowerment program called the Floratama Academy. Floratama, which stands for Flores, Alor, Lembata, and Bima, is a business incubation program in the form of business assistance from the central government through the Labuan Bajo Flores Tourism Authority. The Floratama Academy is a highly relevant learning ground in providing support, guidance, and resources to entrepreneurs to help them develop and strengthen their businesses. However, there has not been much research investigating the potential and effectiveness of business incubation in the context of community empowerment in Labuan Bajo Flores.

In the business world, a business incubator is terminologically defined as an institution or institution that provides special guidance for new entrepreneurs, especially in business approaches (Novel, 2001). Systemically, a business incubator is a vehicle for transformation in the formation of human resources who are less productive, creative, and innovative in starting business ventures.

Salem (2014) explains the role of business incubators as a mainstay program in creating job opportunities and developing the local economy. The role of business incubation in community empowerment has a significant positive impact. To achieve community empowerment through business incubation, it is important to get support from the government, non-governmental organizations, and the private sector. By working together, we can create an ecosystem that supports the development of local businesses and provides long-term benefits for the people of Labuan Bajo.

The Coordinating Ministry for the Economy Republic Indonesia (2021) in its press release, explained that the national entrepreneurship ratio target in the National Medium Term Development Plan (RPJMN) is to reach 3.9% and the growth of new entrepreneurs is 4% in 2024. The Micro and Small Enterprises (MSEs) sector is a pillar most important in the Indonesian economy. MSEs have a strategic position and role in the Indonesian economy with a GDP contribution of 61% and employment of 97% (Hafizhuddin, 2023). It is hoped that these good things will also happen in Labuan Bajo, through empowerment support programs and increasing business capacity.

Floratama Academy is included in the national priority program category which is routinely implemented every year from 2021 until now. The target area coverage is very broad, making this program attended by hundreds of creative entrepreneurs from all over Flores. From the results of observations, as a business assistance program through business workshop programs and technical guidance, Floratama Academy is not yet considered to have a standardized in accordance witth the needs of local businesses. So it is difficult when conducting monitoring and evaluation to get an exact data of the percentage of involvement and success of Floratama Academy. In additions, there were also obstacles in the field regarding the lack of access to capital, limited managerial skill of business actors, and challenges in marketing products effectively.

One way to help Floratama Academy program in overcoming these problems is by creating a better business mentoring ecosystem, through the establishment of an appropriate mentoring model according to the needs of local businesses. So that

in the future Floratama Academy, can monitor and evaluate performance as a basis for decision   making, measuring the socio-economic impact of the community, and proposing initiatives related to business development needs as a step to improve the quality of human resources in   Labuan Bajo Flores in a sustainable manner.

This research is an applied research which not only provides benefits to the community, and tourism & creative economic sector business in the Floratama area but also to East Nusa Tenggara as a whole. Based on the researcher's knowledge, until now there has not been much applied research investigating the potential and effectiveness of business incubation in the context of community empowerment through tourism & creative economic business mentoring activities in East Nusa Tenggara, especially in Labuan Bajo according to the needs of the Labuan Bajo tourism industry.

1.2   Formulation of Problems

Based on this background, the problem formulation in this research is as follows:

a. How is the development of the Floratama Academy program to empower human resources in Labuan Bajo Flores?

b. What is the appropriate business assistance model for Floratama Academy in its function to empower human resources in Labuan Bajo Flores?

1.3   Objectives of The Study

Based on the problems that are the focus of the research and the objectives to be achieved, this research is expected to provide benefits, as follows:

1.3.1 General Objectives

In general, this research aims to gain knowledge or discoveries, especially in human resources development. Apart from that, this research also verifies the truth and pre-existing knowledge about empowering human resources development through tourism and creative economy businesses. Lastly, build on existing knowledge, especially by empowering human resources.

1.3.2 Specific Objectives

Based on the problem formulation, the specific objectives of this research are as follows:

a. To understand the development of Floratama Academy as a business incubator program to empower human resources in Labuan Bajo Flores.

b. To form an appropriate business assistance model for Floratama Academy as a business incubator in its function to empower human resources in Labuan Bajo Flores.

1.4   Significances of the Study

Based on the problems and research objectives, this research is expected to provide the following benefits:

1.4.1 Theoretical Significance

Theoretically, this applied research describes the development of the Floratama Academy program as a business incubator for developing human resources in Labuan Bajo. It is hoped that the results of further research will be able to form an appropriate business assistance model for Floratama Academy as a business incubator in its function of empowering human resources in Labuan Bajo Flores.

1.4.2 Practical Significances

a. Significance for Students

Through this research, students are expected to apply the knowledge they have learned, especially regarding human resource development. Apart from that, this research can also provide insight and knowledge to students in understanding and solving problems regarding improving the quality of human resources through community empowerment.

b. Significance for Politeknik Negeri Bali

This research can be used as study material and a reference for developing further research on other tourist attractions. With this knowledge and understanding, it is hoped that future researchers from the Politeknik Negeri Bali can carry out other related researches regarding HR development in the context of sustainable local HR empowerment.

c. Significances for the Company

It is hoped that this research can provide input to companies regarding improving the quality of human resources so that the impact of community

empowerment programs can be felt optimally. In addition, it is hoped that a business assistance model will be created to provide feedback and suggestions to maximize the implementation of community empowerment programs in Floratama Academy activities in the coming years.

CHAPTER VI
CLOSING

5.1 Conclusion

The implementation of the Floratama Academy Program as a human resource empowerment program is a commendable step, in line with the substantial development of tourism infrastructure in the area. As a networking platform created by BPOLBF for tourism and creative economy businesses in the Floratama region (Flores, Alor, Lembata, and Bima), the program is expected to enhance the capacity and capability of the local community in managing Labuan Bajo's tourism and creative economy businesses in the future. Such an initiative will have a direct impact on the economic empowerment of local communities, including the MSME business development sector.

The Floratama Academy has become an annual event, which is even eagerly awaited by entrepreneurs in the Floratama region. In the implementation process, the activity prioritizes community engagement, ensuring that all members of the community are involved in all stages of the program implementation process, from planning and implementation to monitoring and evaluation. The local community can be expected to advance to the next level in terms of social impact, people, and entrepreneurship as a result of the business incubation program. Consequently, it can fulfill the existing creative spaces and establish a supply chain from end to end in the Floratama region.

The data from the participants' interviews, processed using NVivo 12 Plus, indicates that the Floratama Academy program is currently perceived as beneficial

by the Floratama community. The participants' views are evident in the frequent mention of positive attributes, such as "cool," "experienced," "good," "extraordinary," and several other positive terms.

Nevertheless, the results of the NVivo 12 Plus mind map also indicate that the participants provided input that should be considered in future evaluations of the Floratama Academy program. This input includes the following suggestions: (1) the need for further support assistance; (2) the adoption of a more transparent assessment system; (3) assistance related to access to capital; (4) assistance related to facilitating access to market networks; and (5) the need for an increase in the duration of activities that have been considered too short. The majority of the participants expressed the hope that they would receive further, more intense assistance. In order to ensure that the knowledge gained is not limited to a narrow range of expertise but rather that it is accompanied by the opportunity to receive capital assistance, market access assistance for the purpose of facilitating more effective business development, and intense assistance from mentors.

Based on a series of analyses, supporting factors, stages, and the scope of the activity program that can support the success of Floratama Academy as a community empowerment program were obtained. The analysis was then translated into an effective empowerment model.

The results show that an effective empowerment model is formed by utilizing all potentials and involving all relevant parties. In the development process, the Floratama Academy program should be supported by government policy as a super-priority destination and also by BPOLBF policy as a central government service

unit in the region in helping to facilitate and accelerate Labuan Bajo tourism needs, including the needs of human resources in the tourism and creative economy industries sectors. By maximizing the network of business ecosystems and stakeholders (hexa helix), as well as maximizing existing skills, character, and technology, we will create entrepreneurs with more mature potential. In the end, an independent and competitive human resource empowerment system is created, which means that these human resources are maximally empowered.

6.2 Recommendations

The Floratama Academy can be an effective tool for human resource empowerment as a business incubation program. This program can facilitate the development of skills and potential within the Floratama community, enabling them to contribute significantly to the economic and social development of the Labuan Bajo Flores community. The results of this applied research indicate the necessity of several recommendations, namely:

a. Aligning the incubation program with the needs of Labuan Bajo human resources, namely the need for an in-depth analysis of the needs of Labuan Bajo Flores human resources, who are the target of the Floratama Academy program, so that the existence of the program can directly increase the capacity of Labuan Bajo Flores human resources.

b. Strengthening partnerships with both government and non-government institutions. The long-term viability of the Floratama Academy program necessitates the collaboration and integration of various stakeholders. The role

of internal parties in the organization requires the implementation of effective management and governance practices. One such function is the implementation of POAC management functions (Planning, Organizing, Actuating, and Controlling). It is necessary to evaluate and develop various aspects of organizational management to ensure that each management function is carried out efficiently and effectively. In addition to the internal parties of the organization, the external parties are also necessary to reinforce the business development network ecosystem as an institution.

c. Implementing sustainable mentoring and coaching practices, including the establishment of a professional and sustainable mentorship and coaching network. The author believes that this approach can optimize the development of the potential of Labuan Bajo Flores human resources.

d. Conducting continuous evaluation and adjustment for program improvement.

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