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## ANALYSIS OF HUMAN RESOURCE DEVELOPMENT IN IMPROVING VILLAGE-OWNED ENTERPRISES IN KARANGASEM REGENCY, BALI

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### ABSTRACT

#### KEYWORDS

BUMDes; Kabupaten  
Karangasem; Bali;  
Tourism

The Human Resource (HR) crisis is one of the problems for village development, especially the establishment and development of BUMDes. The way BUMDes works is through community economic activities in the form of institutions or business entities that are managed professionally but still rely on the original potential of the village. One of the potential village businesses owned by Karangasem Regency is in the tourism sector. This study is intended to determine the potential and capacity of Karangasem BUMDes human resources in tourism development in Kab. Karangasem Bali. The methods and approaches used in the BUMDes HR Potential Analysis activity in the development of Karangasem tourism in Bali by taking into account the suitability of the actual conditions in the field so that they can become a policy recommendation. Next, a SWOT analysis was carried out. In this analysis, an analysis of the internal environment and an analysis of the external environment is carried out to determine strategies, policies and programs to increase the capacity of BUMDes human resources in the development of Karangasem tourism in Bali. The target to be achieved in this research is the availability of a BUMDes HR database as a basis for setting policies to increase the capacity of Karangasem BUMDes human resources in tourism development in Bali.

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### INTRODUCTION

The issue of Development fundamentally aims to foster self-sufficiency, including rural development. Concerning rural development, one of the government's missions is to build rural areas achievable through empowering communities to enhance productivity and diversity in rural efforts. The economic development of villages is expected to provide both economic prosperity and welfare to the rural population. Therefore, the utilization of rural funds is directed towards extensively constructing village infrastructure and expediting the management of local resource-based village economic initiatives through Village-Owned Enterprises (BUMDes).

Consequently, the presence of BUMDes in all Indonesian villages becomes highly important and strategic in ameliorating and developing rural economic disparities. BUMDes is regulated in Law No. 32 of 2004 concerning Regional Autonomy. It explicitly states in Article 213, paragraph 1 that villages can establish village-owned enterprises according to the needs and potential of the village. The function of BUMDes involves gathering community economic activities in an institutional form or a business entity managed professionally, yet still rooted in the original village potential. This can render community efforts more productive and effective. In the future, BUMDes will function as a cornerstone of the nation's independence, simultaneously serving as an institution that facilitates the economic activities evolving according to the village's characteristics to enhance the welfare of the rural population.

Human Resource Crisis is one of the significant challenges for village development, especially in establishing and advancing BUMDes. Data from the Ministry of Villages, Disadvantaged Regions, and Transmigration (PDTT) states that as of 2017, due to the lack of human resources, only around 6,000 BUMDes actively operate throughout Indonesia out of 74,910 villages nationwide. This necessitates support from various parties to enhance the quality and capacity of BUMDes to achieve development goals. One approach is to foster collaborations among institutions, particularly with universities. One such university actively engaged in development is the State University of Yogyakarta (hereinafter referred to as UNY), consistently carrying out the triple roles of higher education institutions, encompassing education, research, and community service. To optimize UNY's efforts and participation in enhancing education quality in Indonesia, the university has established collaborations with various districts and provinces across the country.

Karang Asem Regency in Bali is one of the villages vigorously developing BUMDes and collaborating with UNY. This collaboration, formalized in a Memorandum of Understanding, has primarily involved sending students to UNY for undergraduate (S1) studies. The partnership aims to optimize Karang Asem Regency's potential.

Based on the initial survey, the primary challenge in BUMDes development in Karang Asem Regency is the limited quality of human resources, particularly in tourism-related BUMDes. This is evident in the inadequate capacity of human resources in managing a tourist destination, encompassing infrastructure arrangement, public services, parking, tourist activities, restaurants, fish sales, tour package creation, tourist information centers, cleanliness, etc. A significant challenge is the lack of unified perception regarding traditional land ownership and government agencies. In Bali, alongside Administrative Villages (Villages under the Ministry of Home Affairs), there are traditional villages (Desa Adat). The limited capacity of human resources is also visible in the marketing/promotion of new tourist destinations, which are not yet integrated between traditional villages and government agencies. Financial management is also insufficient, lacking standardized financial reporting formats, leading to a lack of uniformity or clear standards among BUMDes (Siagian, 1991).

Therefore, the quality of human resources, especially in the field of tourism-based BUMDes, needs improvement. One government effort to enhance human resource quality, capacity, and competence is by analyzing the potential of tourism human resources. Through such activities, it's hoped that the extent of available potential can be assessed for policy-making by local governments through related agencies. Based on these identified issues, the problem to be addressed in this study is formulated as: "How can the development of human resources enhance Village-Owned Enterprises (BUMDes) in Karangasem Regency, Bali?"

#### Literature Review

Law Number 6 of 2014 states that village development aims to improve human life quality and poverty alleviation by providing basic needs, infrastructure development, local economic potential, and sustainable natural resource utilization, emphasizing togetherness, familial ties, and cooperation to achieve social justice. Village-Owned Enterprises (BUMDes) defined in Law Number 6 of 2014 are businesses where the entire or a substantial part of the capital is owned by the village, using direct contributions derived from the village's separated wealth to manage assets, service provisions, and other businesses for the overall welfare of the village population (Permenparekraf, 2014). Law Number 32 of 2004 explicitly mentions the recognition of BUMDes in Article 213, paragraph (1), allowing villages to establish village-owned enterprises according to the village's needs and potential; (2) These village-owned enterprises shall abide by statutory regulations; (3) They can take out loans as per legal regulations.

Human resource planning is fundamentally tied to future labor needs, both in terms of quantity and quality (Legge, 2014). Human resources fill the workforce in an organization. Workforce placement requires thorough planning. According to Umar, (2004), workforce planning is a method to determine the labor needs in a specific period, both in terms of quality (type/quality) and quantity (amount) using specific approaches.

(Nawawi, 2001) divides human resources into three definitions:

1. Human resources are individuals working in an organizational environment (personnel, labor force, employees).
2. Human resources represent the human potential driving the organization to realize its existence.
3. Human resources are an asset functioning as capital (non-material/non-financial) within a business organization, capable of manifesting into physical and non-physical potentials to support the organization's existence.

Standardizing tourism human resource competencies is critically essential. The Republic of Indonesia Government Regulation Number 52 of 2012 on Competency Certification and Business Certification in the Tourism Sector and the Ministry of Tourism and Creative Economy Regulation Number 1 of 2014 on the Implementation of Tourism Business Certification, which was last amended by the Ministry of Tourism and Creative Economy Regulation Number 7 of 2014 on Changes to the Ministry of Tourism and Creative Economy Regulation Number 1 of 2014 concerning the Implementation of Tourism Business Certification, significantly influences the development of human resource quality in the tourism sector (Bratton et al., 2021). This regulation compels tourism players to enhance their capabilities to maintain their positions. Consequently, prospective and current workers must prepare themselves by enhancing their capacities through training or competency certification (Jackson et al., 2014).

The tourism industry is highly complex and involves a considerable amount of human resources. Rarely is there an industry with as many connections or linkages as in the tourism sector. The diversity within tourism activities also impacts communities, particularly concerning income. According to Spillane (2002), the tourist income multiplier is a coefficient indicating the income generated in an area from an additional unit of expenditure by tourists. Tourism significantly influences various economic sectors, including transportation, retail sales, wholesale businesses, manufacturing, and service providers (Marchington et al., 2016).

The impact of tourism on job opportunities is more pronounced in developing countries than in already industrialized nations (Yoety, 1997). This is because developing countries have higher unemployment rates due to limited job opportunities. Many tourism efforts involve small-scale businesses. The ownership structure depends on the type of tourism, the industry's growth rate, and the availability of local capital resources compared to external investments (Spillane, 1994).

Every tourism destination is required to enhance the quality of human resources as the quality of the workforce directly influences the quality of tourism products and services (Buller & McEvoy, 2012). Hence, improving the quality of human resources is a key factor in winning the increasingly competitive global market. The precondition for this is an education and training system supporting the establishment and application of tourism human resource competency standards (Priowirjanto, 2001). Enhancing tourism workforce human resources through education and training is a crucial component, both through formal education channels such as vocational schools and through training avenues like courses, job training institutions (BLK), and workplace apprenticeships.

**RESEARCH METHOD**

The methods and approaches used in the BUMDes HR Potential Analysis activity in the development of karangasem tourism in Bali by taking into account the suitability of real conditions in the field in order to become a policy recommendation. The mindset of activities is exposed in diagram 1 below.

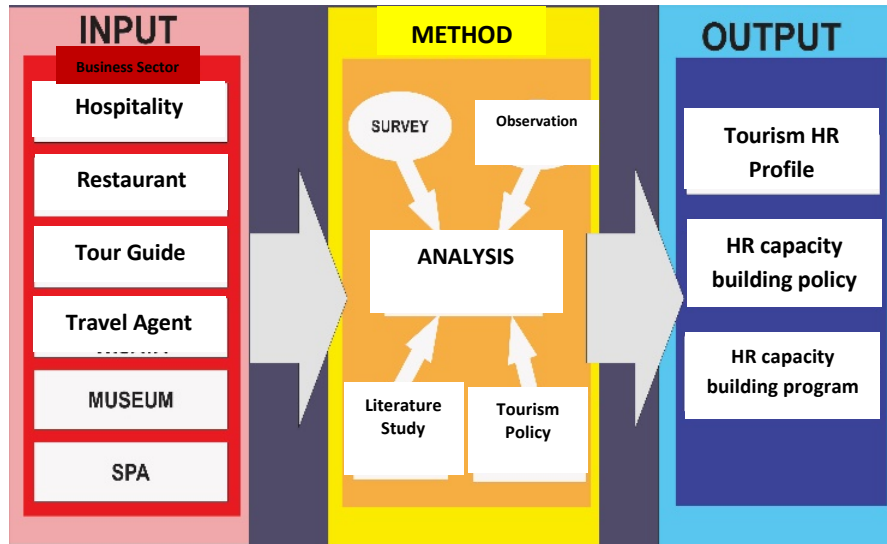


Diagram 1. Mindset of BUMDes HR Analysis Preparation Activities in Karangasem Tourism Development in Bali  
Source: Data Processing

Based on this picture, it can be explained that to obtain outputs in the form of HR profiles, capacity building policies and capacity building programs obtained from the results of analysis conducted based on surveys, observations and literature studies sourced from data or samples derived from human resources in the tourism business sector, especially in hotels, restaurants, tour guides, travel agencies, museums and spas are scattered in the Karang Asem area.

After the research data is collected, the research results can be processed. Furthermore, the data from the results of this survey after the data processing stage is then analyzed in a qualitative descriptive manner. Next, a SWOT analysis is carried out. In this analysis, an internal environment analysis and an external environment analysis are carried out to determine strategies, policies and programs to increase the capacity of BUMDes human resources in the development of karangasem tourism in Bali. Systematically exposed to the following Diagram 2.

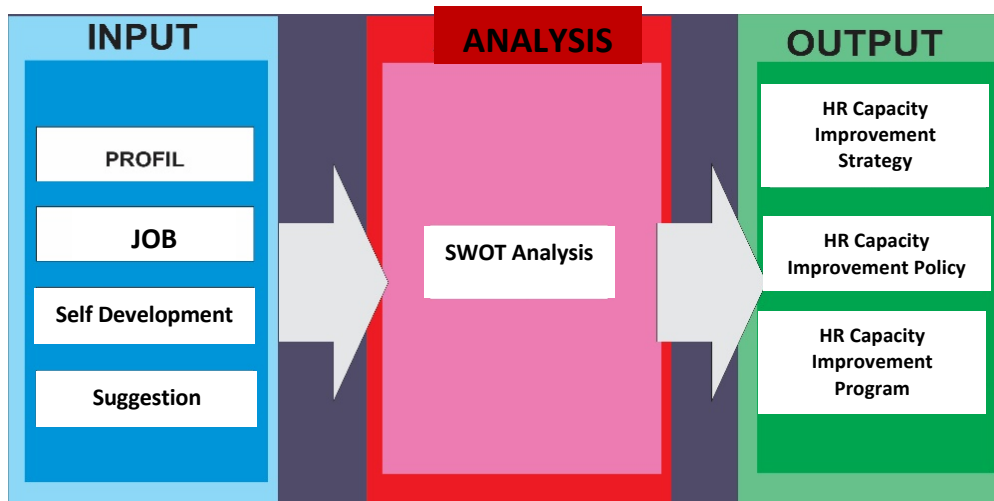


Diagram 2. Stages of Data Analysis Preparation of BUMDes HR Analysis in the  
Development of Karangasem Tourism in Bali

Source: Data Processing

### Theory

Village-Owned Enterprises (BUMDes) are defined by Law Number 6 of 2014 as business entities whose entire or majority of capital is owned by the village through direct participation derived from separated village wealth to manage assets, services and other businesses that are widely for the benefit of the welfare of the village community. Law No. 32 of 2004 states definitively and the existence of Bumdes has been recognized, namely referred to in Article 213 paragraph (1) Villages can establish village-owned enterprises in accordance with the needs and potentials of the village; (2) Village-owned enterprises as referred to in paragraph (1) shall be guided by laws and regulations; (3) Village-owned enterprises as referred to in paragraph (1) may make loans in accordance with laws and regulations.

Human Resources is closely related to the provision of labor. Sulistyaningsih & Swasono, (1993) suggest that labor is everyone who is able to do work both inside and outside the employment relationship to produce goods / services to meet the needs of the community. Human resource planning is closely related to management (Swasono & Sulistyaningsih, 1993). This is because human resource planning is one of the management functions that focuses on the entire human resource system. The focus of human resource planning is the preparation of a set of integrated policies and programs in order to achieve company goals (Simamora, 2004).

In the framework of implementing the Regional Government of Karangasem Regency, the Regional Medium-Term Development Plan (RPJMD) is a regional development planning document as an integral part of the national development planning system as stipulated in law number 25 of 2004 concerning Regional Government. The Regional Medium-Term Development Plan (RPJMD) of Karangasem Regency for 2016-2021 is the second phase of the report in order to realize the vision of the Regional Long-Term Development Plan (RPJPD) of Karangasem Regency for 2006-2025 (Peraturan Daerah Kabupaten Karangasem Nomor 7 Tahun 2006 Tentang Rencana Pembangunan Jangka Panjang (Rpjp) Daerah Kabupaten Karangasem Tahun 2006-2025, 2006). RPJMD is a guideline in the preparation of the Strategic Plan for each Regional Apparatus Organization (Renstra OPD) and Regional Government Work Plan (RKPD) every year.

The vision contained in the Darerah Medium-Term Development Plan (RPJMD) of Karangasem Regency for 2016-2021 is "Karangasem Smart, Clean and Dignified Based on Tri Hita Karana". The description of the Vision can be described as follows: (Perda, 2016)

1. Smart means the realization of a society that has balanced intellectual, emotional and spiritual abilities.
2. Clean means the realization of clean and KKN-free Government Governance.
3. Dignified means the realization of a Karangasem that is rising, authoritative and has competitiveness.

## RESULTS AND DISCUSSION

### Environmental, Cultural and Agricultural Conditions of Karangasem Regency

Karangasem is a regency located at the easternmost tip of Bali Island. Astronomically, the district is located at 8000'00"-8041'37.8" South Latitude and 115035'9.8"-115054'8.9" East Longitude. The boundaries of Karangasem Regency are as follows:

1. The north is bordered by the Bali Sea;



2. To the south it borders the Indonesian Ocean;
3. The west is bordered by Klungkung, Bangli, and Buleleng regencies;
4. The east is bordered by the Lombok Strait

Karangasem Regency is the district with the third largest area in Bali Province, after Buleleng and Jembrana. The total area reaches 839.54 km<sup>2</sup>. The area of Karangasem Regency is divided into 8 districts, namely:

1. Districts Rendang,
2. Districts Sidemen,
3. Districts Manggis,
4. Districts Karangasem,
5. Districts Abang,
6. Districts Bebandem,
7. Districts Selat,
8. Districts Kubu.

Karangasem Regency is famous as "Bumi Magibung" because in Karangasem Regency it still preserves the Magibung tradition of eating together in one container. In addition to having these unique traditions, there are at least six traditions that have been designated as National Intangible Cultural Heritage, namely Gebug Ende in Seraya Village and Terteran in Jasri Village, Tenganan gringsing cloth, Usaba Wick in Pakraman Timbrah Village, Usaba Dangsil in Pakraman Bungaya Village, Selonding, and Mekare-kare or Mageret Pandan in Tenganan Village.

Judging from the social side, an area will quickly develop if it has quality human resources, one of which is from the education side. From the health aspect, the availability of health facilities is very necessary in efforts to improve public health. In addition, health facilities are important things that must be available in the development of tourist attractions.

The main livelihood of the people of Karangasem district is in the agricultural sector. Although it is increasingly eroded, agriculture is still the main business field in the economy of Karangasem. The main commodities in Karangasem Regency are rice, but also sweet potatoes, and green beans. Meanwhile, corn, cassava, peanuts and soybeans during 2015 experienced a decline in production. For fruit commodities, as with the previous ahun, salak is still the main commodity in Karangasem Regency. Salak is produced in almost all sub-districts except Kubu sub-district which does not produce salak fruit. Some areas of Karangasem regency are beaches with a climate that tends to be dry causing coconut and cashew to thrive in this region. Both crops are plantation commodities that are quite a mainstay. Livestock subsector, a large type of livestock that is widely cultivated in Karangasem is cattle. Industrial activities in Karangasem Regency are still dominated by small industries and household handicrafts, which have the characteristics of small capital, little labor, simple management, and technology that is also still simple. This also causes the processing industry business field to only provide a share of around 4 percent of the GDP of Karangasem Regency.

### **Tourism of Karangasem Regency**

Karangasem Regency is a regency in East Bali that is rich in potential tourist attractions. One of them is the number of Tourism Villages in Karangasem spread across the region. The tourist villages include the following (Longtripmania, 2018):

#### ***Jasri Tourism Village***

Jasri Tourism Village is located in Pekraman Jasri Village, Subangan Village, Karangasem District, Karangasem Regency, Bali. This tourist village has received the title as the best Tourism Village in 2013. In addition to beautiful natural scenery and traditional life,

it also presents interesting arts and cultural performances. This village has an ancient tradition called ter-teran or fire war which is carried out every year, which is the day before the Nyepi Celebration. In addition to ter-teran, there is also a traditional percussion called Tambur Jasri and Sakrak Rejang Jasri dance. Tourists can also see the process of making dodol, sokasi, and pottery directly carried out by local residents.

#### ***Tumbu Tourism Village***

Tumbu Tourism Village is located in Tumbu Village, Karangasem District, Karangasem Regency, Bali. In this village there is a tourist attraction of Taman Sukasada Ujung Water Palace. In this park there is a king's palace located in the middle of a pond. Taman Ujung is one of Bali's mega masterpieces built by involving architects from Bali, the Netherlands, and China so as to produce a combination of Balinese, Chinese and European architecture. Another tourist attraction is Ujung beach which is very beautiful when the sun goes down. Ujung Beach is not sandy but rocky which has been arranged in such a way as to avoid abrasion that continues to erode this beach. In addition, tourists who visit this village can see the activities of local residents in making woven pandan leaves.

#### ***Bugbug Tourism Village***

Bugbug Village has the beauty of hills with a very beautiful sea view. In this village there is also a Camping Ground called Taman Harmoni Bali in Bukit Asah. In addition, in this village there is also a white sandy Virgin beach and a black sand Bugbug beach. In addition to the beautiful natural charm, Bugbug village also has unique traditions such as Ngusaba Gumang which is carried out in Bukit Gumang and the Manda Tradition which is celebrated the day before Nyepi Adat. In this village there is also an ancient dance that is still preserved, namely Sang Hyang Bojog Dance. Bugbug Tourism Village is located in Bugbug Village, Karangasem District, Karangasem Regency, Bali.

#### ***Pertima Tourism Village***

Pertima Village consists of three Traditional Villages, namely Perasi Traditional Village, Timbrah Traditional Village, and Asak Traditional Village in Karangasem District, Karangasem Regency, Bali. The word "Pertima" is an abbreviation of the three traditional villages, namely Per = Perasi, Tim = Timbrah, and A = Asak. Pertima Village has beautiful customs, culture and nature in the form of beaches, hills, rice fields and plantations. Tourist attractions include Bangklangan Beach, Camping Ground named Bukit Apen, terraced rice fields, special plantations for Hindu ritual ceremony equipment and special plantations for medicinal plants. In addition to natural tourism potential, this village also has unique traditions, namely Usaba Kasa, Asak Traditional Village Rejang Dance, Usaba Kaulu, Meami-amianan, Usaba Sumbu, Usaba Kedasa, Usaba Guling, Usaba Dalem and Mabarang traditions.

#### ***Budakeling Tourism Village***

Budakeling Village which is located right under the foot of Mount Agung Budakeling Village, Bebandem District, Karangasem Regency, Bali. The tourist attraction is in the form of views of rice fields and beautiful hills that are still natural. Tourists can go around the village to get to know how the people live in this village. Cultural attractions in this village include fire war dances, art collaboration between Burdah art from Javanese society and Cekepong art from Bali, gambuh musical instruments, and parwa musical instruments. In this village there is also a tradition of meter-teran. The uniqueness of this tradition is that the medium used is coconut husk burned with fire, this tradition is also often referred to as fire war.

#### ***Kastala Tourism Village***

Kastala Village, Bebandem District, Karangasem Regency, Bali. It has attractions in the form of natural scenery, vast rice fields, clear Yeh Sayang River, forests, rattan weaving making, tabuh rah (cockfighting) tradition, Gebug Papah (war using banana fronds), Village

Rejang Dance, Solah Kepet Dance, Bedil Line Dance and also community offerings in a traditional equilibrium method carried out in the bale in the temple.

#### ***Desa Wisata Sibetan***

Sibetan Tourism Village is located in Sibetan Village, Bebandem District, Karangasem, Bali. Famous as the center of Balinese salak cultivation which is the iconic fruit of Karangasem regency with a sweet taste. In addition to offering agrowisata salak Bali, Sibetan Tourism village also has a beautiful hill for camping, yoga and many other outbound activities. From the hills visitors can see the beautiful sea south of Karangasem, Teluk Amuk Port and the verdant hills around it.

#### ***Jungutan Tourism Village***

Jungutan Village is located at the foot of Mount Agung Jungutan Village, Bebandem District, Karangasem, Bali. There are hiking trails for tourists who want to climb Mount Agung. During the climb tourists can enjoy a very beautiful natural scenery with many interesting trees and plants. This village also has the tourist destination Bukit Nampo, or better known as "Hill of Paradise" because of its beauty to see vast rice fields and plantations and the ocean on the southeast side of the island of Bali. This area is great for watching the sunrise in the morning.

#### ***Tenganan Tourism Village***

Tenganan Tourism Village in Tenganan Village, Manggis District, Karangasem Regency, Bali. This village is Kuna Bali Aga Village. Residents still maintain the shape of their houses remain simple. In this village, tourists can buy a traditional tengenan woven cloth called "Gringsing Woven Fabric". These villagers have been famous for their skills in weaving Gringsing cloth for generations. Every year around mid-July, the tradition of Mageret Pandan (pandan war) is held, the tradition of Maling-Malingan where four men steal raw pork hung by residents in Bale Agung and Bale Petemu Kelod and thieves who are arrested will be led by residents to a place to steal and then decorated with wall paint to look funny like a clown.

#### ***Tanah Ampo Tourism Village***

In Tanah Ampo Village, Manggis District, Karangasem Regency, Bali there is an international cruise ship dock with a beautiful view around the pier. The stretch of beach stretches widely against the background of green hills that blend harmoniously and present a natural panorama that is still beautiful and natural.

#### ***Padangbai Tourism Village***

Padang Bai Village, Manggis District, Karangasem Regency, Bali. Famous for the beauty of its exotic white sand beaches. There are three points of white sandy beaches, namely Padang Kurungan Beach, Padang Bai Beach and Bias Tugel Beach. The underwater charm is also very interesting to visit because the coral reefs are still natural, so the sea area in the village of Padang Bai is a very popular diving spot on the island of Bali.

#### ***Antiga Tourism Village***

In Antiga Village there is a tourist attraction Labuan Amuk Beach which is equipped with the Odyssey Submarine Bali, which is a submarine tourism activity that can see the underwater beauty. In addition to marine tourism, in Antiga village there is also a trekking path along the hills that are very beautiful. Location: Antiga Village, Manggis District, Karangasem Regency, Bali.

#### ***Selumbung Tourism Village***

Selumbung Village offers tracking tours through the plantation area owned by residents and see residents in processing their plantations. There is also a waterfall that has clear, clean, and refreshing water. This village also has hills that are very charming, so tourists will see scenery such as valleys, hills, rice fields, residential areas, the ocean and coconut groves are very wide. Location: Selumbung Village, Manggis District, Karangasem Regency, Bali.



### ***Gegelang Tourism Village***

Gegelang Village has a very beautiful, beautiful and green hilly tour. One of them is Bukit Cemeng. From these hills tourists will be presented with the charm of the southern sea of Bali which is very beautiful and blue with the Nusa Penida archipelago. In this village still has a clear and fresh flowing river. In this village, tourists can do tracking to explore the nature of the countryside with the activities of its residents. Location: Gegelang Village, Manggis District, Karangasem Regency, Bali.

### ***East Duda Tourism Village***

Duda Timur tourism village is located in Duda Timur Village, Strait District, Karangasem Regency, Bali. Its natural potential includes Bukit Putung and Jagasatru Waterfall. In this village there is also a tradition of Ngusaba Dodol or Ngusaba Dalem before Nyepi day. Also various ancient traditions are the tradition of fire siat or fire war. Siat Api uses prakpak or torch means from dried coconut leaves, carried out right into sandikala (towards night). Siat Api is a battle using fire, namely by banging prakpak or torches from dried coconuts that have been lit with fire.

### ***Peringsari Tourism Village***

Peringsari Tourism Village is located in Peringsari Village, Strait District, Karangasem Regency, Bali. This village has a tradition of Ngusaba Dodol, where almost all residents in this village make dodol in their respective homes and then brought to Pura Dalem as a means of upakara. Ngusaba Dodol is a form of gratitude from the people of Peringsari Village to God. Three days before the Ngusaba Dodol ceremony is held, there are a series of preparatory rituals, namely Messiah Sarang. The nest is a base for pounding sticky rice on the mortar. The nest is made of daung enau (ron) knitted to resemble a steamer. In addition, tourists who visit this village can see directly the residents in making various crafts made from bamboo.

### ***Sebudi Tourism Village***

In Sebudi Village, Strait District, Karangasem Regency, Bali there is a "tracking" path to Mount Agung and Pasar Agung Temple. From this sacred place visitors can see part of the island of Bali, especially the southern part of Mount Agung. Tourists can also see the activities of local residents in making woven crafts made from bamboo.

### ***Besakih Tourism Village***

Besakih Village is already famous for tourist destinations in the form of the Besakih Temple holy place complex. Besakih Temple is the largest Hindu place of worship in Bali, so this temple is known as the "Mother Of Temple". In the Besakih temple complex there are approximately 18 temples, with Pura Penataran Agung Besakih as the center. In this village tourists can see the activities of Hindus who will perform prayers. This village is located in Besakih Village, Rendang District, Karangasem Regency, Bali.

### ***Nongan Tourism Village***

In Nongan Village, Rendang District, Karangasem Regency, Bali there is an annual event whose purpose is to attract tourist visits to this village, namely Nongan Village Festival. In this event, tourists will be presented with their tourism potential, be it art, culture, and culinary tourism. In this village there is also a traditional market that sells a variety of typical Karangasem culinary, so that visitors can enjoy various typical food offerings in the Karangasem area. In addition, tourists can also see how or the process of making masks made of wood. Even tourists can also learn to dance the mask.

### ***Muntigunung Tourism Village***

Muntigunung Village, Kubu District, Karangasem Regency, Bali was previously known as the "village of beggars", but now the situation has changed. Located on the slopes of Mount Agung which is suitable for trekking because this village has hilly contours with a very

beautiful panorama. In this village, tourists can see the activities of residents making various crafts such as making ingka, which is making plates made of lontar sticks.

In addition to the development of tourism villages as part of the economic activities of the people of Karangasem Regency, in Karangasem Regency many tourism businesses have developed, including the operation of hotels, both star hotels and non-star hotels.

### **BUMdes in Karangasem Bali**

Field observations in Karang Asem Regency were conducted in 5 locations including:

1. Bubug Beach
2. Camping Ground Bukit Asah
3. Bumdes Bebedem
4. Bumdes Sibetan "Kuncara Giri"
5. Bumdes Menanga

The results of field observations for each location in detail are presented in the following sections.

#### ***Beach in Bugbug Village***


The Bugbug Village is one of the ancient villages in Karangasem. Located amidst green hills and the beach, it offers several tourist attractions such as Candi Dasa, the Gili Tepekong diving point, Bukit Asah, and Virgin Beach. Its distinctive dish is 'nasi ketupat' served with 'languan' (tuna fish satay). During significant religious festivals, many Hindu devotees from three villages, Ngiis, Jasri, Bebandem, and Datah, visit to worship at Pura Gumang (a temple located at the summit inhabited by hundreds of monkeys).

Candidasa, a name derived from a temple in Bugbug Village, has become one of the most compelling tourist spots in Bali. The Candidasa area features a serene and beautiful white sandy beach, offering various accommodation options like hotels, homestays, villas, and restaurants. Additionally, Candidasa is strategically located to enjoy exotic attractions, including boating, fishing, snorkeling, and diving. Its allure lies in the peaceful atmosphere and its glistening beaches, relatively quieter compared to other beaches in Bali, further complemented by the scattering of islands. Candidasa facilities encompass international-standard hotels, homestays, villas, and a diverse range of restaurants. Although not too crowded, this very condition adds to the beauty of Candidasa's beach, especially at night.

The White Sand Beach, known as Virgin Beach or Bias Putih, is a 600-meter beach nestled between two hills, Perasi and Asah, adorned with crystal clear blue waters and free from debris. The facilities here include local cafes selling food and drinks, umbrella and chair rentals, yet the place lacks hotels or resorts, surviving with limited electricity supply through generators. It offers a variety of marine activities such as snorkeling, bodyboarding, and sailing, while its distinct advantage lies in its secluded and completely natural atmosphere.

Based on field surveys, Bugbug Village's beaches hold tremendous potential for tourism due to their captivating landscapes that offer substantial prospects for development. The revenues generated from tourism in Bugbug Beach are divided into three segments: management, village administration (for local revenue), and customary village purposes. The field observations and results regarding Bugbug's beaches are presented in Table 3.

**Table 3. SWOT Analysis of Beach in Bugbug Village**

<b>STRENGTHS S</b>	<b>WEAKNESSES W</b>
<ol style="list-style-type: none"> <li>1. Strategic location because it is on the edge of the main road of Karangasem</li> <li>2. Has complete tourist attraction</li> <li>3. Having a Bugbug Traditional Village Tourism Development Agency (BP2DAB) with a clear organizational structure and supporting progress</li> <li>4. Managed by Taman Harmoni Bali initiated by young people</li> <li>5. The manager has a camping equipment rental business at a relatively expensive price</li> <li>6. Complete tourist facilities</li> <li>7. Using social media for promotion</li> </ol>	<ol style="list-style-type: none"> <li>1. Low management capacity</li> <li>2. Dual management carried out by traditional villages and offices</li> <li>3. Indigenous villages do not have sufficient funds.</li> <li>4. Virgin Beach is still leased by Korean investors until 2020</li> <li>5. No electricity yet on virgin beach</li> <li>6. Conflict between villages and residents related to leasing land to investors</li> </ol>
<b>OPPORTUNITIES O</b>	<b>THREATS T</b>
<ol style="list-style-type: none"> <li>1. Declining number of poor people</li> <li>2. The creation of jobs that can reduce the open unemployment rate in Bugbug Village</li> <li>3. The increasing role of villages through the development and growth of the Bugbug Traditional Village Tourism Development Agency (BP2DAB)</li> <li>4. Improved infrastructure aimed at increasing the quantity and quality of supporting facilities for tourism development on the coast</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition between villages is getting stronger</li> <li>2. Conflicts between managers if financial management is not good</li> </ol>
	
<b>STRATEGY</b>	
<ol style="list-style-type: none"> <li>1. FGD Synergy between Customary Villages and Official Villages in coastal management</li> <li>2. In 2021, improvements and physical development of potential support were carried out in the form of: <ol style="list-style-type: none"> <li>a. Road access</li> <li>b. Parking</li> <li>c. Toilet</li> <li>d. Waste management</li> </ol> </li> <li>3. Tourism management training for managers</li> <li>4. Include managers in tour guide certification</li> <li>5. Making flying fox between the camping ground and the small opposite</li> </ol>	

Source: Data Processing

### **Camping Ground Bukit Asah**

Bukit Asah is located in Bugbug Village, Karangasem, Bali. Located about 60 km or 1.5 hours motorized drive from downtown Denpasar. The location is close to the main road of Karangasem so it is easy for tourists to find. Since the 2000s, Asah hill has been a camping site, but at that time there were only one or two tourists camping. The myth of Bukit Asah Karangasem Bali, which is currently still believed by local residents, as a place of call or meeting place of Gods with Humans. Then in 2016, Bugbug Village through the Tourism Development Agency of Bugbug Traditional Village (BP2DAB) initiated by young people began a development project to form Bali Harmony Park which is in charge of managing Asah hill campground tours and Bias Putih Beach or Virgin Beach which is also fascinating. Natural Tourism Attractions of Bukit Asah Bugbug Karangasem Bali include:

1. New Attractions in Karangasem Bali
2. Instagrammable Natural Attractions
3. Sunset
4. Sunrise
5. Prewedding Venue
6. Diving Attractions
7. Paragliding Attractions
8. Camping in Bukit Asah Karangasem

This development project is called Taman Harmoni Bali because in its management it prioritizes harmony. This is in line with the Tri Hita Karana philosophy, namely the harmony of human relations with God, with fellow humans, and with nature. At the Asah Hill campground, the manager provides 40 medium-sized tents with a capacity of 4 people/tent for Rp150,000/night and 18 VIP tents with a capacity of 6 people/tent for Rp300,000/night. In addition, Taman Harmoni also provides a spoiled camping tour or glamour camping (glamping), one of which is a table chair facility. The manager also provides tents, mattresses, pillows, and other things needed during camp. Taman Harmoni Bali also provides several public facilities such as public kitchens, toilets, to security posts for tourists. In addition, there are also facilities for photo spots, outbound places, cliff jumping places, and fishing spots. Meanwhile, the beach until 2020 was rented by investors from South Korea. In marketing, managers use social media, such as websites, Instagram, and Facebook to promote tourist attractions. The results of field observations at Camping Bukit Asah are presented in Table 4.

**Table 4. SWOT Analysis of Bukit Asah Camping Ground**

<b>STRENGTHS S</b>	<b>WEAKNESSES W</b>
<ol style="list-style-type: none"> <li>1. Strategic location because it is on the edge of the main road of Karangasem</li> <li>2. Has complete tourist attraction</li> <li>3. Having a Bugbug Traditional Village Tourism Development Agency (BP2DAB) with a clear organizational structure and supporting progress</li> <li>4. Managed by Taman harmoni bali initiated by young people</li> <li>5. The manager has a camping equipment rental business at a relatively expensive price</li> <li>6. Complete tourist facilities</li> <li>7. Using social media for promotion</li> </ol>	<ol style="list-style-type: none"> <li>1. Low management capacity</li> <li>2. Dual management carried out by traditional villages and offices</li> <li>3. Indigenous villages do not have sufficient funds. So to build this area, the manager submitted a debt to the Official Village.</li> <li>4. The beach is still leased by Korean investors until 2020</li> </ol>
<b>OPPORTUNITIES O</b>	<b>THREATS T</b>
<ol style="list-style-type: none"> <li>1. Declining number of poor people</li> <li>2. The creation of jobs that can reduce the open unemployment rate in Bugbug Village</li> <li>3. The increasing role of villages through the development and growth of the Bugbug Traditional Village Tourism Development Agency (BP2DAB)</li> <li>4. Improved infrastructure aimed at increasing the quantity and quality of supporting facilities for tourism development in Bukit Asah</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition between villages is getting stronger</li> <li>2. Conflicts between managers if financial management is not good</li> </ol>



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### STRATEGY

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1. FGD Synergy between Customary Villages and Official Villages in the management of Camping Ground.
  2. In 2021, improvements and physical development to support the potential camping ground will be carried out in the form of:
    - a. Road access
    - b. Parking
    - c. Toilet
    - d. Waste management
  3. Tourism management training for managers
  4. Include managers in tour guide certification
  5. Making flying fox between the camping ground and the small opposite
- 

Source: Data Processing

### Bumdes Bebandem

The population of Bebandem Village mostly engages in farming alongside a range of occupations such as farm laborers, gardeners, stone/wood workers, construction workers, small kiosk businesses, handicrafts, and animal husbandry. The village's most prominent potential lies in its paddy fields (rice farmers). Among the local staple crops are salak, cocoa, mangoes, mangosteen, durian, albizia, and coconuts. Agricultural plantations include rice, corn, peanuts, tomatoes, chili, and more. Household industries encompass crafts, coconut oil production, snack and pastry production, brick-making, stone carving businesses, and wood carving.

Bebandem Village is one of four villages in Bali that has been selected to participate in the Integrated Village Development Program (Gerbangsadu) in Bali, aimed at mitigating and eliminating poverty among the less fortunate through various programs (Bebandem, 2015). As an implementation of the Provincial Government of Bali to achieve these goals, they allocated a budget of Rp. 1,000,000,000 (1 billion rupiahs) specifically targeted at the less fortunate people. This budget is divided, with 80% allotted for Productive Economic Efforts (UEP) and 20% for physical programs/infrastructure, managed by the Village-Owned Enterprises and the Village Consultative Body for physical programs. The Gerbang Sadu Mandara (GSM) is one of the initiatives to address poverty, unemployment, and to reduce development disparities among regions, aiming to enhance the welfare of Bebandem Village by:

1. Reducing the number of impoverished residents and creating jobs to decrease the level of open unemployment in Bebandem.
2. Strengthening the village's role through the growth and development of the Bebandem Village-Owned Enterprises (BUMDes) as an economic growth base.
3. Improving the infrastructure by increasing the quantity and quality of development supporting facilities in Bebandem.

Based on the village team's survey results, the agreement for utilizing the Rp. 1,000,000,000 budget is divided into two fields of activities: Rp. 200,000,000 for reservoir infrastructure (village water dam) and Rp. 800,000,000 for Productive Economic Efforts with a rolling fund model in groups.

The goal of managing the revolving fund, directed towards productive economic endeavors, is to build and develop business and human capacity. It aims to ensure that the funds are used as planned, effectively, efficiently, accountably, and sustainably, following the technical guidelines and regulations set by the Bali Provincial Government (BPMPD Prov. Bali) and Village Regulations concerning BUMDes and Financial Aid Activity Programs for the Bali Mandara Sadu Gate Program.

The Bebandem Village-Owned Enterprises were established under Village Regulation Number 02 of 2012 concerning the Formation of Village-Owned Enterprises in Bebandem



Village in 2012. The Bebandem Village-Owned Enterprises, named BUMDes 'Bandem Jagadhita,' serves as an organization that will receive the principal and interest of loans based on the agreed-upon terms. To strengthen utilization and community supervision, as well as create a synergistic relationship with legal institutions, it will coordinate its efforts and work in partnership with the Village Community, complementing and contributing to each other (*Peraturan Pemerintah (Pp) No. 52 Tahun 2012 Tentang Sertifikasi Kompetensi Dan Sertifikasi Usaha Di Bidang Pariwisata*, 2012).

Situated in Bebandem Village, the Bebandem Village-Owned Enterprises is located at Jln. Tohlangkir No. 10, Bebandem District, with a relatively representative office building. It has a clear organizational structure and staff who are eager to advance. BUMDes operates in the Bebandem Village area and can be expanded effectively to multiple villages and can also collaborate among villages. Existing business activities include:

1. Water management (PSAB), providing services related to the needs of a large number of people.
2. Savings and loan businesses.
3. Village market management.

In addition, Bebandem Village-Owned Enterprises are engaged in expanding business activities such as small-scale industry and traditional handicrafts, for instance, doughnut production using wheat and other economic activities that are needed by the villagers and can add value to the community, like managing a sports hall.

However, the management of BUMDes still faces several shortcomings, such as inefficient financial management due to a lack of human resources. Furthermore, in developing small-scale industries like doughnut production, there are challenges related to packaging and presentation, and the use of imported wheat as a raw material.

Based on the above information, the current situation of BUMDes Bebandem can be identified by conducting a SWOT analysis outlined in Table 5, as follows:

**Table 5. SWOT Analysis of BUMDes Bedandem**

<b>STRENGTHS S</b>	<b>WEAKNESSES W</b>
<ol style="list-style-type: none"> <li>1. Bebandem Village receives Bali Mandara Integrated Village Development Movement Program (Gerbangsadu)</li> <li>2. Have your own building that is relatively representative</li> <li>3. The organizational structure is clear and supports progress</li> <li>4. The staff has the desire to move forward</li> <li>5. Drinking water management (PSAB), which provides services to the needs of the community concerning the lives of many people.</li> <li>6. Management of savings and loans business.</li> <li>7. Village Market Management.</li> <li>8. Strive in the field of small industry and folk crafts</li> <li>9. Strive in other fields of economic activities needed by villagers and able to increase added value for the community</li> </ol>	<ol style="list-style-type: none"> <li>1. Packaging and presentation of donut products are less attractive</li> <li>2. Raw materials are still imported wheat</li> <li>3. Financial management administration ability is still low</li> <li>4. Not yet the maximum utilization of villages for tourism development</li> <li>5. Lack of cooperation between business units</li> </ol>
<b>OPPORTUNITIES O</b>	<b>THREATS T</b>
<ol style="list-style-type: none"> <li>1. Declining number of poor people</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition between villages is getting stronger</li> </ol>

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- |   |  |
|---|--|
| <ol style="list-style-type: none"><li>2. Job creation that can reduce the open unemployment rate in Bebandem</li><li>3. The increasing role of villages through the development and growth of BUMDes in Bebandem Village as the basis for economic growth</li><li>4. Improved infrastructure aimed at increasing the quantity and quality of development support facilities in Bebandem</li></ol> | <ol style="list-style-type: none"><li>2. Conflicts between BUMDes managers if financial management is not good</li></ol> |
|---|--|
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### STRATEGY

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1. Financial reporting training according to correct accounting standards
  2. Packaging and presentation training for managers
  3. Training on the use of local ingredients as doughnut ingredients such as cassava and purple sweet potatoes
  4. Training for managers to develop cooperation with other business units.
- 

Source: Data Processing

### Bumdes Sibetan “Kuncara Giri”

Sibetan Village based on its history is inseparable from the establishment of the Sibetan Kingdom by I Gusti Mantu, the son of I Gusti Abian Nengan in 1608 A.D. Sibetan Village was originally named Kuncara Giri Village. Sibetan Village has been designated by the Karangasem Regency Government as an Agrotourism area, especially the Salak Agrotourism area in 2003. In its development, this village became a tourist village. Climate conditions and cool air make Sibetan Village suitable for developing the growth of Salak trees. In addition to offering Bali salak agrotourism, Sibetan Tourism village also has a beautiful hill for camping, yoga and many other outbound activities. From the hills visitors can see the beautiful sea south of Karangasem, Teluk Amuk Port and the verdant hills around it.

The original name of Sibetan village, Kuncara Giri, was then used to name Sibetan BUMDes, namely "Kuncara Giri" BUMDes. In its activities, Sibetan BUMDes "Kuncara Giri" has business units in the form of:


1. Save and borrow
2. Shop
3. PAM Water for 5 Banjars
4. Sand haul truck.
5. Building rental for business

The results of these efforts were then carried out the distribution of Bumdes' profits as follows:

1. Manager
2. Indigenous villages (1% profit)
3. Official village (15% as PAD)
4. Social funds (5%)

Sibetan BUMDes "Kuncara Giri" already has a building for business and has a clear business organizational structure. In addition, Sibetan BUMDes employees have high morale, there are even women repairers in Salak frying machines. However, there are also shortcomings including the administrative ability of financial management is still low, there has been no development of salak products in other forms other than fried salak, and Bumdes does not have cooperation with other business units, and has not been able to guarantee the price of community products. The results of field observations at Bumdes BUMDes Sibetan "Kuncara Giri" are presented in Table 6.

**Tabel 6. Analisis SWOT Bumdes Sibetan “Kuncara Giri”**

<b>STRENGTHS S</b>	<b>WEAKNESSES W</b>
<ol style="list-style-type: none"> <li>1. Interesting cultural historical potential</li> <li>2. Has a Salak Agrotourism-based Tourism Village</li> <li>3. Has business units in the form of savings and loans, shops, PAM water for 5 Banjars, sand transport trucks, building rentals for business</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial management administration ability is still low</li> <li>2. There has been no development of salak products in other forms (other than fried salak)</li> <li>3. Bumdes does not yet have cooperation with other business units</li> <li>4. Bumdes has not been able to guarantee the price of community products</li> </ol>
<b>OPPORTUNITIES O</b>	<b>THREATS T</b>
<ol style="list-style-type: none"> <li>1. Declining number of poor people</li> <li>2. The creation of jobs that can reduce the open unemployment rate in Sibetan</li> <li>3. The increasing role of villages through the development and growth of Sibetan Village BUMDes as the basis for economic growth</li> <li>4. Improved infrastructure aimed at increasing the quantity and quality of development support facilities in Sibetan</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition between villages is getting stronger</li> <li>2. Conflicts between BUMDes managers if financial management is not good</li> </ol>
	
<b>STRATEGY</b>	
<ol style="list-style-type: none"> <li>1. Financial reporting training according to correct accounting standards</li> <li>2. Product development training from salak</li> <li>3. Training on cooperation development with other business units.</li> <li>4. Tourism Village management training</li> <li>5. Tourism Management Training for BUMDes HR</li> </ol>	

Source: Data Processing

### **Bumdes Menanga**

Menanga Village is included in Rendang sub-district, Karangasem Regency which consists of 8 hamlets with an area of 1426.75 Ha. Based on its history, Menanga Village was originally named Galiran, and was under the Kingdom of Nyalian. After being captured by the Kingdom of Karangasem in the 18th century, Galiran was renamed Menanga, and was under the rule of I Gusti Ngurah Sidemen. From then on, Menanga village entered the Sidemen area so that there was a movement of people from Padang Tunggal (Sidemen) to Menanga Village who lived in Banjar Menanga Kawan until now. Menanga is a village with the majority of the population engaged in farming, but many children work on cruise ships (as a source of capital).

Kemenangan State is a sandy mountainous area. The wind blowing is a cool Mountain breeze, and it meets the ocean currents. This allows plants that can live in this area are coastal plants and mountain plants. For example, coconut and orange plants, sumaga, cloves, salak, panili can live lush and bear fruit, in addition to good processing. But unfortunately Uma rice is small, because the springs in rural areas cannot irrigate the rural land of Menanga, including clove plantations. The fauna in Menanga village are domestic animals that support the development of production is growing rapidly.

In Menanga village, the first Menanga Festival was held on August 4-6, 2017 with the theme "Creative and Innovative Community Work of Menanga Village Based on Tri Hita Karana "Karma Krida". The festival displays various cultural arts in Menanga Traditional


Village such as, cultural parade, utsawa dharma gita competition, nyastra, penjor competition, dress competition to the temple, traditional culinary exhibition, MSME exhibition and as a closing entertainment night. The targets of the festival are the younger generation, artists, MSME actors and local village elementary school students. The source of funding came from the 2017 Menanga Village APBDes fund, as well as several donors

In Menanga Village, there is Bumdes Menanga which has business units in the form of:

1. Save and borrow.
2. Trade, in the form of selling food which is a product of society.
3. PAM Village
4. Credit payment services through BRI.

Bumdes Menanga has received an online savings and loan application program from BPKP, but it is still difficult. The weakness of this application is mainly related to input as much as 2 times (eg installments and interest which should be automatic 1 time input). Also, the staff does not understand well about the input of credit data incorrectly as debit and vice versa. The results of field observations in Bumdes Menanga are presented in Table 7.

**Table 7. SWOT Analysis of BUMDes Menanga**

<b>STRENGTHS S</b>	<b>WEAKNESSES W</b>
<ol style="list-style-type: none"> <li>1. Interesting cultural historical potential</li> <li>2. It has beautiful mountain natural scenery with cool air</li> <li>3. Has business units in the form of savings and loans, shops, PAM water for 5 Banjars, sand transport trucks, building rentals for business</li> <li>4. Bumdes Menanga has received an online savings and loan application program from BPKP</li> <li>5. Abundant water availability in the form of fast-flowing rivers</li> <li>6. Organizing the Menanga Festival</li> </ol>	<ol style="list-style-type: none"> <li>1. The administrative ability of financial management is still low, so the difficulty in managing the online savings and loan application program</li> <li>2. Many young people work outside the village, especially on cruise ships</li> <li>3. Bumdes does not yet have cooperation with other business units</li> <li>4. The position of the water source in Menanga is below, so the reach of PAM water is still limited</li> <li>5. Low management in compiling savings and loans financial administration</li> <li>6. Funds for poor areas are unable to reduce poverty because funds are not on target</li> <li>7. Don't have typical Menanga souvenirs yet</li> </ol>
<b>OPPORTUNITIES O</b>	<b>THREATS T</b>
<ol style="list-style-type: none"> <li>1. Declining number of poor people</li> <li>2. The creation of jobs that can reduce the open unemployment rate in Sibetan</li> <li>3. The increasing role of villages through the development and growth of BUMDes in Menanga Village as the basis for economic growth</li> <li>4. Improved infrastructure aimed at increasing the quantity and quality of development support facilities in Sibetan</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition between villages is getting stronger</li> <li>2. Conflicts between BUMDes managers if financial management is not good</li> </ol>
	
<b>STRATEGY</b>	
<ol style="list-style-type: none"> <li>1. Development of bottled water production protected by mandatory use regulations</li> <li>2. Development of rafting</li> <li>3. Water raising technology for wider PAM coverage</li> <li>4. Correct financial reporting training based on accounting systems</li> <li>5. Development of village markets</li> </ol>	

6. Development of village tourism such as rafting through cooperation with local investors.
7. Make a special product (so anyone who goes to Menanga must buy Menanga's signature bread).
8. Coordination of aid for the poor

Source: Data Processing

## CONCLUSION

The potential of BUMDes human resources in the development of Karangasem tourism in Bali by paying attention to suitability to real conditions in the field so that it can become a policy recommendation carried out in 5 places where there are BUMDes, namely: Bubug Beach, Bukit Asah Camping Ground, Bumdes Bebandem, Bumdes Sibetan "Kuncara Giri" and Bumdes Menanga. SWOT analysis obtained through internal environment analysis and external environment analysis in determining strategies, policies and programs to increase the capacity of BUMDes human resources in the development of Karangasem tourism in Bali found that each BUMDes has different potential so that each BUMDes has different strategies in the direction of development. The strategy prepared is in the form of programs / activities that can support the improvement of human resources of Karangasem BUMDes in Bali. This study dumps the BUMDes HR database as a basis for setting policies to increase the human resource capacity of Karangasem BUMDes in tourism development in Bali.

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