

Excellent Human Resource Competence for Quality Tourism at Purima'u Beach, Enabhara Village, South Golewa District

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Abstract. Purima'u Beach, located in Enabhara Village, South Golewa District, is one of the potential tourist destinations in Ngada Regency, East Nusa Tenggara. However, its natural and cultural attractions have not been optimally developed due to limitations in local human resource (HR) capacity. This article aims to analyze the current state of HR competencies in managing tourism and to formulate strategies for improving HR quality to achieve a sustainable and high-quality tourist destination. This study employs a qualitative descriptive method through field observations, in-depth interviews with 15 key respondents, and reviews of village documents and tourism statistics. The findings reveal that most tourism actors lack formal training in tourism, have limited understanding of digital marketing, and are constrained by weak institutional management. There is a need for competency-based training strategies, the strengthening of local institutions such as tourism awareness groups (Pokdarwis) and village-owned enterprises (BUMDes), and multi-stakeholder collaboration to enhance HR readiness in delivering quality tourism. This article supports its argument with a five-year visitor trend graph and a SWOT analysis table as a foundation for strategic planning.

Keywords: Human Resource Competence, Tourism Development, Sustainable Tourism Strategy

1 Introduction

Tourism is not merely a recreational activity, but a strategic instrument for regional development that can drive economic growth, expand employment opportunities, and elevate the dignity of local cultures (Sukandar & Kinseng, 2022). Amidst global transformations that demand innovation and adaptability, the quality of human resources (HR) has become a decisive factor in the success of a tourist destination. It is not only natural beauty that attracts visitors, but also how hospitable, skilled, and professional the local community is in welcoming and serving guests – a key indicator of sustainable tourism success.

Indonesia, blessed with vast natural and cultural wealth, often faces a tourism development paradox: enormous potential is not matched by the readiness of communities as the main actors. Many regions boast exotic landscapes and noble traditions, yet fail to transform into leading destinations due to the low competence of tourism managers (Anggraini et al., 2019).

Purima'u Beach, located in Enabhara Village, South Golewa District, exemplifies an underutilized marine tourism potential. With its long coastline, clean white sand, and unspoiled coastal environment, the beach offers strong appeal to both domestic and international tourists.

However, in reality, tourist visits have not significantly improved the local economy. The lack of formal training, limited digital literacy, and inactive community-based institutions are among the key barriers to the destination's development (Susani et al., 2019).

In the context of community-based tourism development, human resources are no longer peripheral but have become the central subject. Therefore, the development of HR competencies must be the starting point in building quality tourism, tourism that not only attracts visitors, but also enhances the quality of life for local residents, preserves the environment, and revives a cultural identity that may have long been forgotten.

2 Description of the Area and Tourism Potential

2.1 Geographical Conditions and Accessibility

Purima'u Beach is administratively located in Enabhara Village, South Golewa District, Ngada Regency, East Nusa Tenggara Province. The site is situated approximately 3 kilometers from the village center and can be accessed via a concrete rural road that winds through hilly terrain and local agricultural lands. Topographically, the beach lies along the southern coast of Flores Island, featuring an ± 800 -meter stretch of shoreline and a relatively flat landscape, making it safe and suitable for public activities.

In terms of accessibility, the route to the beach is considered adequate by rural standards. The road can accommodate both two-wheeled and four-wheeled vehicles; however, it still requires quality upgrades and regular maintenance. Despite this, the absence of proper directional signage, the lack of a designated parking area, and the unavailability of public transport to the site hinder the ease of access for visitors from outside the area (Rokhayah & Ana Noor Andriana, 2021).

Furthermore, essential tourism infrastructure remains largely underdeveloped. There is no guard post or reception booth, no destination information boards, no public toilets, no seating areas, and no adequate waste disposal facilities along the beachfront. This indicates that, although the natural potential is evident, the lack of supporting infrastructure significantly affects both the tourist experience and the perceived quality of the destination.

2.2 Natural and Cultural Attractions

Purima'u Beach possesses distinctive natural features stretches of clean white sand, crystal-clear turquoise waters, and relatively calm waves. The sunset view on the western horizon adds significant visual appeal, making the beach an ideal location for various nature-based tourism activities such as swimming, sunbathing, landscape photography, and peaceful family outings seeking a tranquil natural atmosphere.

Beyond its captivating scenery, Purima'u Beach also holds a wealth of culturally rich local traditions. The coastal community of Enabhara Village practices a customary ritual known as *Tinu Ne'e*, a symbolic sea-cleaning ceremony that expresses reverence for nature and ancestral spirits. This ritual is typically performed communally, accompanied by traditional dances and local music, making it a unique and authentic cultural attraction with great potential to be developed into an annual tourism event.

Moreover, the community has a variety of coastal culinary specialties derived from the sea, such as smoked fish, green mango chili sauce, and *jagung titi* (pounded corn), all passed down through generations. However, no formal efforts have been made to package these dishes as part of a culinary tourism experience. A similar condition applies to local handicrafts made of stone and traditional weaving, which have potential as tourist souvenirs but remain underdeveloped in terms of branding and marketing. In fact, the synergy between natural beauty and local cultural wisdom is a key factor in shaping a strong and sustainable tourism appeal.

3 Human Resource Competency Challenges

3.1 Limited Formal Training

In-depth interviews and participatory field observations reveal that the majority of tourism actors around Purima'u Beach have never participated in structured or ongoing tourism training programs. Most tourism-related activities have been managed spontaneously, relying on individual initiative without proper knowledge of service standards or basic principles of tourism management.

The absence of formal training directly affects the quality of services provided to visitors (Lestari, 2016). From the inability to properly welcome guests, limited understanding of local attractions, to the lack of skills in handling complaints or managing visitor expectations all these contribute to a perception of unprofessionalism, despite the area's strong natural appeal.

This condition reflects a significant gap between potential and capacity. The local human resources possess enthusiasm and willingness to engage in tourism development, yet their lack of access to practical training and continuous guidance remains a major obstacle. Without hands-on and contextually relevant training interventions, the community will remain trapped in a cycle of unpreparedness and dependency on external parties.

3.2 Weak Digital Literacy

In the digital era, tourism promotion can no longer rely on conventional marketing strategies. Unfortunately, the community surrounding Purima'u Beach still exhibits very low levels of digital literacy. There have been no collective efforts to utilize social media, online travel platforms, or internet-based reservation systems as tools for promotion or visitor management.

Only a small number of local youths possess basic skills in using social media, and even those skills have not been fully utilized to promote local potential. There is no community-managed official account, no professionally produced visual content about the destination, and no partnerships with influencers or online travel platforms to broaden the market reach (Wibowo et al., 2017).

This lack of digital competence has also resulted in poor visitor data collection, a disconnect from market trends, and an inability to reach younger or out-of-town tourist segments. Without immediate intervention, Purima'u Beach risks falling behind other destinations that are already active in the digital space and enjoy high visibility on search engines.

3.3 Weak Institutional and Management Structure

One of the fundamental weaknesses in the development of Purima'u Beach as a tourism destination lies in the inadequacy of local institutional structures. Although a Tourism Awareness Group (*Kelompok Sadar Wisata* or Pokdarwis) has been established, its organizational structure remains largely nominal. There is no clear division of roles, no annual work program, and little to no coordination with the village government or the local Tourism Office.

The Pokdarwis lacks formal legal recognition through village regulations, which renders its operations legally unsupported. In addition, the absence of destination management systems such as standard operating procedures (SOPs), entrance fee mechanisms, and financial bookkeeping, prevents the economic potential of tourism visits from being effectively harnessed.

Furthermore, there is no synergy between the Pokdarwis and other entities such as the Village-Owned Enterprise (BUMDes) or external partner organizations. This lack of collaboration has resulted in a fragmented approach to tourism development, which is not integrated into the broader framework of village development. To address this situation, comprehensive institutional capacity building is needed, including managerial training, regulatory legitimization, and facilitation of networks with other tourism-based community groups.

4 Strategies for Strengthening Human Resource Competence

4.1 Competency-Based Training

Strengthening human resource (HR) capacity in managing Purima'u Beach as a tourism destination requires a training approach that is not merely informative, but transformative. Competency-based training refers to practical learning programs focused on equipping participants with real, field-ready skills (Pratiwi et al., 2022). Such training should not be delivered as a one-off event, but designed to be gradual, structured, and contextually tailored to local needs. The following are the key training domains urgently needed:

1. Tourism Services (Hospitality)

This topic includes basic training on how to welcome guests, provide friendly and professional service, handle tourist complaints or requests, and maintain attitude, etiquette, and appearance as tourism ambassadors. The goal is to instill a service-oriented mindset in local residents, encouraging them not just to act as site attendants, but as friendly, informative “hosts.” Modules also include interpersonal communication techniques, tourism information packaging, and non-verbal communication skills.

2. Basic English for Local Guides

Even a basic command of English is vital for locals to interact with international tourists. This training should focus on practical, everyday conversational phrases such as greeting visitors, explaining locations, giving directions, and describing local culture and history. There is no need for complex grammar mastery; instead, emphasis is placed on practical vocabulary and building confidence in speaking. Role-play scenarios and guided tour simulations will greatly enhance learning effectiveness.

3. Digital Promotion and Social Media Management

In modern tourism, digital visibility determines the flow of visitors. This training aims to enable the community to create and manage official social media accounts for the destination on platforms like Instagram, Facebook, and TikTok and produce simple promotional content such as photos, videos, and captions. Modules also cover strategies for increasing reach, using relevant hashtags, engaging followers, and analyzing content performance. Additionally, participants will be introduced to digital tourism platforms such as Google Maps, TripAdvisor, and tourism marketplaces.

4. Packaging Local Products

This training helps locals process and package local products whether culinary items, handicrafts, or souvenirs to enhance attractiveness and marketability. Topics include hygienic food packaging techniques, appealing packaging design, and pricing strategies. Branding skills, such as naming products, labeling origins, and narrating the cultural significance of each item, are also essential in boosting tourism appeal.

5. Attraction and Cultural Event Management

Communities need training to professionally plan, manage, and evaluate tourism attractions and cultural events. Topics include event planning, logistics management, promotional strategies, and inclusive community involvement. This training builds awareness that cultural events are not merely entertainment, but essential components of destination branding. Simulations may include traditional dance performances, local food festivals, and educational tours centered on traditional ceremonies.

All of the above trainings should be supported by intensive mentoring from professionals whether from the tourism office, training institutions, or universities. Equally important, training must be ongoing and equipped with clear evaluation mechanisms to ensure that the transfer of competencies is real and measurable. By integrating training with the rhythms of daily community life, local HR will become more prepared, confident, and professional in managing tourism based on their own potential.

4.2 Legalization and Activation of the Tourism Awareness Group (Pokdarwis)

The existence of a *Pokdarwis* (Tourism Awareness Group) in a tourism village is the backbone of community-based destination management. However, in the case of Purima'u Beach, the existing *Pokdarwis* functions passively and lacks strong legal legitimacy. Therefore, the first essential step is to facilitate its formal recognition through village-level regulations, such as a Village Head Regulation or Village Regulation (Hasanah et al., 2022). Legalization is not only a form of structural acknowledgment but also a prerequisite for *Pokdarwis* to access government programs and external funding sources.

Once legal status is obtained, *Pokdarwis* must develop its Articles of Association (*Anggaran Dasar*) and Bylaws (*Anggaran Rumah Tangga*) as operational guidelines. These documents should outline the organization's vision and mission, management structure, decision-making mechanisms, and principles of cooperation among members. The drafting process should be supported by experts in legal and institutional frameworks to ensure that the documents are not merely administrative, but also practical tools that guide daily operations.

Furthermore, *Pokdarwis* should actively implement an annual work plan that aligns with local needs and potential. This may include human resource training, tourism events, infrastructure improvements, digital promotion, and destination financial management. Institutional activation also entails forming specialized divisions such as sanitation, promotion, guest services, and local product development. With a functioning organizational structure and an active program of work, *Pokdarwis* can become a true catalyst for transforming the tourism landscape of Enabhara Village.

4.3 Institutional Collaboration

The development of a tourism destination cannot be managed by a single entity alone. The key to successful and sustainable tourism development lies in the collaboration among stakeholders, including the government, academia, private sector, and local communities. At the local level, the Ngada Regency Tourism Office can act as a program coordinator for training, a regional promotion facilitator, and a provider of funding access (Kania et al., 2023). They can also advocate for regulations that are more supportive of community-based tourism development.

Higher education institutions particularly those with programs in tourism, management, or information technology can serve as strategic partners in designing and implementing research-based training. Through community service programs, student fieldwork (KKN), and collaborative research, academic institutions can contribute expertise in hospitality training, digital marketing, English language skills, and destination planning. Moreover, the involvement of students and lecturers brings added value through innovation and increases the visibility of the destination beyond the local area.

Meanwhile, tourism industry players such as travel agencies, tour operators, and MSMEs can function as a bridge between the village and the tourism market. By building collaborative networks for promotion and distribution of tourism products, the community no longer has to work in isolation to market their potential. Partnership models such as destination adoption, industry-driven training, or local event sponsorships offer tangible forms of cooperation. This multi-stakeholder collaboration not only strengthens human resources but also fosters a more dynamic and professional tourism ecosystem.

5 Field Findings and Supporting Data

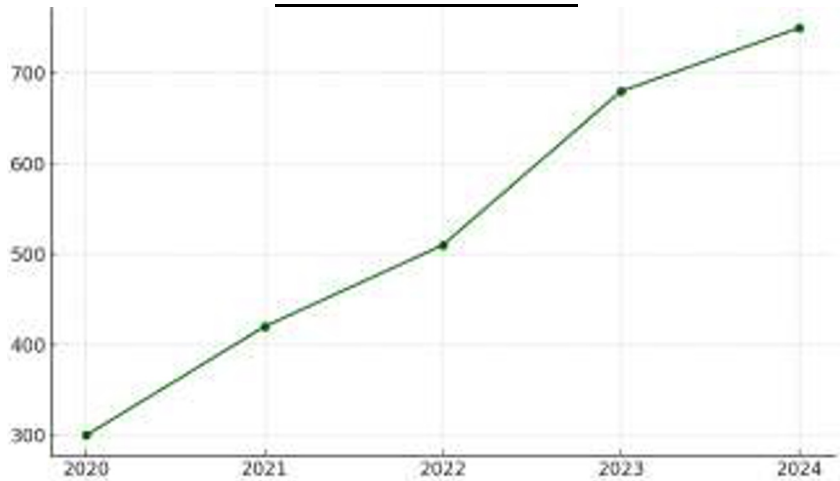
5.1 Annual Tourist Visit Statistics

To understand the development dynamics of the Purima'u Beach destination, it is essential to trace the pattern of tourist visits over the years. This data serves as a preliminary indicator of whether the beach's potential has attracted public interest and how far destination management

efforts have influenced the number of visitors. The following table presents the number of tourists recorded over the past five years, based on field observations and testimonies from local residents.

Table 1. Annual Tourist Visits to Purima’u Beach (2020–2024)

Year	Number of Visitors
2020	300
2021	420
2022	510
2023	680
2024	750



The data indicates a positive trend in visitor numbers, rising from 300 individuals in 2020 to 750 in 2024. Although the COVID-19 pandemic initially disrupted tourism flows at the beginning of the period, Purima’u Beach has consistently recorded an increase in tourist visits. This reflects the destination’s significant potential as a public recreational space. However, this upward trend has not been accompanied by improvements in human resource capacity or service infrastructure, which ideally should evolve in line with growing demand. Without proper management, the rising number of visitors may prove temporary and fail to generate meaningful economic benefits for the local community.

5.2 SWOT Analysis of Human Resource Competence

To assess the internal and external conditions of tourism human resources at Purima’u Beach, a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) was employed. This approach is useful for identifying strengths that can be optimized, weaknesses that need to be addressed, opportunities that can be leveraged, and threats that must be anticipated in the development of a community-based tourism destination.

Table 2. SWOT Analysis of Tourism Human Resource Competence

Aspect	Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
Local HR	Friendly and open to training	Lack of formal tourism training	Support from village and tourism office	Dependence on external actors
Digital Literacy	Internet access is available	Low use of digital platforms	Potential for online promotion	Falling behind compared to neighboring villages
Institutional	Pokdarwis (Tourism Awareness Group) exists	Not yet legalized, inactive	Potential partnership with BUMDes and external institutions	Lack of sustainable work programs

The SWOT analysis reveals that although the community of Enabhara Village is generally friendly and open to receiving training, the absence of formal capacity-building programs, weak adoption of digital tools, and underperforming local institutions remain key constraints in tourism development. Nonetheless, the availability of internet connectivity, existing support from the local government, and potential institutional partnerships present strategic opportunities. Without proper intervention, these limitations may lead to overreliance on external stakeholders, thus undermining the village's self-reliance in managing tourism. Strengthening internal capacities and leveraging these opportunities are essential for the sustainable enhancement of local tourism human resources.

5.3 Summary of Interviews with 15 Respondents

To gain a deeper understanding of the needs, expectations, and challenges faced by local human resources in tourism development, semi-structured interviews were conducted with 15 respondents from diverse backgrounds. These informants included youth leaders, community members, traditional elders, tourism group (Pokdarwis) representatives, teachers, and homemakers. Their insights represent authentic voices from the community those directly involved or affected by tourism activities at Purima'u Beach.

Table 3. Summary of Interview Results with Residents of Enabhara Village

No	Name	Role	Summary of Opinions
1	Yohanes L. Bunga	Youth Leader	"We are ready for training, not just to be told to guard parking areas."
2	Markus Watu	Traditional Elder	"People don't know how to promote tourism potential in an appealing way."
3	Maria N. Sio	Resident	"We need skills training so we can open small businesses."
4	Petrus Kolo	Resident	"We're confused about how to attract tourists here."
5	Agustinus Lodo	Resident	"With guidance, we could learn everything from scratch."

6	Viktoria Ika	Resident	"No one has taught us how to promote through the internet."
7	Marius Ndolu	Youth	"I want to join a tour guide training program."
8	Yulius Tada	Youth	"We need training in digital marketing."
9	Kristina Hara	Youth	"We don't know how to create tourism packages yet."
10	Eduardus Nogo	Youth	"There's no foreign language training in the village."
11	Fransiska Mone	Pokdarwis	"The institution is weak we don't even have SOPs."
12	Silvester Raga	Pokdarwis	"Pokdarwis members are inactive due to lack of activities."
13	Antonia F. Mbau	Homemaker	"I want to sell local food, but I don't know how to package it properly."
14	Matheus Ndolu	Primary School Teacher	"People want to get involved but need continuous mentoring."
15	Rita K. Dena	Resident	"We need regular training sessions, not just one-offs."

The in-depth interviews with 15 individuals from diverse social backgrounds ranging from traditional leaders, youth, homemakers, teachers, and members of Pokdarwis revealed that the people of Enabhara Village are highly enthusiastic about participating in the tourism development of Purima'u Beach. Rather than waiting passively for external aid, they expressed readiness to be trained and guided. However, current community involvement appears to be symbolic at best, often limited to support roles such as parking attendants or beach cleaning, without any accompanying capacity-building efforts. As a result, many community members lack the confidence to take on more active roles in tourism promotion and hospitality due to a lack of basic skills in areas such as guest interaction, product packaging, and digital content creation.

The consistent emergence of concrete training needs and technical assistance in the respondents' statements underscores a pressing demand for structured and sustained human resource development. Calls for training in tour guiding, digital marketing, product packaging, and strengthening of Pokdarwis institutions were prevalent. These aspirations show that the community does not simply need programs they need long-term, planned processes. Thus, tourism HR development approaches must be grounded in the real needs of the community, not in ceremonial projects or one-way training. Meaningful community involvement can only occur when people are respected as subjects, not objects, of development. This foundation is critical to ensure sustainable tourism development in Purima'u Beach.

6 Conclusion and Recommendations

6.1 Conclusion

Purima'u Beach, located in Enabhara Village, Golewa Selatan District, possesses rich natural and cultural assets that hold significant potential to be developed into a leading community-based tourist destination. The scenic coastal landscape, traditional ceremonies such as *Tinu Ne'e*, and the openness of local human resources toward change are promising foundational elements. However, this potential remains underutilized due to limited human resource competencies, passive institutional structures, and the lack of digital technology utilization in destination promotion and management.

Findings from this study reveal a strong enthusiasm among local residents to engage in tourism activities, yet they require tangible support in the form of technical training, ongoing mentorship, and institutional activation particularly through groups like *Pokdarwis*. Deficiencies in digital literacy, service management, and tourism communication hinder their ability to compete with other destinations. Therefore, human resource development must become a central strategy in advancing tourism at Purima'u. Collaboration between village authorities, the tourism office, universities, and industry players is essential in establishing an inclusive, independent, and sustainable tourism ecosystem in Enabhara Village.

6.2 Recommendations

- 1) **Enhancing Local Human Resource Capacity Through Regular Training**
Village authorities and relevant agencies must conduct regular technical training sessions. These should include modules on hospitality services, tour guiding, digital promotion, product packaging, and basic foreign language skills. Hands-on, practical training is more effective than traditional seminars.
- 2) **Activation and Strengthening of the Pokdarwis Institution**
As the primary driver of village tourism, *Pokdarwis* must be legally recognized and operationalized. The formulation of organizational statutes (AD/ART), establishment of functional divisions, and development of annual work programs should be guided by professionals and backed by village-level regulations.
- 3) **Implementation of Digital Promotion Strategies and Destination Branding**
Training and resources are needed to establish official social media accounts, produce promotional content (photos and videos), and collaborate with local or regional influencers. This strategy is essential to enhance Purima'u's competitiveness in the increasingly digital tourism landscape.
- 4) **Multi-Stakeholder Collaboration as a Pillar of Tourism Development**
The village cannot act alone. Partnerships must be forged with the Department of Tourism, universities, local MSMEs, and media outlets to co-design a comprehensive tourism development roadmap. These collaborations will not only enhance technical capacity but also expand promotional networks and access to development programs.
- 5) **Regular Monitoring and Evaluation of Development Programs**
All programs implemented must undergo periodic evaluations to ensure real impact on human resource development and tourism service quality. This can be achieved through tourist satisfaction surveys and institutional performance assessments.

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Disclosure of Interests

The author hereby declares that there are no conflicts of interest personal, institutional, or financial in the preparation and publication of this article. All aspects of the research, data processing, and writing were conducted independently and in accordance with the principles of academic integrity. No sponsorships, partnerships, or hidden agendas influenced the content, perspective, or conclusions presented in this paper. This article has been produced solely in the

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