



The Role of Quality Human Capital and Planning Strategies in Achieving Event Sustainability in Lombok

Surayyal Hizmi^{1*}, Satria Rusdy Wijaya², Nawawi³
Politeknik Pariwisata Lombok
Universitas Mataram

Email Correspondence: surayal@ppl.ac.id¹, satria.rusdy@ppl.ac.id², nawawi@unram.ac.id

Abstract

Background:

The success of implementing a sustainable event in a tourist destination cannot be separated from the influence of the quality of human resources (human capital) and planning strategies. However, studies of the interdependence between human capital and planning strategies in achieving successful implementation of sustainable events, especially on the island of Lombok, are still limited

Methodology:

This study aims to examine and analyze the extent to which aspects of human capital and strategic planning play a role in optimizing the implementation of events on the island of Lombok. The method used is a literature review from journals and trusted sources, as well as problem analysis through in-depth interviews with resource persons involved in the implementation of the event. The focus of this study is to compare tourism events, namely the Bali Arts Festival (PKB) in Bali and the Bau Nyale Festival in Lombok

Findings:

The results of in-depth interviews with several sources show that the PKB held on the island of Bali is still superior in the number of enthusiasts and concepts than the implementation of the Bau Nyale Festival on the island of Lombok. This is shown by the length of the PKB implementation and the age of the PKB which has been going on in the past 4 decades ago. In addition, the main factor that affects the sustainability of PKB is the quality of human resources in the tourism sector on the island of Bali, which is superior to the island of Lombok, so as to be able to formulate effective and creative planning in packaging the event. To achieve the sustainability of the event in Lombok, it is necessary to increase human capital and appropriate planning strategies through counselling, training, and the availability of Meeting study programs.

Conclusion:

Human capital and strategic planning play important roles for achieving sustainable event to support the development of tourist destination. The result of comparison study between Bali Arts Festival and *Bau Nyale* Festival shows that Bali Arts Festival was greater than *Bau Nyale* festival in terms of numbers of visitors and implementation concepts. This was proved by the length of festival and number of tourists visiting. Bali Arts Festival has been run for about 40 years, while *Bau Nyale* Festival has been currently occurred in Lombok. In addition, human capital in Bali Arts Festival was greater showing in how well management applied during the event, so that, it is able to plan with a precise strategy in achieving sustainable event.

Keywords: quality of human resources, event planning strategies, sustainable tourism, Lombok

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INTRODUCTION

Tourism has become one of the main sectors for economic development for decades in many developing countries around the world. One of the developing countries that relies on Tourism sector is Indonesia. Tourism industry in Indonesia has rapidly developed, which numbers of tourists visiting were more than 200% over the past decade (Haan, 2018). In 2018, about 4% of the total economy in Indonesia is from tourism sector and the government targets those numbers to be double in 2019. Ten locations in Indonesia have been projected as priority program to improve the national income called Ten New Bali Project. One of the main priority locations is Special Economic Zone (SEZ) Mandalika. SEZ Mandalika is located in Central Lombok regency, West Nusa Tenggara province, in which it has many beautiful nature and cultural attractions. This area is developed for MICE, Luxury lodging, leisure spot and other products related to tourism industries, with the total area of 1.250 ha (Indonesia Tourism Project Investment Invitation (ITDC), n.d).

To promote the nature and culture of Lombok, the government has promoted annually event in several parts of SEZ Mandalika. One of the biggest annual events held in SEZ Mandalika is *Festival Bau Nyale*. This festival has currently become one of the main tourism agenda in Indonesia (Republika, 2018). *Bay Nyale* is a term from Sasak language means “sea worm-catching”. It is usually conducted one day for catching the sea worm at the end of February or the first week of March. The festival has been combined with others attractions since 2018, such as Surfing and Beach Volley Competition, Culinary Bazaar, Cultural

Parade, Beach Cleaning Act, and Princess Mandalika Selection (Ministry of Tourism, 2018). Comparing to the other events held in Bali called the Bali Arts Festival (PKB), the existence of event conducting in Lombok is still far from sustainability. Most events in Lombok are usually held sporadically in both duration and date of the event. Compared to Lombok, PKB is an annual event in Bali that usually attracts many tourists, especially foreign tourists, to come or to participate in the event. The festival becomes one of the main attractions and national incomes every year.

Several studies found that sustainable event in a tourist destination can be achieved by considering the quality of human capital (Stauvermann & Kumar, 2017; Kozic, 2019). Human capital is one of the fundamental sources in development. According to Nafuko, Hariston & Brooks (in Lucas, 1988), human capital is capacity of human in utilizing valuable sources for providing products and services to gain profits for individual, society and organisation (Lucas 1988,1990). In the development of tourist destinations, human capital also plays an important role to sustain the program. Skill and education are parts of human capital that have been accepted to be a precondition for developing a competitive tourism industry (Stauvermann & Kumar, 2017; Christie, Fernandes, Messerli, & Twining-Ward, 2013; Zeng, 2008). The modern economic theory even recognises human capital as the most valuable sources for economic growth (Kozic, 2019).

Many developing countries concentrated the increase of human capital as the main aspect for developing tourism sector because their

countries are still behind most developed countries around the world (Stauvermann & Kumar, 2017; Baroo & Lee, 2010). Besides, human capital, another issue facing by most developing countries in development of sustainable tourist destinations is strategic planning.

In development of tourism sector, for example in establishing event, high quality of human resources involved in setting up and establish the event need to be considered. Besides high quality of human capital, strategic planning is crucial in managing and maintaining the existence of event in tourist destination. Although many tourist managements or tourism consultant have recognised the importance of both strategic planning and human capital, the implementation of both aspects have still limited. Therefore, further study need to be applied to find and analyse the roles of human capital and strategic planning in optimising the event in Lombok to achieve sustainability.

METHOD

Study site

The study was conducted at Special Economic Zone (SEZ) Mandalika. SEZ Mandalika is stipulated in 2014 Central Lombok regency, West Nusa Tenggara based on the Government Regulation of the Republic of Indonesia No. 52. The development of SEZ Madalika was to accelerate and expand the national economic growth of Central Lombok regency in tourism sector (Rustidja, Purnamawati, & Setiawati, 2017). There is an annual event held in parts of SEZ Mandalika called Bau Nyale Festival. This event is usually held in Kuta beach, Seger beach and Selong Belanak beach in every February for ten days. In comparison, Pesta Kesenian Bali (PKB) is

usually held Denpasar, Bali every month from June to July.

Research design

To seek people perception toward the role of human capital and strategic planning in Lombok compared to Denpasar, Bali, the literature review was undertaken from journals and reliable sources. The sources were taken from Tourism Department data, peer-reviewed journals or government's official websites to compare both event in terms of their history, cultural value, event's programs, and the numbers of visitors.

In-depth interview was also conducted by using purposive sampling method to explore the problems and to analyse possible solutions of the current issues. The participants of this in-depth interview were a representative of the Department of Tourism, a participant from tourism business (a representative of Indonesia Tourism Development Corporation (ITDC) at Special Economic Zone (SEZ) Mandalika), and a representative from local community near the event (head of villagers).

RESULTS AND DISCUSSION

Bali Arts Festival as Expressions of Cultural and Tourism Values

The Bali Arts Festival is one of the annual events held at the Art Centre, which was firstly initiated by Late *Prof. Dr. Ida Bagus Mantra* in 1979. The aim of the event was to accommodate artisans and cultural observers throughout Bali for their works, and to acculturation of Balinese especially from western countries. Many artists throughout Bali display their cultural and artistic performances, as well as their handicrafts that can attract tourists to buy. During the festival, tourists can also enjoy various art

performances such as traditional puppet show, traditional dances, paintings, sculptures, and many other local products offered during the event (Interview result from Tourism Agency of Bali, 2019).

The Bali Arts Festival is an event for Balinese that provides space in the framework of excavation, preservation and development of Balinese arts and culture (Kayansa & Adikampana, 2017). The Bali Arts Festival is an ongoing process of fostering and building the potential of traditional culture, acculturating with the culture of the archipelago and abroad to realize the greatness of world civilization. Thus, the implementation of the Bali Arts Festival is faced with a variety of opportunities and challenges at the local, national and global levels (Kayansa & Adikampana, 2017; interview result from Tourism Agency of Bali, 2019). The Bali Arts Festival has so far accommodated artistic creations and artistic aspirations. This event was attended by various components of the community in Bali, in order to succeed the tourism program in Bali. Due to its popularity, people from outside Bali including foreign countries even participate at the Bali Arts Festivals. Participants of this event are government agencies, schools, studios, villages, communities and social organizations. Each participant shows their ability with a variety of attributes, provides certain attractions to attract the audience, especially domestic and foreign tourists (Kayansa & Adikampana, 2017; interview result from Tourism Agency of Bali, 2019).

Bau Nyale Festival as Expression of Cultural and Tourism Values

Bau Nyale comes from Sasak language. In Sasak, *Bau* means “to catch” while “*Nyale*” is the name of *sea worm*. As the terms, the

Bau Nyale tradition implies an activity to catch *Nyale* in the sea. This tradition has strong connection with traditional culture of Sasak. *Nyale* was originated from a local legend of *Princess Mandalika*. According to local belief, *Nyale* supposedly is the reincarnation of the *Princess Mandalika* who is known as a beautiful and benevolent princess. Princess Mandalika presented her value wisdom, including not choosing any of the princes who want ask for it. She even decided to dive into the sea to then appear inside *Nyale* form. All of these above are gradually transformed into an art performance by the local cultural communities and has become an annual ritual particularly in Southern part of Lombok since hundreds year ago.

The *Bau Nyale* tradition is usually held after five days the month of the full moon, precisely the 20th month of the 10th calendar of *Sasak* tribe. The *Sasak* people in ancient times determined the period of farming and other matters related to the celebration of seeing the movements of the moon, stars and sun using a measuring tool made of wooden boards called *Warige* (Yasin, 2012; Zuhadi, 2018). *Warige* is a board containing the movements of the Sun, Moon and Stars. *Warige* uses a calendar that uses the lunar system to determine the number of days in a month, while the number of days in a year is determined based on the solar cycle. Calculations of Sasak calendar are influenced by the movement of the sun and moon. In this case the Sasak calendar’s system is called *Rowot Sasak Calendar*, where the *Rowot Sasak Calendar*’s system works by observing the Pleiades star (*Rowot*) (Awaludin, 2017; Zuhadi, 2018).

Compared to Bali Art Festival, The *Bau Nyale* Festival has a genuine tradition that has not been compiled with other cultures or

artworks from other countries or regions. Although The Bau Nyale is not popular as Bali Arts Festival, the tradition of *Bau Nyale* has survived until now, because it has cultural values that give Sasak ethnic identity to the majority and specifically for Sasak women (Purma, 2018; Zulhadi, 2018).

The *Bau Nyale* tradition contains the following cultural values (Purma, 2018; Zulhadi, 2018):

- a. *Spiritual Value*, which includes human values;
- b. *Integration Value*, which unites a single unit;
- c. The value of Solidarity, which is the value of loyalty in humans.

While the cultural values contained in the myths of the Princess *Mandalika* includes (Purma, 2018; Zuldahi, 2018):

- a. *Great Value*, is the greatness of Mandalika's attitude (Sasak folklore), the greatness of her soul that illustrates her love for his community.
- b. *The value of the Knight*, namely the courage of Mandalika's daughter in making a decision to avoid bloodshed between the kingdoms who fought over her.
- c. *Emancipation Value*, which is an effort of a form of concern for the people to reject war if he chooses one of the princes who proposed.
- d. *Fairness Value*, where the value of justice in this case is an effort in freeing each individual to avoid war caused by her (Princess Mandalika) directly related to the community.
- e. *Sacrifice Value*, namely the sacrifice made by Mandalika's daughter is based on her sincere awareness for her people because she did not want

bloodshed to occur if she chose one of the princes who proposed.

The economic opportunity of Bau Nyale Festival

The durations of catching Nyale is approximately 2 – 2.5 hours, but the waiting period of the peak season of Nyale takes quite long. It can be around 2-3 months every year and waiting for Nyale coming takes around a day. Although many people waiting for Nyale coming, most people, locals and tourists, found that was very tiring moment and required energy to stay up late. This is because there is no proper facility, such as bench and gazebos, or accommodation providing by the local government (Interview result of the local guide in Seger Beach, Kuta, 2019). Most tourists who captured the *Nyale* were young people. They found that this activity was very attractive and excited. Thus, there were several stalls occurred during the Festival to sell and serve foods and souvenirs for tourists or local in catching Nyale alongside of Seger Beach.

The economic movement at the time of the *Bau Nyale* was very high, because thousands of people come to Seger Kuta Beach to capture or experience the moment of catching *Nyale*. The Sasak people in southern Central Lombok, especially around the Seger Kuta Beach, had never before thought or planned that the *Bau Nyale* would be attractive especially for foreign tourists (Interview result of Local people around Seger Kuta Beach, 2019). This is because of support and manifestation of devotion to the ancestors and the beliefs. Most people, especially locals come with certain expectations that are not material or that are

strings attached personally, but it is connected with the safety of the success of the harvest and the welfare of her life and welcoming Princess Mandalika.

In terms of the product from Nyale, most people catching Nyale are just for their family needs, such as food, agricultural fertility ceremonies, and then the rest is sold. Several rituals in catching *Bau Nyale*, such as *bekayaq/bertandaq*, *belanjutan* and any camfire activities, nowadays, have been demolished. Most local prefer to offer other art performances such as performances from local and national artists. They consider those rituals as old-fashioned and not fulfilling present-day tastes (Zulhadi, 2019; interview of Local people, 2019).

Human Capital and Strategic Planning

Human Capital

Lucas (1990) stated that the fundamental principle of human capital comes from the comparable values between learning capacity and other resources to provide products of goods and services. This value can results in profits through education and training form for developments because both education and training can be investments to increase productivity for both individuals and organisations as well as to encourage growth in the international level. This can be an investment for both developed and developing countries in economic development of tourism sector (Aliaga, 2001; Becker, 1993; Benhabib & Spiegel, 1994; Engelbrecht, 2003; Hendicks, 2002).

The implication of the principle of human capital in tourism development is crucial due to its role as a component of the tourism

policy in such country. The provision of effective human capital in managing organisation and enterprises refers to the survival or succeed of every tourist destination. Human capital represents all qualities of services delivery in a tourist destination (Inyang and Esu, 2008; Esu, 2012). This will also impact to and it cannot be separated with the existence of event held in a tourist destination.

Several studies found that applying the principle of human capital in tourism industry seems to be a panacea of poverty elevation and eradication. This will support a country with tourism industry as the major income to achieve sustainability as in line with the Sustainable Development Goal of The United Nation (Watson & Drummond, 2002; Marafa, 2007; Esu, 2012; Sustainable Development Goal, 2019). As a part of the tourism development, human capital also affects the sustainability or the management of event because the event involved multi sectoral bodies and many human resources.

Human Capital and Festival

Bali has held The Bali Arts Festival for about four decades for two months. This event involved several agencies from district to national levels. To support the program, the committee of the festival even involved government and private agencies, both artists and culturists. The local people around area even play important role to ensure the security and smoothness of the event. Based on the observation, it was found that communication, coordination among committee, communities and agencies have synchronized and managed well. Many representatives from Banjar and local

community become volunteers to create a safe and comfortable atmosphere around the area of Bali Arts Festival. This condition not only showed a good management of the event but also become one of the sustainable best practices of the event.

Compare to Bali Arts Festival, *Bau Nyale* Festival is far from the concept of sustainability. In terms of the communication, coordination among committee with the government and private agencies, this festival was mostly organised by the government agencies, many stakeholders especially local community around the area was impacted less than the expectation. This caused several conflict among local and government (Interview with local, 2019). Although there was a socialisation about the event, the committee should have recruited more local people to support the event.

Strategic Planning

The concept of strategic planning as an important aspect in development of tourist destinations was supported by Murphy (1985). He argues that in terms of increasing the social, economic and environmental benefits of tourism development, planning becomes ‘*an ordered sequence of operations*’ to achieve the goals. The strategic planning assists in the performance of tourism, such as judgment for the programs to seek the effective overall approaches, a system to monitor and respond to change the program, selection and specification of the objectives of the programs (Bramwell, 1997; Cooper, 1995; Glueck & Jauch, 1984).

Several studies highlight the need for effective strategic planning for hallmark and mega events. Hall (1989) argues:

“Planning is an essential ingredient not only for the short term success of the hallmark event itself but also in realizing the longer term benefits that can accrue to a community in the holding of such events.”

Referring to sustainable development or concept of sustainability for event, strategic planning plays important roles because it reflexes to succeed in tourism development including realization of events.

The interview for the case study of the Bali Arts Festival seeks a good management in planning of the events. Referring the principle of strategic planning, the committee of Bali arts Festival has applied this concept comprehensively demonstrated in how well organise and collaboration applied among stakeholders and agencies as a part of the committee in this event. This means that the strategic planning used in this event was quite optimal and worthy to be applied for other festival. It cannot be denied that the longer age and length of the festival also already proved the sustainability of this event. In addition number of visitors a year was also be determinant to prove whether the Festival was close to sustainability of not. The number of tourists visiting Bali arts Festival reach up to 600,000 (2018), while *Bau Nyale* Festival was only 3,000 visitors (BaliPost, 2018; Disbudpar NTB, 2019).

Comparing Bali Arts Festival and *Bau Nyale* Festival, several considerations need to be concerned including strategic planning used in this event. Although the age of *Bau Nyale* tradition was occurred thousand years ago, the event was just known and promoted by the government. The collaboration of the government agencies was also still limited to several large private organisations, also in community involvement. Thus, comparative study and strategy used in this festival need to be develop to sustain the event held in

West Nusa Tenggara province and become one of the main attractions for tourists. In addition coaching and the existence of study program in Meeting, Incentive, Convention and Exhibition (MICE) in one of the highest institutions in Lombok are needed.

CONCLUSION

Human capital and strategic planning play important roles for achieving sustainable event to support the development of tourist destination. The result of comparison study between Bali Arts Festival and *Bau Nyale* Festival shows that Bali Arts Festival was greater than *Bau Nyale* festival in terms of numbers of visitors and implementation concepts. This was proved by the length of festival and number of tourists visiting. Bali Arts Festival has been run for about 40 years, while *Bau Nyale* Festival has been currently occurred in Lombok. In addition, human capital in Bali Arts Festival was greater showing in how well management applied during the event, so that, it is able to plan with a precise strategy in achieving sustainable event. Thus, in achieving the sustainable event, Lombok should concern in improving human capital and strategic planning through workshop, coaching, as well as several cooperation studies need to be applied in improving the quality and seeking the best strategic planning applied in *Bau Nyale* Festival.

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