



## HR Development in The Mas Ubud Bali Tourism Village in Facing The Era of Tourism 4.0

I Gusti Made Suka Arnawa<sup>1</sup>, Nyoman Agus Trimandala<sup>2</sup> and I Made Darsana<sup>3</sup>

<sup>1,2,3</sup>Institut Pariwisata Dan Bisnis Internasional, Jl. Kecak No.12, Tonja, Kec. Denpasar Utara, Kota Denpasar, Bali 80239

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### ABSTRACT

The change in tourism industry players and consumers moving towards digital is one of the phenomena that emerged in the tourism era 4.0. The Covid-19 pandemic has triggered an adjustment of business processes to this era. Reflecting on this, the tourist village of Mas Ubud Bali must adapt to tourism in the 4.0 era, adapting the capabilities of its human resources. From this review, the purpose of this study is to describe the development of human resources in the tourist village of Mas Ubud Bali in the face of the tourism era 4.0. This research is a descriptive qualitative research with data collection techniques through interviews. The results of the study conclude that the human resources of the tourist village of Mas Ubud Bali are ready to face the tourism era 4.0, because the human resources already have theoretical abilities, technical abilities, digital abilities, and personal abilities. However, of the four capabilities, there needs to be an increase in digital skills and personal abilities, because both are still not optimal. This research is expected to be a recommendation material for tourism village managers in compiling a relevant HR development model to be applied in the tourism 4.0 era.

#### E-mail:

[sukaarnawa@ipb-intl.ac.id](mailto:sukaarnawa@ipb-intl.ac.id)<sup>1</sup>,  
[nyomantrimandala@ipb-intl.ac.id](mailto:nyomantrimandala@ipb-intl.ac.id)<sup>2</sup>,  
[made.darsana@ipb-intl.ac.id](mailto:made.darsana@ipb-intl.ac.id)<sup>3</sup>

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## 1. Introduction

Mas Village is a cultural tourism village located in Ubud District, Gianyar Regency, Bali Province (Padabain & Nugroho, 2018). Mas Village has been widely known by foreign and domestic tourists, since the 1930s as a central village for wood carvers on the island of Bali. Most of the residents of Mas Village depend for their livelihood as wood carvers (Darlina et al., 2021), so it is not surprising that along the Mas Village road there are many art shops (CNN Indonesia, 2021).

However, during the COVID-19 pandemic, many art shops were closed and tourist visitors were reduced (Wati & Darmiti, 2021). This will certainly have an impact on the decline in the income of the art shop in the tourist village of Mas Ubud. During the current pandemic, humans also indirectly feel historical changes where previously many jobs had to be done conventionally, now the work is done online. The Industrial Revolution 4.0 which has been echoed for a long time now seems to force adjustments in business processes (Kemenkeu RI, 2020). The industrial revolution 4.0 gave rise to the era of tourism 4.0. An era marked by easy access to information through digital media. The era of

tourism 4.0 is the cause of the emergence of the phenomenon of shifting the management of tourist destinations (Edyono, 2019).

The development of the tourism sector should be followed by strengthening the quality of its services, especially from the aspect of human resources (Raharja & Putra, 2020). Tourism human resources, especially the tourist village of Mas Ubud, can take advantage of their competencies to compete in the tourism 4.0 era, namely using hard skill competencies, namely being able to master job descriptions well and soft skill competencies, which are interpersonal skills that can assist them in displaying optimal work behavior (Idrus, 2018). Meanwhile, another opinion states that the capabilities needed by HR in facing the tourism 4.0 era include theory and expertise skills, technical skills, digital skills, and personal/soft skills (Bongomin et al., 2020).

Research on tourism human resources has been carried out before, these studies aim to determine the readiness of tourism human resources to face the industrial revolution 4.0 at Furama Xclusive Ocean Seminyak and to determine the factors that support the readiness of tourism human resources to face the industrial revolution 4.0 at Furama Xclusive Ocean Seminyak (Adi & Suryadinata, 2020), explaining the steps in managing human resources as the main source in tourism management which is increasingly changing in the era of the industrial revolution 4.0 (Riadhussyah & Subarkah, 2020), explaining the perspective of tourism human resources in the era of the industrial revolution 4.0 (Idrus, 2018). Meanwhile, this study examines the development of human resources associated with the skills needed to face the tourism 4.0 era.

Based on previous reviews, this study aims to describe the development of human resources in the tourist village of Mas Ubud Bali in the face of the tourism 4.0 era. HR plays an important role in the successful management of tourist villages in the current digital era, without the intervention of human resources, the management of tourist villages cannot run properly, so this research is important to do. This research is expected to be a recommendation material for tourism village managers in compiling a relevant HR development model to be applied in the tourism 4.0 era.

## 2. Methods

Research on human resource development in the tourist village of Mas Ubud Bali is a type of qualitative research with a descriptive approach. The object of this research is the tourist village of Mas Ubud Bali. The technique of collecting data was through in-depth interviews with 3 (three) informants, wood carving art shop owners in the tourist village of Mas Ubud, Bali. The data that has been collected is processed using qualitative data analysis which consists of data reduction, data presentation, and drawing conclusions (Miles et al., 2014). Human resource development in the tourist village of Mas Ubud in terms of theory and expertise skills, technical skills, digital skills, and personal/soft skills.

## 3. Results and Discussion

HR is the most important aspect in the tourist village of Mas Ubud Bali. Because the tourist village of Mas Ubud, which is famous for its sculptural crafts, requires human resources intervention. Human resources in the tourist village of Mas Ubud Bali must be able to compete in this era of technological advancement. There are 4 (four) kinds of abilities that must be possessed by HR in welcoming the era of tourism 4.0 which consists of theoretical abilities (theory and expertise skills), technical skills (technical skills), digital skills (digital skills), and personal abilities (personal/soft skills). skills).

The theoretical ability of the human resources of the tourist village of Mas Ubud Bali, especially the human resources of the art shop for carving crafts, is related to the knowledge of raw materials and the manufacture of carving crafts and the use of carving machines. Most of the human resources have a good understanding of raw materials and the process of making handicrafts. Both in terms of quantity of materials, quality of materials, and types of wood that are suitable for carving. Sculpture techniques

have also been mastered by most of the human resources. These abilities have been mastered for a long time by the HR of the art shop of the tourist village of Mas Ubud Bali, because the human resources are already familiar with the conditions of the materials and shapes that will be made considering that the experience of HR as a sculpture craftsman has been quite long. This statement is supported by the results of interviews from previous research which states that the human resources of the tourist village of Mas Ubud Bali have been in the craftsman profession since a young age, because the profession at that time produced very promising rupiah. Knowledge as a sculptor is a hereditary knowledge from parents, so it is not too difficult for the first time to try to learn to be a craftsman (Wati & Darmiti, 2021).

Regarding the use of machines, the average employee is capable, especially in terms of making rough shapes, making certain types of carvings, complex designs and ordering in large quantities. The machines used include chainsaws, machine drills, tools for sanding/smoothing the surface of the sculpture from the machine, and chiseling machines. Even so, manual tools such as carving knives are still used.

The human resources of the tourist village of Mas Ubud Bali have technical capabilities in the form of knowledge of the sculpting process and pay attention to work comfort and safety. Here, most of the human resources are able to produce neat and good sculptures and the work of human resources has its own characteristics according to the talents they have gained from their daily experience of making sculptures. Most of the handicrafts of the craftsmen already have their own market share, so many consumers are interested. In working, the human resources of craftsmen are very concerned about the comfort and safety of work, this is evident from the few complaints from the craftsmen, related to the working atmosphere, both in terms of the work situation and comfort related to the work environment. In addition, in terms of HR productivity, there is always an increase. However,

Digital capabilities are one of the main capabilities in welcoming the era of tourism 4.0, where this ability is related to the ability to use technology both in terms of using online media and modern technology devices. The use of HR technology for the tourist village of Mas Ubud in the form of online media such as WhatsApp, Instagram, and Facebook which is used to find the latest designs from various forms of crafts that keep up with the times and support operational activities. Consumers can also order the statue via WhatsApp.

Most of the promotions are done in the conventional way, namely by displaying the statue in the art shop. The use of this conventional method of promotion is the same as the results of interviews from research which states that the promotion method used by the human resources of the tourist village of Mas Ubud Bali is the conventional way where sales only rely on art shop agents. The lack of modern promotions (through social media) makes few people aware of and familiar with handicrafts (Wati & Darmiti, 2021). The use of modern technology devices is still limited to cellphones, especially in finding craft designs, as well as ways to be effective and efficient in doing crafts.

The personal abilities of the human resources of the tourist village of Mas Ubud Bali include the ability to design sculptures and be able to follow design trends. Most of these capabilities have been mastered by each human resource, especially the human resources of craftsmen. So far, the design of the sculptures has been done by art shop owners and craftsmen. The designs are made based on market demand, the idea of the customer, and some even come from the ideas of art shop owners and craftsmen. The idea of the orderer is discussed together with the craftsman. If there is a final design agreement from the consumer, then a new craft will be made by optimizing the existing resources, both materials, human resources and equipment. Making sculpture designs also needs to pay attention to current trends. Several art shops in the tourist village of Mas Ubud Bali have done that.

Another ability is the ability to speak foreign languages. The mastery of foreign languages from the human resources of the tourist village of Mas Ubud Bali is still not maximized, because the human resources only focus on producing and are not directly involved in the product marketing process and do not interact directly with buyers. However, human resources who interact with consumers are quite proficient in a foreign language, namely English. Given the large number of foreign tourists to Bali, foreign language skills are very necessary.

Relevant skills applied in the tourism 4.0 era are generally owned by the human resources of the tourist village of Mas Ubud Bali. However, there are some capabilities that are still lacking and need to

be improved. The human resources of the tourist village of Mas Ubud Bali still have digital capabilities that are still lacking, especially related to online promotion through social media. Most of them still use conventional promotions, namely by displaying handicrafts in art shops. In this era of tourism 4.0, of course, this is irrelevant, considering that the current era is all digital. Tourism human resources must be able to use and utilize social media features to the maximum so that the promotions carried out can penetrate the tourist target market effectively (Raharja & Putra, 2020). Promotion of the Mas Ubud Bali tourist village art shop product only via whatsapp, Instagram and Facebook only, even though there are many other social media that can be used to attract more consumers, such as Twitter, Line, and Website. Promotion through social media plays a very important role in increasing online sales during the covid-19 pandemic and after the covid pandemic (Pratiwi, 2020). In addition to promotion through social media, the tourist village of Mas Ubud Bali has also not collaborated with relevant agencies such as the Ministry of Tourism and Creative Economy in promoting its products. Though this step can expand the reach of consumers. Promotion through social media plays a very important role in increasing online sales during the covid-19 pandemic and after the covid pandemic (Pratiwi, 2020). In addition to promotion through social media, the tourist village of Mas Ubud Bali has also not collaborated with relevant agencies such as the Ministry of Tourism and Creative Economy in promoting its products. Though this step can expand the reach of consumers. Promotion through social media plays a very important role in increasing online sales during the covid-19 pandemic and after the covid pandemic (Pratiwi, 2020). In addition to promotion through social media, the tourist village of Mas Ubud Bali has also not collaborated with relevant agencies such as the Ministry of Tourism and Creative Economy in promoting its products. Though this step can expand the reach of consumers.

In addition, the use of modern technology media by human resources in the tourist village of Mas Ubud Bali is only limited to cellphones, computers and laptops are still not used, even though sculpture crafts can be made through software on computers and laptops, such as agisoft photoscan texture software and photomodeler quality texture (Sujadi). et al., 2018). The use of software certainly makes it easier to make sculpture designs more quickly, efficiently, clearly, and attractively when shown to consumers when compared to drawing manually on paper.

Personal abilities, especially in communicating using foreign languages, are still minimal, because most of the human resources in the tourist village of Mas Ubud Bali do not master these abilities, because they only focus on making statues. Even though mastery of foreign languages is required if there are foreign tourists visiting the art shop of the tourist village of Mas Ubud Bali. Foreign languages are very important to be mastered by tourist village human resources because Indonesia is actively boosting the tourism sector so that it can compete universally. Therefore, aspects of foreign language skills are a must to be improved in human resources (Raharja & Putra, 2020).

#### 4. Conclusion

The human resources of the tourist village of Mas Ubud Bali, especially the human resources of the art shop for carving sculptures in general, already have readiness to face the tourism 4.0 era, although there are some HR capabilities that still need to be improved. The theoretical and technical capabilities of the human resources of the tourist village of Mas Ubud Bali are considered good. The theoretical abilities mastered are the selection of raw materials for sculptures, the production of sculptures, and the use of machines for sculpting. For technical skills such as knowledge of the sculpting process and work comfort and safety. Meanwhile, digital and personal capabilities are still lacking and need to be improved. Digital capabilities that need to be improved are creating promotional content through more diverse social media, such as twitter line, and websites as well as the ability to use modern technology media such as computers and laptops. In addition, personal abilities, namely the use of foreign languages, still need to be improved. Therefore, in the future it is necessary to collaborate with relevant agencies in providing training to the human resources of the tourist village of Mas Ubud Bali, especially training on digital marketing and training in foreign languages, such as English.

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