SUSTAINABLE DIGITAL-BASED HUMAN RESOURCE CAPACITY MODEL DESIGN TOWARDS A BLUE ECONOMY TOURISM AREA IN TANJUNG WIDORO VILLAGE, MENGARE ISLAND, GRESIK REGENCY

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Abstract: The potential for blue economy tourism on Tanjung Widoro Village, Mengare Island, Gresik, East Java requires the support of competent human resources and community participation for management that supports economic improvement and environmental sustainability. This study aims to design a digital-based sustainable human resource capacity model using a qualitative approach with in-depth interviews. The research results show that the digital-based sustainable HR capacity model includes continuous training in technical, managerial, and digital aspects, strengthening the organization through local leadership, collaborative work culture, functional organizational structure, and fair incentives, institutional reform to move towards tourism villages, and use of digital technology for HR management and marketing. HR capacity development requires the support of local communities, government, business players, and educational institutions. This approach is expected to create digital-based sustainable human resources that support tourism management without damaging marine ecosystems.

Keyword: HR Capacity Model, Digital, Blue Economy, Mengare, Training.

INTRODUCTION

Most coastal communities work as fishermen, fish farmers, sand miners, and providers of sea transportation, with generally low levels of education. The sanitation conditions in coastal fishing settlements mostly appear shabby. In the long term, pressure on coastal resources will increase due to the growing needs. (Ministry of Defense Information Media, 2018).

Mengare Island has the potential for blue economy tourism that can be developed based on natural and local principles (Pauli, 2017) with good water quality for mangrove growth (Yulianita & Romadhon, 2020). The island features tourist attractions such as Exotic Beach, Ayang-Ayang Beach, and Fort Lodewijk (built-in 1808). Mengare Island has 32,000 hectares of milkfish ponds, which require strengthening of farmer groups (Agustin & Hasan, 2023) with good management and skilled labor (Aulia, 2021).

This economic potential has not been maximized due to the shrinking coastal area of Mengare Island caused by wave abrasion and mangrove damage (Kartitiani, 2024; Surya, 2023), beach tourism not meeting hygienic sanitation standards, a lack of awareness among tourism managers about cleanliness, and the use of disinfectants (Kartika et al., 2022). The lack of competency among tourism managers is a major obstacle for residents to participate in tourism

development (Leka et al., 2022; Moscardo, 2008). Therefore, attention from various parties is needed to achieve sustainable development (Godfrey, 2016; Pertiwi, 2014) in the Mengare tourism area through a long-term oriented human resource capacity development model (Eade, 1997; Kainzbauer et al., 2021; Setiyowati et al., 2023; Stankevičiute & Savanevičiene, 2018; Vierros & Harden-Davies, 2020). With adequate human resource support (Cabral & Dhar, 2021) and alignment with current demands through the use of information technology (Marx et al., 2021), the empowerment of coastal communities will be further enhanced (Prayuda et al., 2019; Richards, 2022). Digital human resource management ensures that organizations have competent human resources (Asari et al., 2023) as the organization's main asset (Alisjahbana & Murniningtyas, 2018; Shih, 2024; Tilley et al., 2024), including in the fisheries sector (Tlusty et al., 2019; Yodfiatfinda et al., 2020).

The design of a sustainable human resource capacity model based on digital technology is a solution to raise awareness among the community to sustainably manage the tourism area on Mengare Island. Support from the relevant government and collaboration with external parties are expected to optimize the management of the Mengare Island tourism area for the well-being of the surrounding community.

LITERATUR REVIEW
Human Resource Management

Dessler (2013) defines human resource management (HRM) as the process of acquiring, training, evaluating, compensating, and attending to employee relations, health and safety, and providing fairness to employees. The important

aspects to consider in human resource management include job analysis, workforce planning and recruitment of prospective employees, candidate selection, orientation and training of new employees, wage and salary management (employee compensation), provision of incentives, performance appraisal, implementation of counseling and discipline, training and development, and building employee commitment.

Sustainable Human Resource Management

Ehnert & Harry (2014) define sustainable human resource management (SHRM) as a design of employment relationships and contributions towards corporate sustainability. SHRM is a new approach to corporate and societal employment relationships that considers ecological, social, human, and economic sustainability goals. The development of employee capabilities using an effective HRM system, implemented based on teamwork and continuous training and development, plays an important role in implementing economic efficiency measures. Stahl et al. (2020) define SHRM as HRM strategies and practices oriented towards financial, social, and environmental goals that impact both the internal and external organization in the long term.

Digital-Based Human Resource Management

Priyono & Marnis (2008) state that the effectiveness of human resource management (HRM) policies can be measured by the extent to which an organization achieves member alignment, employee commitment to work and organizational goals, and tolerance for change that enables quick decisions and high-quality output. In the rapid

digitalizing era, countries are required to implement integrated changes, includingutilizing technology for the empowerment of coastal communities (Prayuda et al., 2019). Digital transformation directs HRM to align the management of organizational members to be effective and productive. Managing HR through digitalization to build HR with experiential learning includes initial and advanced stages. The initial stage involves readiness assessment, framework development, program planning, and application provision, while the advanced stage includes implementation, gap identification, mitigation solutions, and continuous learning. Digital transformation impacts all members of the organization and offers six main benefits: more credible business insights, data protection, easier operations, reinvestment, modern collaboration, and prioritization of productivity (Asari et al., 2023).

Human Resource Capacity Development

Kamus Besar Bahasa Indonesia defines capacity as available space or carrying capacity. Hitt et al. (2009) define resources as inputs into a process, such as capital equipment, employee skills, patents, finances, and managerial abilities, which are generally categorized into three types: physical, human, and organizational capital. Capacity development is a concept about an organization or institution's ability to achieve its goals effectively, efficiently, and sustainably (Grindle, 1997). Human resource capacity development has a significant impact on organizations, so this capacity needs to be continually enhanced to maintain organizational sustainability (El Mouallem & Analoui, 2014). Horton et al. (2003) add that organizational capacity is the ability of an organization to utilize its skills and

resources to achieve its objectives and meet stakeholder expectations, with capacity development aims to improve organizational performance as reflected in its resources and management.

Blue Economy

The blue economy differs from the red and green economies. The red economy involves the exploration of natural resources and environmental depletion, while the green economy requires high costs to focus on alternative energy and environmental sustainability (Pauli, 2011). Gunter Pauli introduced the blue economy, emphasizing innovation-based entrepreneurship and ecosystem conservation (Pauli, 2011), and Godfrey (2016) linked it to the sustainable utilization of marine resources. Youssef (2023) identified six dimensions of the blue economy: economic, social, environmental, technological, cultural, and governance, all focusing on sustainability and local community involvement. The government implements blue economy policies through the protection of marine ecosystems (UNEP, 2024; World Bank, 2016).

RESEARCH METHODOLOGY

This research is a qualitative phenomenological study to identify and analyze more deeply to develop a digital-based model of sustainable human resource capacity in the Mengare mangrove tourism located in Tanjung Widoro village.

Research Subjects

Mangrove tourism, which is the object of research located in Tanjung Widoro Village on Mengare Island. Mengare Island is one of the areas in Gresik Regency located in the southwest of Bungah District, which is 12 km from Sembayat Village. To the south it borders

the Manyar sub-district, to the west it borders the Kramat river, to the north itborders the Cemara River, while to the east to the south, it is the Madura Strait.

This island is also ideal as a natural laboratory for sustainable learning approaches with the support of digital technology for sustainable resource management. Research shows that the milkfish cultivation business on Mengare Island is profitable and feasible to run, even though it is vulnerable to environmental and anthropogenic factors.

In addition, the potential of local products such as crab, thornless milkfish, smoked milkfish, brain-otak milkfish, shrimp paste, cassava, and corn provides a strong foundation for sustainable economic transformation.

Participants

Interview data collection was carried out on 10 participants consisting of tourism managers, tourist visitors, business actors, village officials, and service representatives from the Gresik Regency Government. Tourism managers who understand the conditions and potential of the area, visitors who provide input about tourism experiences, local business actors who offer economic insight, village officials who know local social, economic, and cultural conditions, as well as representatives of the district government involved in policy and institutional support. Input from these participants is important for overcoming challenges and increasing human resource capacity as well as implementing digital-based sustainable models.

This study analyzes best practices that have been implemented elsewhere in developing a sustainable digital-based human resource capacity model to support blue economy policies in coastal areas that can be applied and adapted to the tourism conditions on Mengare Island.

Data Analysis

Data analysis using NVIVO 12 PLUS software includes six main steps: compiling and preparing data through transcription and organizing information; reading the entire data to develop a general idea; coding data by grouping pieces of information into specific categories; compiling descriptions and themes through the coding process to describe settings, participants and events in detail; connecting themes and descriptions in narrative form that shows the relationship between themes; and interpreting the meaning of themes and descriptions by comparing the results of the analysis with theory and general literature to develop human resource capacity in the Mengare Island tourist area sustainably.

RESULTS AND DISCUSSION

Based on the analysis of the research on the design of a sustainable digital-based human resource capacity model towards a blue economy tourism area in Tanjung Widoro Village, Mengare Island, Gresik Regency, the subsequent discussion includes capacity development at the individual, organizational, and systemic levels. The design of the human resource capacity model considers theories of capacity development, sustainable human resource management, digitalization, and the concept of the blue economy.

Individual Level Capacity Development

Training is the key component, encompassing administrative management, finance, marketing, and technical skills such as mangrove literacy, tourism services, and disaster mitigation.

"Digital training also requires training on mangroves... There are comparative studies to other tourist attractions, but there are no suggestionsfrom friends for this place... (Tourism Managers).

"The manager didn't explain enough, what mangrove plants are here..." (Visitor from student).

"There are so many tourists; we have to be able to anticipate it. It needs management."(Local vlogger).

The use of digital technology in training enhances efficiency and ensures access to the necessary knowledge to support the blue economy (Grindle, 1997; Horton et al., 2003). *"For local people, for tourism, their thinking is shortsighted; only profit; sustainability is lacking." (Tourism Managers).*

Digital-based recruitment allows for more efficient and fair processes, focusing on equality and environmental awareness (Cabral & Dhar, 2021; Mahdy et al., 2023). *"The money earned from visitors who pay generously is used for mangrove management operations, and the rest is given to the manager as an honorarium. Its nature is not permanent." (Tourism Manager).*

"There was no salary from the registrar, so it disappeared by itself." (village-owned enterprise managers).

Digital systems for payroll improve transparency and fairness in compensation (Ehnert & Harry, 2014). The development of MSMEs through digital technology such as e-commerce can expand market reach and increase the added value of local products (Asari et al., 2023).

Recruitment in Mengare mangrove tourism ensures the selection of individuals who are competent in the environmental field to support sustainable tourism (Godfrey, 2016; Pauli, 2017). Continuous

training in marine resource management, tourism management, and digital technology is crucial to enhancing HR capacity (Ehnert & Harry, 2014; Stahl et al., 2020). A profit-sharing-based payroll system with transparent distribution improves motivation and workforce performance (Stankevičiute & Savanevičiene, 2018). "It's true that people don't like tied work systems." (Director of PT. Ecosains Indonesia).

A conducive and flexible work environment in Mengare mangrove tourism is important to maintain motivation and performance (Nabilah & Ridwan, 2022). The use of digital technology in management enhances stakeholder collaboration and operational efficiency (Shih, 2024; Tilley et al., 2024).

Organizational Level Capacity Development

Leadership in Mengare mangrove tourism has several challenges in terms of increasing environmental awareness, financial transparency, and empowering human resources.

"...have not succeeded in achieving success in environmental awareness because I have not been able to develop or succeed in forming people like that...". (Tourism Manager).

"...Our managerial abilities still rely a lot on the chairman...". (Director of PT. Ecosains Indonesia).

The role of the Chief Manager in directing and inspiring members aligns

with the capacity development theory by Grindle (1997) and Moscardo (2008).

"...it is not yet established normally that there is a treasurer and secretary, but there are no ideas for improvement yet...". (Tourism Manager).

Informants consider a clear and organized organizational structure important for strengthening the organization (Grindle, 1997; Stankevičiute & Savanevičiene, 2018).

"…Every young person there, sir, is empowered. Karang Taruna alone is enough. Because I see that now the villages have started to compete. Already starting to organize the village...". (Vlogger).

Empowerment of human resources is seen as a crucial element in organizational strengthening, with an emphasis on continuous training and capacity building (Horton et al., 2003; Mahdy et al., 2023).

"…should I wait for a miracle, …when there are many visitors? The management idea grew on its own...". (Tourism Managers).

A strong and positive organizational culture, characterized by friendliness and collaboration, is essential for the successful management of sustainable tourism (Vu et al., 2024; Youssef, 2023).

"…once a year there is nothing…for example, there is no THR…"(Tourism Manager).

Fair and transparent incentives, although not yet fully implemented, are recognized as important for the motivation and performance of managers (Stankevičiute & Savanevičiene, 2018).

Institutional Reform

Institutional reform was not widely understood by all informants; only a few who were directly related to tourism management discussed it. Successful institutional reform requires the involvement of various parties, such as business actors, visitors, and local governments, with legal support from PERDA number 16 of 2013 for the management and development of mangrove tourism.

"…there is potential in the future to apply as a tourism village. If you have become a tourism village, you will have a REGENCY DECREE and you can take part in the Indonesian Tourism village award...". (Tourism Analyst).

Structured plans can provide long-term benefits for society and the environment (Vu et al., 2024). This research supports research (Yulianita & Romadhon, 2020) regarding the importance of institutions in developing Mengare mangrove ecotourism.

Role of Stakeholders

The development of human resource capacity for mangrove tourism in

Mengare Island involves significant stakeholder roles. The local government supports HR development through education and training conducted by the Tourism and Creative Economy Agency and the Fisheries Department of Gresik Regency.

*"…budget assistance from provincial offices and ministries…" (*Tourism Managers*).*

"…If the village wants to invite us to socialize there regarding tourism awareness groups or potential identification and so on, we will come there…". (Tourism Analyst).

These policies enhance the competencies of the community, employees, and tourism businesses with positive results through financial assistance, technical guidance, and training, as highlighted by Mahdy et al. (2023). BUMDES Tanjung Widoro empowers MSMEs and women to create job opportunities and increase household income (Junaid, 2021).

"…connected to one of the cafes in Gresik. this cafe aims to become a tourist entry point…". (Director of PT. Ecosains Indonesia).

"…universities for final assignment materials by submitting reports; there are no ideas submitted for environmental problems; instead, they learn from us…". (Tourism Managers).

Collaboration between local managers and businesses in tourism promotion demonstrates effective strategies in managing and marketing tourist destinations (Abdullah et al., 2023). The implementation of blue economy principles also refers to research by Tlusty et al. (2019) and Setyawati et al. (2021), which shows that marine resource management should include ecological and socio-economic sustainability to achieve optimal results.

Digital

The use of digital technology in managing mangrove tourism on Mengare Island increases operational and marketing efficiency and plays an important role in developing human resource capacity. Digital administration and digital literacy enable tourism managers to make optimal use of technology and adapt more quickly to technological changes.

"…training is needed about mangroves. Later we can invite people who have expertise in that field…We need universities to direct; for technical guidance number two, we need people; there is a chairman who directs; there is an information technology section; there is a promotion section; it doesn't have to be a local person…". (Tourism Managers).

Training and increasing digital literacy improve managers' skills in using digital tools, managing data, and implementing effective digital marketing strategies (Mahdy et al., 2023).

"...digital maps still require greater costs, it's better to base a website first...". *(Student Visitor).*

Social media and websites as digital marketing tools allow tourism managers to interact with tourists, collect feedback, and customize services based on visitor preferences. Visitor data collection through digital technology provides accurate data for trend analysis and strategic planning, helping managers understand tourist needs and expectations (McKinley et al., 2021; Tilley et al., 2024).

Sustainable Digital-Based Human Resource Capacity Model Design Towards a Blue Economy Tourism Area in Mengare Island

Digital-Based Sustainable Human Resource Capacity Model Design Towards a Blue Economy Tourism Area in Tanjung Widoro Village, Mengare Island, adopting the approach of Mujanah et al. (2015, 2023) which emphasizes community-based tourism development through training and empowering local communities. This research highlights the importance of collaboration between government, educational institutions, and business actors to increase human resource capacity through training programs and partnerships, in line with the views of Horton et al. (2003) and the findings of Stankevičiute & Savanevičiene (2018).

This model is also relevant to the blue economy concept according to Youssef (2023), which includes economic, social, environmental, technological, cultural, and governance dimensions to create sustainable tourism on Mengare Island. Research by Mahdy et al. (2023), Cabral & Dhar (2021), and Kainzbauer et al. (2021) emphasizes the importance of Green Human Resource Management (GHRM)

and Sustainable Human Resource Management (S-HRM) in supporting organizational sustainability through improving skills and active participation from stakeholders.
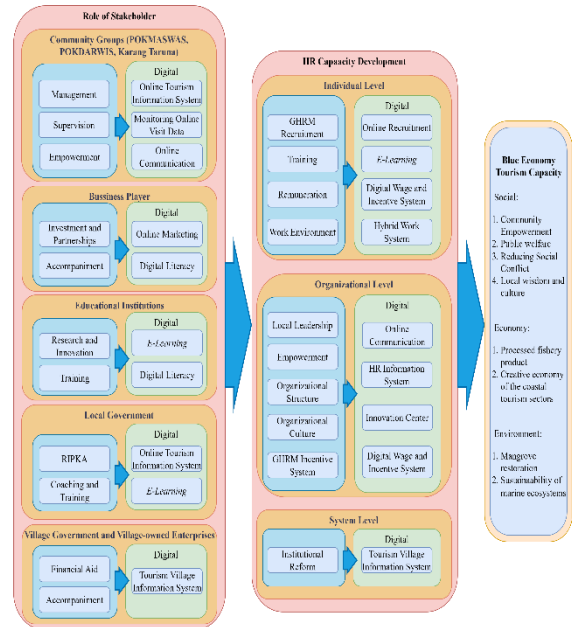
(Source: Researcher, 2024)
Figure 1 Sustainable Digital-Based Human Resource Capacity Model Design

The digital-based sustainable HR capacity model design, as can be seen in Figure 1, is the result of further research from the findings of Indrayani et al. (2019) and Prihono & Rifqi (2017), who emphasize the importance of increasing human resource capacity and stakeholder participation for the sustainability of tourism on Mengare Island. Implementation of the blue economy concept on Mengare Island requires a strong institutional framework and collaboration between various parties (Mujanah et al., 2015, 2023).

Increasing human resource capacity is needed to overcome challenges in digitalization, as stated by McKinley et al. (2021) and Torabi et al. (2023) that digitalization can increase community participation in tourism. This research also supports the findings of Tilley et al. (2024)

and Shih (2024) that digital technology is very important for sustainable resource management on Mengare Island.

CONCLUSION

Based on the discussion of the research results, the design of a digital-based human resource capacity model for a blue economy tourism area in Mengare Island involves several key aspects. First, continuous training encompassing technical, managerial, and digital technology aspects aims to enhance the competence and readiness of human resources in managing and promoting ecologically based tourism. Second, strengthening organizational structure through effective leadership, clear task distribution, and collaborative organizational culture is key to creating a solid, goal-oriented team. Third, institutional reform is needed to expand the scope of support from various parties so that Tanjung Widoro Village can be recognized as a tourist village.

The use of digital technology such as websites, applications, and social media is crucial for easy access, operational efficiency, and effective digital marketing. Support from the government and businesses in the form of policies, and financial, and non-financial assistance strengthens the sustainable tourism ecosystem. Collaboration with local communities, educational institutions, and businesses helps create a community that supports the blue economy. This approach is expected to realize sustainable human resources in Mengare Island for the management of tourism areas that contribute to the local economy without damaging the marine ecosystem.

Suggestions for Future Research

Future studies could explore the long-term impact of this digital-based model on local community empowerment and environmental sustainability. Research could examine how integrating more advanced digital tools, such as AI-driven analytics and virtual tourism experiences, can further enhance community engagement and marketing strategies. Investigating the effectiveness of specific training modules for local communities in digital marketing and customer service could provide valuable insights into skill gaps and training needs. Additionally, studying the role of policy frameworks and cross-regional collaboration in supporting tourism sustainability on Mengare Island would offer a more comprehensive view of institutional support dynamics. Lastly, evaluating the environmental impact of increased tourism activities within a blue economy framework could ensure that the development aligns with ecological sustainability principles.

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