Kompetensi Manajemen Sumber Daya Manusia Dalam Mendukung Kebijakan Blue Economy pada Sektor Pariwisata Kawasan Pesisir Kabupaten Tolitoli

Human Resource Management Competencies in Supporting Blue Economy Policies in the Coastal Tourism Sector of Tolitoli Regency

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Abstrak

Penelitian ini bertujuan untuk menganalisis kompetensi manajemen sumber daya manusia dalam mendukung kebijakan *Blue Economy* pada sektor pariwisata kawasan pesisir Kabupaten Tolitoli. Penelitian menggunakan pendekatan kualitatif deskriptif dengan melibatkan 15 responden yang terdiri dari aparatur pemerintah daerah, pelaku usaha pariwisata, dan masyarakat pesisir. Data dikumpulkan melalui wawancara mendalam, observasi lapangan, dan studi dokumentasi, kemudian dianalisis secara interaktif melalui proses reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa kompetensi SDM dari aspek pengetahuan, keterampilan, dan sikap memiliki peran strategis dalam mendukung implementasi *Blue Economy*, namun pemahaman konseptual dan keterampilan pengelolaan pariwisata pesisir berbasis keberlanjutan masih terbatas. Meskipun sikap dan komitmen terhadap pelestarian lingkungan relatif baik, implementasinya belum optimal akibat keterbatasan dukungan kelembagaan dan koordinasi lintas sektor. Penelitian ini merekomendasikan penguatan literasi kebijakan *Blue Economy*, peningkatan kapasitas SDM secara berkelanjutan, serta penguatan koordinasi antar pemangku kepentingan guna mendorong pengembangan pariwisata pesisir yang berkelanjutan di Kabupaten Tolitoli.

Kata kunci: kompetensi SDM, Blue Economy, pariwisata pesisir, manajemen sumber daya manusia, Kabupaten Tolitoli.

Abstract

This study aims to analyze human resource management competencies in supporting the implementation of Blue Economy policies in the coastal tourism sector of Tolitoli Regency. A descriptive qualitative approach was employed by involving 15 respondents consisting of local government officials, coastal tourism business actors, and coastal community representatives. Data were collected through in-depth interviews, field observations, and documentation studies, and analyzed using an interactive process of data reduction, data display, and conclusion drawing. The findings indicate that human resource competencies in terms of knowledge, skills, and attitudes play a strategic role in supporting the Blue Economy; however, conceptual understanding and managerial skills related to sustainable coastal tourism remain limited. Although positive attitudes and commitment toward environmental conservation are evident, their practical implementation has not been optimal due to limited institutional support and weak cross-sectoral coordination. This study recommends strengthening Blue Economy policy literacy, enhancing sustainable human resource capacity development, and improving stakeholder coordination to promote sustainable coastal tourism development in Tolitoli Regency.

Keywords: Human Resource Competence, Blue Economy, Coastal Tourism, Human Resource Management, Tolitoli Regency.

INTRODUCTION

Tolitoli Regency is a coastal area in Central Sulawesi Province with significant marine and coastal resource potential, particularly in the marine tourism sector. The beauty of its beaches, marine ecosystems, and the rich cultural heritage of its coastal communities are strategic assets for sustainable tourism development (Nuri Hidayati & Rahman, 2022). In line with the national and global development agenda, the Blue Economy concept is present as a development approach that emphasizes the utilization of marine resources in a sustainable, inclusive and environmentally friendly manner to improve community welfare without damaging coastal ecosystems (Riesnandar & Nuhartonosuro, 2025).

The implementation of the Blue Economy policy in the coastal tourism sector not only requires the availability of natural resources and infrastructure (Sentanu & Mahadiansar, 2020). But it also depends heavily on the quality of the human resources who manage it. (Nasir et al., 2024). The competence of human resources, both local government officials, tourism business actors, and local communities, is a key factor in ensuring that tourism activities run in harmony with the principles of environmental sustainability, local economic empowerment, and socio-cultural preservation. (Feby et al., 2025). Without adequate HR management competency, the Blue Economy policy has the potential to not be implemented optimally (Ahmad et al., 2024). It can even lead to over-exploitation of coastal resources (Kustiwa & Mokodompit, 2025).

In Tolitoli Regency, coastal tourism development still faces various challenges, such as limited human resource planning competency, low capacity for sustainable tourism management, limited understanding of Blue Economy principles, and suboptimal synergy between the government, businesses, and coastal communities. These conditions indicate that the managerial aspects of human resources, which encompass knowledge, skills, and professional attitudes in coastal tourism management, do not fully support the direction of Blue Economy-based development policies.

Furthermore, the increasingly competitive dynamics of coastal tourism demand adaptive, innovative, and sustainability-oriented human resources. Strong human resource management competencies are expected to drive improved tourism service quality, responsible coastal environmental management, and the creation of sustainable economic value for local communities. Therefore, strengthening human resource management competencies is a key prerequisite for integrating Blue Economy policies into coastal tourism practices in Tolitoli Regency.

Based on this description, this research is crucial for in-depth examination of how human resource management competencies play a role in supporting Blue Economy policies in the coastal tourism sector of Tolitoli Regency. The results of this study are expected to contribute academically to the development of Blue Economy-based HR management concepts and provide practical recommendations for local governments and stakeholders in formulating policies and strategies for sustainable coastal tourism development.

METHOD

This study uses a descriptive qualitative approach to analyze human resource management competencies in supporting the Blue Economy policy in the coastal tourism sector of Tolitoli Regency (Sugiyono, 2021). Data was obtained through in-depth interviews, field observations, and documentation studies with informants selected purposively, including local government officials, tourism business actors, and coastal communities (Moleong, 2021). Data analysis was conducted interactively through data reduction, data presentation, and conclusion drawing, with data validity guaranteed through triangulation of sources and techniques. This approach allows for a comprehensive understanding of the role of human resource competencies in driving the implementation

of sustainable coastal tourism based on the

RESULTS

A. Knowledge Competence

The research results show that most of the 15 respondents had basic knowledge of coastal tourism and the importance of environmental conservation. However, their understanding of the Blue Economy concept remained partial and normative. Respondents generally understood the Blue Economy as an effort to preserve the ocean, but did not fully grasp its integration with the economic, social, and governance aspects of tourism. This condition is reflected in the suboptimal translation of Blue Economy principles into coastal tourism planning and management.

A respondent from the local government stated,

"So far, we have focused more on developing tourist destinations and visits, while the Blue Economy concept has not been the main reference in planning." (R3).

A tourism business owner expressed something similar, saying,

"We know the importance of protecting the ocean, but we've never received a specific explanation about how the Blue Economy can be applied to tourism businesses." (R7)

These findings indicate that increasing conceptual knowledge and policies related to the Blue Economy is still a major need in the development of coastal tourism in Tolitoli Regency.

B. Skill Competence

From a skills perspective, the research results indicate that human resource management competency in coastal tourism management remains uneven. While some respondents possess technical skills in tourism services and destination management, managerial skills focused on environmental sustainability and community empowerment remain limited. This limitation is particularly evident in planning, waste management, and sustainable use of coastal resources.

A coastal destination manager stated,

"We run tourism activities based on experience alone, there has been no special training on sustainable tourism management." (R10).

Blue Economy.

Another respondent from the coastal community added,

"If there is training on how to manage tourism without damaging the environment, we will definitely participate, because we have been self-taught." (R14).

These findings indicate that strengthening skills through ongoing training and mentoring is an important factor in supporting the implementation of Blue Economy policies.

C. Attitude Competence

Regarding the attitude and behavior indicators, the majority of respondents expressed a positive attitude toward coastal environmental conservation and local community economic empowerment. Respondents generally recognized that environmental sustainability is a key prerequisite for sustainable coastal tourism. However, this positive attitude has not been fully reflected in consistent behavior due to limited policy support, facilities, and coordination between stakeholders. A coastal community leader stated,

"We realize that if the environment is damaged, tourism will also stop, but often there is no support in the form of facilities and clear regulations." (R12).

Similar statements were expressed by local government officials,

"The commitment is there, but its implementation is still hampered by cross-sector coordination." (R5).

This shows that although attitudes and commitments towards the Blue Economy principles are relatively good, strengthening of institutional systems and policies is needed so that these attitudes can be realized in real practice.

DISCUSSION

Research findings indicate that human resource (HR) management competency is a strategic factor in supporting the implementation of Blue Economy policies in the coastal tourism sector of Tolitoli Regency. Conceptually, HR competency, which encompasses knowledge, skills, and attitudes, confirms that the success of a

development policy is largely determined by the quality of the actors implementing it. (Spencer & Spencer 2024). In the context of this research, the three competency indicators have not been fully integrated optimally in the management of coastal tourism based on the Blue Economy.

A. Knowledge Competence

From a knowledge perspective, the research results indicate that respondents' understanding of the Blue Economy concept is still partial and has not yet become a primary foundation for coastal tourism planning. This finding aligns with Pauli's view, which asserts that the Blue Economy is not only about protecting the marine environment but also about creating sustainable economic value through innovation and efficient resource utilization. This low conceptual understanding also aligns with the research findings. (Kristiawan & Marsudi, 2025; Rahman et al., 2025) stated that limited policy literacy and conceptual understanding are the main obstacles in implementing sustainable coastal development at the regional level.

B. Skill Competence

In terms of skills, this study found that the technical and managerial skills of human resources in coastal tourism management are still inadequate, particularly those related to sustainability-based planning, environmental management, and local community empowerment. This finding supports human resource development theory, which emphasizes the importance of capacity building as a primary instrument in increasing the effectiveness of public policy. This is in line with research (Anam et al., 2024; Anikwe et al., 2024) In the coastal tourism sector, limited training and ongoing mentoring means that destination management remains conventional and not yet oriented towards Blue Economy principles.

C. Attitude Competence

Meanwhile, in terms of attitudes and behavior, the majority of respondents demonstrated a high level of commitment and awareness of the importance of coastal environmental conservation. This finding confirms the theory of organizational behavior, which states that positive attitudes are a prerequisite for behavioral change. However, this study also indicates that these positive attitudes have not been fully translated into practice due to weak institutional support, technical regulations, and cross-sector coordination. This condition is in line with the research results (Rifai & Haeril, 2024) which concluded that the gap between attitudes and practices often occurs in the implementation of environmental policies in coastal areas.

Overall, the results of this study confirm that the success of Blue Economy policies in the coastal tourism sector is not only determined by the availability of natural resources and formal policies, but also depends heavily on the competence of the human resource management implementing them. This finding reinforces arguments in the sustainable development literature that place human resources as a key actor in realizing the integration of economic, social, and environmental goals. Therefore, strengthening human resource management competencies through increasing policy knowledge, developing sustainability-based skills, and strengthening pro-environmental attitudes and behaviors is a strategic agenda in supporting the implementation of the Blue Economy in coastal tourism in Tolitoli Regency.

CONCLUSION

This study concludes that human resource management competency plays a crucial role in supporting the implementation of Blue Economy policies in the coastal tourism sector of Tolitoli Regency. Stakeholders' understanding of the Blue Economy concept remains limited and has not been optimally integrated into tourism planning, while the managerial and technical skills of human resources in managing sustainable coastal tourism still need to be improved. Despite this, attitudes and commitments to environmental conservation and local community empowerment have been established, but have not been fully implemented effectively due to limited

institutional support and cross-sectoral coordination.

SUGGESTION

This study recommends strengthening regional policies by increasing literacy and integrating the Blue Economy concept into coastal tourism planning, along with sustainable human resource capacity development programs through training and mentoring. Furthermore, local governments need to strengthen cross-sectoral coordination and formulate technical policies and incentives that encourage sustainable coastal tourism practices based on local community empowerment to ensure optimal Blue Economy implementation.

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