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## Integrating Local Wisdom for Economic Growth: A Career Development Model for Tourism Employees

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### **Abstract:**

*The tourism industry plays a significant role in Indonesia's economy, particularly in regions with strong tourism potential. One notable cultural tourism destination in Jakarta is Kampung Betawi Setu Babakan, renowned for its unique Betawi cultural heritage. The area showcases diverse local wisdom, including Betawi architecture, cuisine, arts, and traditions, which hold considerable potential for integration into tourism development. Enhancing the career development of tourism employees at Kampung Betawi Setu Babakan is crucial to sustaining service quality and maintaining the destination's appeal. This study aims to: (1) analyze current career development practices for tourism employees in Kampung Betawi Setu Babakan; (2) identify Betawi local wisdom that can be incorporated into employee career development; and (3) propose a career development model grounded in Betawi local wisdom. Employing a case study approach, data were collected through in-depth interviews, field observations, and document analysis. Findings reveal that career development practices in Kampung Betawi Setu Babakan remain suboptimal and lack integration of Betawi local wisdom. Key elements of Betawi culture, such as traditional architecture, culinary arts, and performing arts, were identified as potential resources for employee career development. The study formulates a career development model incorporating these cultural elements, featuring local wisdom-based training, culturally aligned career pathways, and a remuneration system that values contributions to cultural preservation. The proposed model offers managerial implications for improving service quality, enhancing destination competitiveness, and ensuring the sustainability of Betawi cultural heritage.*

**Keywords:** Career Development, Tourism, Local Wisdom, Kampung Betawi Setu Babakan.

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## **1. Introduction**

Tourism is a crucial economic sector in Indonesia, significantly contributing to national development. In 2023, the tourism sector accounted for approximately 6% of Indonesia's Gross Domestic Product (GDP), a notable increase from 4% in the early 2000s (Iswari et al., 2023). Additionally, the sector provided employment for over 12 million people, reflecting a 20% rise from 2018, according to the Ministry of Tourism and Creative Economy (Sakti, 2023). This growth illustrates the vital role of tourism in boosting local economies and providing livelihoods.

In the last decade, Indonesia has seen significant advancements in tourism, leveraging technological progress and globalization to enhance destination appeal (Siwiyanti et al., 2024). Several cultural tourism destinations in regions like West Java and Jakarta highlight the richness of local wisdom. For instance, Kampung Naga in Tasikmalaya preserves Sundanese traditions, while Kampung Betawi Setu Babakan in South Jakarta showcases Betawi culture. These destinations incorporate the concept of "smart wisdom," combining traditional values with modern technology to ensure sustainable cultural preservation (Sjaida, 2019).

However, despite these efforts, challenges remain in developing human resources within cultural tourism destinations. Employees play a critical role in delivering exceptional tourism experiences and preserving local wisdom. Yet, in destinations like Kampung Betawi Setu Babakan, structured career development programs for employees are lacking. Many employees possess only basic cultural knowledge and receive limited training to engage visitors effectively. This shortfall diminishes service quality and impacts the overall visitor experience (Salsabila et al., 2024; Sunarsih, 2018).

A notable research gap exists in linking employee career development with cultural preservation in tourism. While studies such as those by Ardyansyah and Nasrulloh (2022) have discussed human resource strategies in tourism, they do not address the integration of local wisdom into employee development. Similarly, Astrama, Sukaarnawa, and Darsana (2024) highlighted the need for collaborative efforts between academics, practitioners, and government stakeholders to optimize human resource management but did not explore how local wisdom could play a role. This oversight presents an opportunity to design a model that aligns employee growth with cultural sustainability.

The novelty of this research lies in its focus on developing a career model that integrates Betawi local wisdom into employee training and management. Unlike generic human resource frameworks, this model emphasizes cultural competency and sustainable practices. It aligns employee career development with efforts to preserve Betawi heritage, addressing the dual objectives of enhancing tourism services and sustaining cultural identity (Muda Siregar et al., 2023).

The objectives of this study are threefold: first, to develop competencies among tourism employees to promote and preserve Betawi culture; second, to design a career development and remuneration system that incentivizes cultural preservation; and third, to improve the quality of tourism services at Kampung Betawi Setu Babakan. By achieving these goals, this research seeks to enhance both the destination's appeal and its cultural sustainability (Hustia, 2020; Riadhussyah, 2020).

The findings are expected to benefit multiple stakeholders. For destination managers, the proposed model offers a framework for integrating cultural preservation into employee development programs. For tourism employees, it provides opportunities to improve skills and motivation. For tourists, it ensures a higher quality, culturally immersive experience. Lastly, for policymakers, the model serves as a replicable example for other cultural tourism destinations (Sahid & Budianto, 2022; Supartha & Sintaasih, 2017).

In conclusion, this study addresses critical gaps in human resource management by proposing a career development model for tourism employees in Kampung Betawi Setu Babakan. Through this model, the destination can enhance service quality, empower its workforce, and preserve Betawi culture sustainably. The integration of local wisdom into employee career development underscores the broader potential of cultural tourism as a driver of economic growth and cultural preservation (Praditya, 2022; Lubis et al., 2020).

## **2. Theoretical Background**

**Human Resource Management and Career Development Concept:** Human resource (HR) management and career development are important components in developing tourist destinations based on local cultural uniqueness as smart wisdom in West Java and DKI Jakarta. In terms of HR management, there are several things that need to be considered, including recruitment and selection of HR who have competence and a deep understanding of local culture. In addition, training and development must also be provided to local communities related to tourism destination management, such as hospitality skills, management, and others. No less important is ensuring a fair compensation and welfare system for local communities involved in destination management, as well as implementing performance management that encourages their active participation and contribution. (Zurnali & Sujanto, 2020). In terms of career development, there needs to be career planning that provides opportunities for local people to develop careers in tourism, according to their interests and competencies. This can be supported by ongoing training and competency development programs, so that local people can improve their abilities in managing tourist destinations. In addition, a clear organizational structure and career path also need to be built so that local people have clear career development prospects in the tourism industry. No less important is the mentoring and guidance program to help local people develop their careers. (Sunarsih, 2018)

The implementation of effective HR management and career development can ensure the active involvement and empowerment of local communities in managing tourist destinations, improving their competence and capabilities, and opening up opportunities for career development. This will ultimately create a sense of ownership and sustainability of tourist destination development programs based on local cultural uniqueness, so that the concept of " *local genius* " can be realized in West Java and DKI Jakarta. Human Resource Management (HRM) and career development are two important aspects in the tourism industry that are closely related. HRM plays a role in managing and developing employees to provide the best service to tourists, while career development helps employees achieve their career goals in the tourism sector.

HR theories that are relevant to career development in the tourism sector:

- **Motivation Theory.** Motivation theory explains the factors that drive employees to perform well. Some motivational theories that are relevant to career development in tourism are Maslow's hierarchy of needs theory, Alderfer's ERG theory, and McClelland's achievement motivation theory. (Ismawati, 2019)
- **Leadership Theory .** Leadership theory explains how leaders can motivate and empower employees to achieve organizational goals. Some leadership theories that are relevant to career development in tourism are transformational leadership theory, transactional leadership theory, and situational leadership theory. (Supartha & Sintaasih, 2017)
- **Organizational Development Theory.** Organizational development theory explains how organizations can create a work environment that is conducive to employee development. Some organizational development theories that are relevant to career development in tourism are Lewin's organizational change theory, OD ( *Organization Development* ) organizational development theory, and organizational learning theory. (Supartha & Sintaasih, 2017)

Career development in tourism is an ongoing process to help and encourage employees in achieving their career goals. This process includes many stages: (Kawiana, 2020)

- **Career planning.** Employees need to identify their career goals and develop plans to achieve them.
- **Education and training.** Employees need to undergo education and training to develop the skills and knowledge needed to achieve their career goals.
- **Mentoring and *coaching* .** Employees can benefit from mentoring and coaching from more experienced leaders or colleagues.
- **Performance appraisals.** Employees need to receive regular performance appraisals to track their progress and identify areas for improvement.
- **Promotion and transfer.** Employees can get opportunities for promotion and transfer to higher positions or those that better suit their interests.

Career development has many benefits for employees and organizations, including:

- **Increase motivation and job satisfaction.** Employees who feel they have opportunities to grow within the organization will be more motivated and satisfied with their work.

- Improve performance. Employees who have the skills and knowledge needed to do their jobs well will perform better.
- Improve employee retention. Employees who feel valued and invested in by their organization are more likely to stay with that organization.
- Increase organizational competitiveness. Organizations that have competent and motivated employees will be more competitive in the market. (Hustia, 2020)

Some of the challenges of career development in the tourism sector include:

- High *turnover* rates . The tourism industry has a high turnover rate, which can make it difficult for organizations to develop their employees.
- Skills and knowledge required. The tourism industry requires a wide range of skills and knowledge, which can make it difficult for organizations to find and develop the right employees.
- Limited resources. Tourism organizations often have limited resources for employee career development.

HR and career development are two important aspects of the tourism industry that are closely related. By implementing appropriate HR theories and providing quality career development opportunities, tourism organizations can improve employee motivation, performance, and retention, as well as increase their competitiveness in the market.

**Tourism Marketing Management:** In order to make tourism marketing a success, communication management in tourism is needed, which is a process that involves various parties with the aim of achieving a common understanding and building positive relationships. Understanding tourism communication theories is very important to formulate effective communication strategies in attracting tourists, improving the image of destinations, and building a sustainable tourism industry. The theories that support this understanding include:

1. Lasswell Model. (Sahid & Budianto, 2022)

This classic model explains communication by answering five questions: *Who says what, through what channel, to whom, with what effect?* *Who* : in the context of tourism, "who" can refer to various parties, such as tourists, government, tourism industry, local communities, and mass media. *What* : the message conveyed in tourism communication can be information about tourist destinations, attractions, accommodation, transportation, culture, and so on. Channels: tourism communication channels can be traditional media such as brochures, advertisements, and television, or new media such as the internet, social media, and *mobile* applications . *To whom* : The target audience for tourism communication can be classified based on various factors such as demographics, psychographics, and interests. *With what effect* : The desired effects of tourism communication can be increased awareness, changed attitudes, and increased tourist visits.

2. Framing Theory: (Muda Siregar et al., 2023)

This theory explains how messages are framed or packaged to influence audience interpretation and response. In the context of tourism, framing can be used to

emphasize the positive aspects of a tourist destination and minimize the negative aspects.

3. Intercultural Theory. (Lubis et al., 2020)

This theory explains that intercultural communication can cause misunderstandings and communication barriers. In the context of tourism, it is important to understand the cultural differences between tourists and local people to avoid misunderstandings and build positive relationships.

4. Marketing Mix. (Razzaq et al., 2019)

Marketing Mix *and* Marketing Communication Mix *play* an important role in the tourism industry.

- a. Product ( *Product* ). In the context of tourist destinations, actions that can be taken are to offer various tourist attractions, accommodation, transportation and other facilities that are attractive to tourists. Furthermore, developing tour packages that suit the interests and budgets of tourists. Finally, creating a unique and memorable tourist experience for tourists.
- b. Price ( *Price* ). Its implementation includes: setting competitive prices. Prices must consider operational costs, competitor prices, and the value offered to tourists. Furthermore, offering discounts and promotions. By providing discounts and promotions to attract tourists, especially outside the peak season, the sustainability effect can be achieved. Finally, an *all-inclusive* price package by offering an *all-inclusive* price package that covers all costs, such as accommodation, transportation, and food.
- c. Place . This is done by creating easily accessible tourist destinations. Furthermore, building cooperation with travel agents, namely by working with travel agents to market tourist destinations to tourists. Finally, utilizing technology. Utilizing technology such as the internet and social media to reach tourists globally.
- d. Promotion ( *Promotion* ). The mix is 1) advertising, namely by making advertisements in various media, such as television, radio, and the internet. 2) *Public relations* , namely by building relationships with mass media and influencers to promote tourist destinations. 3) *Sales promotion* , namely by offering discounts, promos, and contests to attract tourists. 4) *Personal selling* , namely providing the best information and service to tourists. (Pratiwi, 2017)

*First* , “Human Resource Development Strategy Through SOAR Analysis Method on Sharia Tourism on Madura Island” (Ardyansyah & Nasrulloh, 2022) . The conclusion of the SOAR analysis on the Sharia tourism resources of Madura Island includes the strengths and opportunities obtained as well as hopes or aspirations and real steps that must be arranged and carried out in stages according to the SOAR matrix. The important elements that need to be done to achieve the planned aspiration targets are as follows: 1) Carrying out tourism planning and development through the creation of promotional media, both print media and social media that are integrated with websites to attract tourists and investors. 2) Rearranging and grouping tourist objects by making clear, persuasive, informative and binding regulatory plans. 3) Packaging Madura Island tourism through collaboration with related agencies or travel agents. 4) Creating training activities and coaching to local youth or synergizing

with the local community in an effort to build excellent service. 5) Providing facilities and infrastructure that support comprehensive tourism activities on Madura Island such as a safe, communicative and integrated information service center. 6) Conducting coordination and mapping of areas that are adjusted to the needs and expected numbers. In addition, making regulations and coaching to tour agent owners, inn/hotel owners or synergizing with the local community.

*Second* , "Innovative Strategy for Human Resource Development in the Tourism Industry in Bangkalan" (Salsabila et al., 2024) . This study examines the strategy for developing human resources in the Tourism Sector from the perspective of the tourism potential of developing areas. The existence of human resources is thought to play an important role in tourism development. Tourism human resources include tourists/tourists (tourists ) or as workers ( *employment* ). This study uses a qualitative approach, namely an inductive approach. This type of research is categorized as descriptive research. The results of the study show that the management, development, and financing of tourist areas require support from many stakeholders ( *public*, *private*, and *society* ) so that the process can run smoothly. The success of the development of this area is also greatly influenced by the conditions of security and political stability, the support of human resources who have the appropriate expertise in terms of both quality and quantity.

*Third* , "Human Resource Management (HR) of the Denpasar City Tourism Office" (Astrama et al., 2024) . The quality and existence of human resources play an important role in developing the tourism capacity of a region. Denpasar City has promising prospects for increasing the competitiveness of the tourism industry, both regionally and nationally. This study examines and identifies how improving the quality of human resource management can have a significant impact on the quality of regional tourism. The method used in this study is a qualitative description with a systematic description. The object of the research is the State Civil Apparatus of the Denpasar City Tourism Office. Based on the results of the study, it can be concluded that the success of regional tourism development does not only depend on political security and stability, regional budgets, legal policies or socialization and promotion but is also influenced by transportation capacity and the use of human resources, especially those working in the tourism sector.

*Fourth* , "Human Resource Development in the Halal Tourism Sector in Facing the Industrial Revolution 4.0" (Riadhussyah, 2020) . This study discusses the development of human resources in the field of halal tourism to face the industrial revolution 4.0 which has a significant impact on human life and the world's ecosystem. Therefore, it is very important to manage human resources as the main actors who are directly related to this, especially in the halal tourism sector which is increasing rapidly every year. This research method is descriptive-qualitative with the concept of Human Resource Management and the concept of halal tourism. The results of this study indicate that halal tourism has great potential, so that human resource management in the halal tourism sector in facing the industrial revolution 4.0 must carry out managerial functions, namely with four steps: 1) Planning, determining the direction of halal tourism development; 2) Organizing, determining the authorized

institution to run it; 3) Directing, making instructions, regulations, or socialization to comply with planning; 4) Control, control and supervision are needed to achieve goals.

*Fifth* , “Organizational Performance in Tourism Supply Chain Management: What is the Role of Human Resource Management, Customer Satisfaction?” (Praditya, 2022) . The purpose of this article is to investigate the relationship between human resource management and tourism supply chain management, as well as the influence of human resource and tourism supply chain on customer satisfaction and operational performance. The findings of the study reveal the relationship between human resources and supply chain management in the tourism business. Furthermore, this study found that human resource management uncertainty has an impact on organizational performance.

In looking at the differentiation, urgency and novelty of the article entitled "Career Development Model of Tourism Employees by Integrating Potential Local Wisdom of the Region (Case Study of Betawi Cultural Village Tourism Village, Setu Babakan, South Jakarta)" with 5 previous studies, this article distinguishes itself from previous studies with two main aspects. *First* , this article emphasizes the involvement of the potential local wisdom of the Betawi Cultural Village Tourism Village community in the career development of tourism employees. This approach provides significant added value by considering local values as an important element in the HR development strategy in the tourism sector. *Second* , this article provides an in-depth specific case study of Setu Babakan, South Jakarta, which not only generalizes the concept of career development, but also illustrates its implementation in a more unique local context.

The urgency of this article is also seen in two key aspects. *First* , the article highlights the need for sustainable career development in the local tourism industry, given its rapid growth and the challenges faced in maintaining the quality of the tourist experience. *Second* , by emphasizing the involvement of local communities, the article underlines the urgency of treating communities as active partners in the tourism development process, which not only impacts the sustainability of the industry, but also the social well-being of local communities.

Novelty-wise, this article presents two main contributions. *First* , the integration of local wisdom in tourism employee career development is an innovative concept that offers a new approach to increasing the added value of tourism destinations through the utilization of local resources. *Second* , by applying this model to the Betawi Cultural Village Tourism Village, this article broadens the understanding of how this strategy can be implemented on a smaller and more focused local scale, providing an example that can be adopted by other tourism communities.

### 3. Methodology



This study uses a case study approach with a qualitative descriptive method. The case study was chosen because this study aims to explore and understand the phenomenon of career development of tourism employees in Kampung Betawi Setu Babakan in depth. Qualitative methods are used to gain a comprehensive understanding of career development practices, the potential of Betawi local wisdom, and to formulate a career development model based on local wisdom.

Data collection was conducted through in-depth interviews with relevant stakeholders, field observations, and document analysis. Interviews were conducted to explore information about career development practices, the potential of Betawi local wisdom, and employee expectations and needs. Field observations focused on observing employee activities, interactions, and work environments. Meanwhile, document analysis was conducted to gain a more comprehensive understanding of career development practices that have been implemented.

Data analysis was conducted thematically, including data transcription and coding, identification of main themes, classification and interpretation of data, and triangulation of data from various sources. The findings from the data analysis were used to formulate a career development model for tourism employees based on Betawi local wisdom.

To ensure the validity and reliability of the research, several strategies were carried out, including triangulation of data sources, *member checking*, *audit trail*, and researcher reflexivity. In addition, researchers also paid attention to ethical considerations by obtaining *informed consent*, maintaining the confidentiality of respondents' identities and personal information, and minimizing risks and negative impacts that may arise

#### 4. Empirical Findings/Result

##### **Overview of Betawi Cultural Village Tourism Village (Pulungan, 2021)**

Betawi Cultural Village is the embryo of Betawi cultural center, a place where the natural beauty, Betawi traditions including religion, culture and Betawi arts are developed. The idea and desire to build a Betawi cultural center have actually been around since the 1990s. Then by the Betawi Community Consultative Body (Bamus Betawi) for the 1996-2001 period, this desire was expressed in a work program design, namely Building a Betawi Cultural Village Center.

The very strong pressure from the Betawi community, the support of educated Betawi figures and Betawi community organizations, together with Bamus Betawi as an institution that coordinates and protects all activities of Betawi community organizations and foundations, finally gave birth to an agreement. Without going beyond the duties and authority of the DKI Jakarta Regional Government in 1998, Bamus Betawi submitted a proposal on the Development of Betawi Cultural Village, with an alternative location of Setu Babakan, Srengseng Sawah, Jagakarsa District,

South Jakarta. This effort was solely because all parties had a moral responsibility to motivate, foster and build as well as preserve this Betawi culture.

To further strengthen the proposal of Bamus Betawi and the policy of the DKI Jakarta Regional Government, previously on September 13, 1997, the Setu Babakan Festival/one day was held in Setu Babakan by the South Jakarta Tourism Sub-dept and received a warm welcome from the community. Because in the event, the activities of the community with their cultural thickness can be clearly seen, starting from clothing, home industry products, fruits and others. At the same time, Bamus Betawi handed over to the community and one of the supporting organizations (PBB Task Force) to maintain and monitor the PBB embryo until now. In 2000, the Governor of DKI Jakarta issued Governor's Decree Number 92 of 2000 concerning the Arrangement of the Betawi Cultural Village Environment in Srengseng Sawah Village, Jagakarsa District, South Jakarta.

Based on the decree, the PBB embryo was finally built on September 15, 2000. Then on January 20, 2001, Bamus Betawi held a Halal Bihalal with supporting organizations and the Betawi community in general. At that time, the Governor of DKI Jakarta, Sutiyoso, signed the inscription for the initial launch of the Betawi Cultural Village. Meanwhile, the General Chairperson of Bamus Betawi Abdul Syukur gave a mandate to the PBB Task Force to play an active role in supervising the Betawi Cultural Village, especially Setu Babakan. The Betawi Cultural Village was not created to aboriginalize the Betawi people and also not solely for tourism purposes, but more for the preservation, development and arrangement of Betawi Culture.

Considering that the Betawi Cultural Village is increasingly receiving public attention, while the existing legal umbrella (Governor's Decree Number 92 of 2000) has not been able to fully cover it, then through proposals and suggestions from various parties, a Regional Regulation on the Betawi Cultural Village was created. On March 10, 2005, Regional Regulation Number 3 of 2005 concerning the Establishment of the Betawi Cultural Village in Srengseng Sawah Village, Jagakarsa District, South Jakarta was born. Through this Regional Regulation, the development of the Betawi Cultural Village can be more coordinated and organized.

The Setu Babakan area itself is divided into 3 zones, namely: Zone A, developed into a center for preserving cultural development with an area of 3.2 hectares (ha). In this zone, various Betawi traditional houses are developed, such as the gudang, kebaya, joglo, bapang, coastal and thousand island traditional houses which are also equipped with a history and antiquity museum, theater building and modern buildings with Betawi nuances. Zone B, developed as a culinary center for the archipelago with a Betawi theme for Indonesia. This zone stands on an area of 3,700 square meters. In this zone there are approximately 250 culinary traders selling Betawi specialties and other Indonesian cultures. Zone C, developed into a commercial and nature study zone. This zone stands on an area of 2.8 ha. In this zone, a replica of a Betawi village was built which is equipped with traditional houses, rice fields and ponds (small lakes).

**Potential of Local Wisdom in Betawi Cultural Village Tourism Village**

The Betawi Cultural Village Tourism Village has a variety of local wisdom potentials that can be developed to support the career development of tourism employees, including:

- a. **Betawi Traditional House Architecture.** Betawi traditional houses are characterized by their gonjong roofs, wooden walls, and good ventilation. The architecture of this traditional house is the result of the Betawi people's adaptation to the tropical climate and can be used as a reference in developing tourism facilities.
- b. **Betawi Traditional Arts .** This tourist village has various Betawi traditional arts such as Ronggeng dance, Ondel-ondel, and Betawi Mask. These arts can be preserved and developed as interesting tourist attractions.
- c. **Betawi Culinary.** This tourist village also offers various Betawi culinary specialties such as soto Betawi, kerak telor, and laksa Betawi. These culinary delights can be used as gastronomic tourism attractions and can be developed into superior tourism products.
- d. **Daily Activities of the Residents.** The daily activities of the Betawi residents in the tourist village can also be an interesting tourist attraction for tourists who want to learn about Betawi culture directly.

**Tourism Employee Career Development by Integrating Local Wisdom Potential**

The career development of tourism employees in the Betawi Cultural Village Tourism Village has actually been carried out by integrating the potential of local wisdom of the region. Some strategies that have been implemented include:

- a. **Training and Competency Development .**  
Tourism employees are given training and competency development related to knowledge and skills in areas related to Betawi local wisdom, such as:
  - Introduction and understanding of Betawi traditional house architecture.
  - Training in practicing traditional Betawi arts.
  - Training in processing and serving Betawi culinary specialties.
  - Training in guiding the daily activities of Betawi residents.
- b. **Job Rotation and Vertical Career Development.**  
Tourism employees can be given the opportunity to rotate work in various fields related to Betawi local wisdom, such as:
  - Working in the Betawi traditional house management unit.
  - Working in the Betawi traditional arts performance unit.
  - Working in a Betawi culinary unit.
  - Working in a unit guiding the daily activities of Betawi residents.This job rotation can help employees to develop broader competencies and provide them with the opportunity to develop their careers vertically.
- c. **Formation of a Multidisciplinary Working Team.**  
In developing tourism products and services integrated with local Betawi wisdom, a multidisciplinary work team can be formed consisting of employees with different backgrounds and expertise, such as:
  - Expert in the field of Betawi traditional house architecture.

- Betawi traditional art artist or practitioner.
- Betawi culinary expert.
- A guide to the daily activities of Betawi people.

### **Tourism Employee Career Development Model**

Based on the analysis of the potential of Betawi local wisdom and tourism employee career development strategies, a tourism employee career development model can be developed that is integrated with regional local wisdom, namely:

1. **Integration of Local Wisdom in Career Development** . The results of the study show that the integration of local wisdom values, such as cultural traditions, local wisdom in managing natural resources, and community social values, significantly increases employee motivation and engagement in their career development. Employees feel more connected to the goals and values upheld by the local community, which in turn improves the quality of service to tourists.
2. **Escaping Universal HR**. The study highlights that focusing on Setu Babakan as a specific case study provides advantages in adapting career development strategies that are in accordance with the unique characteristics and local wisdom of the Betawi community. This avoids a merely universal approach and enriches career development with a local context that is rich in culture.
3. **Sustainable Career Development**. The study underlines the urgency of adopting a sustainable approach to career development in the tourism sector, especially in the face of rapidly evolving industry dynamics and changes in global traveler preferences.

The results of the study show that the potential of Betawi local wisdom that can be integrated into the career development model for tourism employees in Setu Babakan Tourism Village includes:

1. Cultural values. Betawi cultural values such as mutual cooperation, consensus, and concern for others can be instilled in employee career development programs through activities such as cultural training, mentoring, and *coaching* .
2. Traditional skills. Betawi traditional skills such as batik making, dancing, and playing music can be developed through vocational training programs and workshops.
3. Local knowledge. Betawi local knowledge of history, customs, and traditions can be conveyed to employees through educational programs and cultural tours.

The results of the study also show that there is a rich potential for local wisdom in the Betawi Cultural Village Tourism Village, Setu Babakan. This potential for local wisdom can be integrated into the career development program for tourism employees through several strategies, namely:

1. Local wisdom training. Tourism employees need to be given training on Betawi local wisdom, such as culture, traditional arts, and culinary specialties. This training can help tourism employees understand and appreciate Betawi local wisdom, so that they can provide better service to tourists.
2. Creation of products and services based on local wisdom. Tourism employees can be involved in the creation of products and services based on Betawi local wisdom.

This can help tourism employees to develop their skills and knowledge, as well as increase their motivation and job satisfaction.

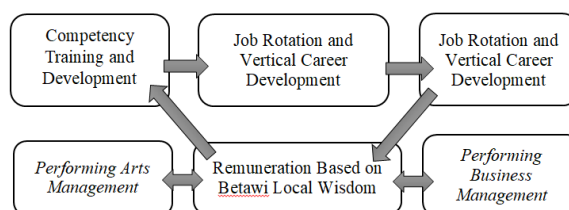
3. Empowerment of tourism employees. Tourism employees need to be empowered to become agents of guardians and preservers of Betawi local wisdom. This can be done by giving them the opportunity to participate in local wisdom preservation activities, such as cultural festivals and traditional art performances.

## 5. Discussion

Developing tourism employee careers by integrating the potential of local regional wisdom has several benefits, namely:

- Improving the competence and professionalism of tourism employees . Tourism employees who have knowledge and skills about local wisdom will be more competent and professional in serving tourists.
- Increasing the competitiveness of tourist villages. Tourist villages that have competent and professional tourism employees will be more able to compete with other tourist villages.
- Preserving local wisdom. Integrating local wisdom into tourism employee career development programs can help preserve local wisdom.

The following is a chart that illustrates the career development model for tourism employees by integrating the potential of local wisdom of the region, especially for Kampung Betawi Setu Babakan, South Jakarta:



**Figure 1. Tourism Employee Career Development Model**

Source: Processed Research Results

Developing the careers of tourism employees by integrating local wisdom offers several strategic benefits for individual employees, the destination, and the broader community.

First, this approach enhances the competence and professionalism of tourism employees. As highlighted by Ardyansyah and Nasrulloh (2022), incorporating local cultural elements into employee training fosters a deeper understanding of the destination's unique characteristics. Employees equipped with such knowledge are more capable of creating meaningful interactions with tourists, thereby increasing

customer satisfaction and destination loyalty. Additionally, training programs rooted in local wisdom align with the principles of competency-based human resource management (Sunarsih, 2018), which emphasize the importance of context-specific skills and behaviors in achieving organizational goals.

Second, integrating local wisdom strengthens the competitiveness of tourist destinations. As Hustia (2020) notes, professional employees who exhibit cultural competency contribute significantly to the differentiation and attractiveness of a destination. Kampung Betawi Setu Babakan, for example, can leverage its unique Betawi cultural heritage to compete with other destinations, offering authentic experiences that appeal to culturally curious travelers. This aligns with the findings of Praditya (2022), who emphasizes the role of human resource management in enhancing the performance of tourism supply chains.

Third, this approach actively contributes to the preservation and promotion of local wisdom. By embedding cultural elements—such as Betawi architecture, traditional culinary practices, and performing arts—into career development programs, tourism employees become cultural ambassadors. This not only enriches their roles but also fosters community engagement in safeguarding intangible heritage. As Iswari et al. (2023) highlight in their study of community-based tourism, incorporating local culture into tourism practices supports both economic and cultural sustainability.

Additionally, the career development model based on local wisdom promotes inclusive and sustainable growth within the tourism sector. By focusing on localized training and development pathways, this model ensures that the benefits of tourism extend to the local community, addressing economic disparities and creating opportunities for residents to participate in and benefit from tourism activities. This aligns with Zurnali and Sujanto's (2020) emphasis on the importance of green and inclusive human resource practices in sustainable development.

Lastly, the integration of local wisdom into career development programs aligns with modern trends in human resource management, such as the emphasis on cultural competence, job satisfaction, and employee well-being (Kawiana, 2020). When employees feel valued and connected to their cultural heritage, their motivation and performance improve, leading to better outcomes for both the organization and the local community.

Through the successful implementation of this model in Kampung Betawi Setu Babakan, outcomes such as improved service quality, enhanced destination competitiveness, and sustained cultural preservation can be achieved. Furthermore, this model can serve as a replicable framework for other tourist destinations in Indonesia, provided that local adaptations are made to reflect the unique cultural wisdom of each region. Such a strategy not only benefits the tourism industry but also contributes to the broader objectives of cultural sustainability and regional development.

## 5. Conclusions

The Betawi Cultural Village Tourism Village possesses a rich variety of local wisdom, including traditional house architecture, arts, culinary delights, and residents' daily activities, all of which hold potential for enhancing the career development of its tourism employees. Integrating this local wisdom into career development can be achieved through tailored training programs, competency development, job rotation, vertical career progression, and the establishment of multidisciplinary work teams. The proposed career development model comprises five key stages: identifying local wisdom potential, developing employee competencies, implementing job rotation and vertical career pathways, forming multidisciplinary teams, and conducting continuous evaluation and improvement. This model effectively enhances the competence and professionalism of tourism employees, boosts the competitiveness of tourist villages, and preserves local cultural heritage. Additionally, it offers a replicable framework for other tourist villages across Indonesia, provided they adapt it to their unique local wisdom.

To ensure successful implementation, local governments and village managers should allocate adequate budgets for employee development programs and collaborate with academics, tourism practitioners, and stakeholders to design and execute the model effectively. This approach has significant practical implications for human resource management in the tourism industry, fostering career development policies that respect and leverage local wisdom. Ultimately, the model can enhance tourist satisfaction, strengthen cultural identity, and contribute positively to the local economy by increasing tourist visits and encouraging community involvement in tourism.

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