Analysis of Human Resource Development in the GEMAPESTA Program at the Tourism and Culture Office of Wonosobo Regency, Indonesia

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Article Info

ABSTRACT

Background: Human resource development (HRD) is a strategic element in the tourism sector, especially in responding to the demands of the digital era, which emphasizes technological adaptation and innovation in digital promotion. Wonosobo Regency, as a leading tourist destination, faces challenges due to the low digital competence of local tourism actors. Although tourist visits are increasing, skills in utilizing digital media for tourism promotion and management remain limited. This creates a gap between the tourism potential and the capacity for effective digital promotion. To address this issue, the Department of Tourism and Culture initiated the Community Tourism Awareness Movement (GEMAPESTA) to enhance the technology-based capacity of human resources. **Purpose.** This study is to analyze human resource development in the digital era through training programs within GEMAPESTA. **Method.** The research employs a descriptive qualitative approach using the HR training and development theory by Sedarmayanti (2016). Data were collected through in-depth interviews with seven informants and documentation. The informants consisted of officials from the Department of Tourism and Culture and community-based tourism actors involved in the GEMAPESTA program. **Result.** The results indicate that the GEMAPESTA program has contributed positively to improving the knowledge and skills of the community in managing and promoting tourist destinations. **Conclusion.** The program has been implemented quite well and in line with its objectives, although challenges remain, such as limited technological infrastructure and uneven digital literacy. This study recommends strengthening collaboration between government, local communities, and the private sector to support the sustainability of the program and enhance the effectiveness of human resource development in the digital tourism sector.

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I. INTRODUCTION

1.1 Background

Human Resources (HR) constitute an essential element within the framework of modern management, as reflected in the 6M concept: Man, Money, Method, Material, Machine, and Market. According to Hasibuan (2016), human resources are the primary driving force of all organizational activities, and the success of an institution is largely determined by the quality of its people. In an era of globalization characterized by rapid change and technological complexity, adaptive human resource development has become a strategic necessity. In the context of service sectors such as tourism, the role of human resources is particularly central. Evans, Campbell, and Stonehouse (2012) state that in service-based organizations, the quality of human resources is the main factor determining service performance and customer satisfaction. Tourism, as one of the sectors contributing significantly to economic growth, requires human resources who are not only technically skilled but also capable of adapting to the dynamics of digitalization. The tourism industry is recognized as one of the largest and most diverse sectors globally, contributing substantially to income generation and job creation, as well as playing a strategic role in driving national economic growth (Abadi et al., 2018).

Law No. 10 of 2009 on Tourism emphasizes the importance of collaboration among communities, government, and the private sector in supporting tourism activities. Wonosobo Regency, as an area with rich natural and cultural assets such as the Dieng Plateau, possesses significant potential for tourism development. However, major challenges remain, particularly in terms of digital literacy among tourism human resources. Research by Sulastri and Uriawan (2020) highlights that the success of contemporary tourism promotion and management is highly dependent on the ability of human resources to utilize information technology. This is reinforced by findings indicating that digital-based training can improve the quality of tourism services and expand promotional reach (Hermawan, 2019).

As one of the leading tourist destinations in Central Java Province, Wonosobo Regency is endowed with abundant natural resources, cultural richness, and unique local characteristics. The Dieng Plateau, as the region's primary tourism icon, serves as a major attraction for both domestic and international tourists. This demonstrates that Wonosobo's tourism potential is substantial and capable of further development. Nevertheless, this potential has not been fully supported by the readiness of local human resources to manage and promote tourism professionally and adaptively in line with contemporary developments. In the current digital era, technological transformation has altered tourist behavior, with travelers increasingly seeking information, making reservations, and providing reviews through digital platforms. Consequently, the ability of human resources to utilize digital technology has become a crucial aspect in enhancing the competitiveness of local tourism.

To address these challenges, the Department of Tourism and Culture of Wonosobo Regency launched the Community Tourism Awareness Movement (GEMAPESTA). This program aims to enhance the capacity of local human resources through digital-based training while encouraging community involvement in the sustainable management of tourism destinations. This approach aligns with the community assistance program in Nagari Tiku Selatan, West Sumatra, which demonstrates that strengthening community digital capacity can

enhance the effectiveness of web-based tourism promotion and contribute tangibly to local economic growth (Ardieansyah et al., 2023).

The GEMAPESTA training program covers technical aspects of tourism management, social media utilization, and digital promotion, enabling communities not merely to become spectators in the tourism industry but active participants capable of developing and preserving local potential. Furthermore, GEMAPESTA plays a role in improving community digital literacy to enhance competitiveness in the era of globalization. By integrating technology-based training with local community empowerment, this program represents a strategic initiative by the local government to strengthen community- and environment-based tourism. Previous studies indicate that digital-based human resource training has proven effective in improving service quality and enhancing regional tourism competitiveness (Suryana, 2024).

Nevertheless, studies examining the effectiveness of the GEMAPESTA program in developing tourism human resources in the digital era remain limited. There is a lack of research that specifically analyzes the implementation and impact of this program on improving human resource quality and its contribution to regional tourism development. Therefore, this study aims to analyze human resource development through training within the GEMAPESTA program to obtain a comprehensive understanding and provide strategic recommendations for improving tourism service quality in Wonosobo Regency. Through this research, it is expected that relevant and adaptive human resource development strategies aligned with technological advancements can be identified, while simultaneously strengthening Wonosobo Regency's position as a leading tourist destination managed in a professional and sustainable manner. This study is crucial in supporting the role of local government in enhancing community competence and promoting economic growth through the tourism sector.

1.2 Problem

Along with the rapid development of the tourism sector in Indonesia, including in Wonosobo Regency, the demand for professional, adaptive human resources (HR) with high digital literacy has become increasingly urgent. Various previous studies have highlighted the importance of human resource training and development in the tourism sector, particularly those based on digital technology. Hermawan (2019) emphasizes that training provided to local communities has been proven to improve service quality and increase tourist visits. Muliawanti et al. (2020) state that empowering human resources through digital training has a positive impact on the growth of the regional creative economy. Meanwhile, Suryana (2024) shows that community digital literacy has a significant influence on the effectiveness of online tourism promotion. Nevertheless, these studies generally remain macro in nature and do not specifically discuss particular training models or programs implemented by local governments for tourism human resource development. Research that specifically evaluates the effectiveness of digital-based training programs initiated by local governments is still limited. Moreover, no studies have been found that explicitly examine the implementation of the Community Tourism Awareness Movement (GEMAPESTA) program as a strategy for developing human resources in the local tourism sector.

The GEMAPESTA program initiated by the Department of Tourism and Culture of Wonosobo Regency adopts a relatively innovative approach by integrating technical training in tourism management with the utilization of digital technology for tourism promotion and services. This program aims to increase local community involvement in tourism management while simultaneously strengthening the competitiveness of tourist destinations in the digital era. However, to date, there has been no in-depth research examining the extent to which this program has succeeded in improving local human resource capacity, the challenges encountered during its implementation, and its impact on tourism management and promotion in Wonosobo Regency. This gap forms the primary rationale for conducting the present study. This research seeks to fill the existing scholarly gap by conducting an in-depth analysis of human resource development through the GEMAPESTA program, particularly in the context of challenges and opportunities presented by the digital era. Accordingly, this study not only contributes academically by enriching the literature on digital-based human resource development in the tourism sector, but also offers practical recommendations for local policymakers to enhance the effectiveness of human resource training programs in the future.

1.3 Previous Studies

This study is inspired by several previous studies relevant to the topic of human resource (HR) development, particularly within the context of the tourism sector and the challenges of the digital era. Several prior research findings indicate that HR development in this sector requires adaptive, collaborative, and technology-responsive approaches. Wiryanto (2017), in his study on human resource competency development policies in the tourism sector, emphasizes the importance of bureaucratic reform and measurable competency certification programs. Budiarti et al. (2021) propose a tourism human resource development model based on managerial, technical, and socio-cultural competencies implemented in the local Jatigede area. Rusman (2022) discusses human resource challenges in the era of globalization and highlights the importance of mastering information technology to improve managerial efficiency. Damayanti et al. (2023) focus on human resource development strategies in the industrial sector using a quantitative approach, emphasizing the importance of job-competency alignment and the utilization of brainstorming as an evaluation tool. Furthermore, Alwy (2022) presents the perspective of a new generation of managers in managing human resources in the digital era, prioritizing data-driven efficiency and technological literacy. Meanwhile, Amarullah et al. (2022) examine the role of training and competency certification in improving human resource quality within higher education institutions to face digitalization challenges.

Other relevant studies include the concept of smart tourism destinations that utilize digital technology to enhance tourist experiences through personalized services (Buhalis & Amaranggana, 2015), the importance of using data analytics in designing effective tourism services that are responsive to tourist needs (Xiang & Fesenmaier, 2017), and the development of smart tourism frameworks emphasizing the roles of technology, user experience, and community engagement in the digitalization of the tourism sector (Gretzel et al., 2015). In line with this study, other references cited by the author include research on the effectiveness of non-classical training in developing civil servant competencies in the era of the Industrial Revolution 4.0, which shows that technology-adaptive training methods accelerate employee performance improvement (Basri et al., 2021); the digital innovation "Go Mandalika" as a smart branding strategy by the Central Lombok Tourism Office, which has been deemed effective in building destination image and enhancing local tourism attractiveness (Fahlevvi & Yuska, 2025); the implementation of competency-based human resource management in the digital era, emphasizing that technological competence and digital adaptation are essential prerequisites for public organizational effectiveness (Kusuma, 2021); and the utilization of information technology and social media by the Department of Tourism and Culture of Ngada Regency, which has proven effective in tourism promotion and digital empowerment of local communities (Mandala & Fahlevvi, 2024).

1.4 State of the Art

This study presents scientific novelty through its specific focus on analyzing human resource development in the tourism sector through training development within the implementation of the Community Tourism Awareness Movement (GEMAPESTA) program initiated by the Department of Tourism and Culture of Wonosobo Regency. Unlike previous studies that generally examine human resource training or community empowerment in tourism development, this research emphasizes the integration of technical training and community-based digital literacy within a single strategic program grounded in local policy.

The GEMAPESTA program has not been widely examined as an object of academic study, particularly within the framework of adaptive digital human resource development in response to the dynamics of technology-based tourism promotion and destination management. This study also offers both theoretical and practical contributions by exploring the challenges and strategies for strengthening local human resource capacity in the digital era to enhance regional tourism competitiveness in a sustainable manner. Thus, this research broadens the perspective of tourism human resource development by highlighting not only technical competencies but also digital capabilities and community participation in locally based tourism promotion.

1.5 Purpose

This study aims to analyze human resource development through training development in the digital era within the Community Tourism Awareness Movement (GEMAPESTA) program at the Department of Tourism and Culture of Wonosobo Regency.

II.   METHOD

The study entitled Analysis of Human Resource Development in the Digital Era through the Community Tourism Awareness Movement (GEMAPESTA) Program at the Department of Tourism and Culture of Wonosobo Regency employs a descriptive qualitative approach. This method was selected because it is appropriate for providing an in-depth description of the human resource development process within the GEMAPESTA program implemented by the Department of Tourism and Culture of Wonosobo Regency. According to Sugiyono (2019), qualitative research aims to understand social phenomena from the participants' perspectives by utilizing data collection techniques such as in-depth interviews and documentation.

Data were collected through semi-structured interviews with seven informants, consisting of the Head of the Department, the Secretary, the Head of the Marketing Division, the Head of the General and Personnel Subdivision, staff members, and local community-based tourism actors. The selection of informants was conducted using purposive sampling, considering their direct involvement in the implementation of the GEMAPESTA program. In addition, secondary data were obtained from official documents, including activity reports, photographs, meeting minutes, and training archives.

The primary research instrument in this study was the researcher, who functioned as the data collector, analyst, and interpreter. Data analysis was conducted using the qualitative analysis model proposed by Creswell as cited in Sedarmayanti (2016), which includes the following stages: preparing raw data, organizing and preparing the data for analysis, reading the entire dataset, coding the data, identifying themes and developing descriptions, connecting themes and descriptions, and interpreting the resulting themes and descriptions.

III.   RESULTS AND DISCUSSION

3.1 Analysis of Human Resource Development in the Digital Era through Training Development in the Community Tourism Awareness Movement (GEMAPESTA) Program at the Department of Tourism and Culture of Wonosobo Regency

This study examines human resource (HR) development in the digital era within the Community Tourism Awareness Movement (GEMAPESTA) Program implemented by the Department of Tourism and Culture of Wonosobo Regency. According to Nachias et al. (2025), the integration of theory and practice is essential in human resource development, adopting a global perspective and being responsive to contemporary changes, including digital transformation. This study employs a descriptive qualitative approach and utilizes training and development theory, which encompasses three main dimensions: the identification of development needs, the implementation of development activities, and the evaluation of development outcomes (Sedarmayanti, 2016).

1. Identification of Development Needs

The identification of development needs is a process of determining the gap between existing skills and the ideal competencies required by the organization. The results of this study indicate that the identification of training needs has been conducted through a competency needs assessment involving community-based tourism actors. The results of the tourism human resource competency needs survey are presented as follows:

Table 1.
Tourism Human Resource Competency Needs Survey

No.	Type of Competency	Percentage of Respondents Not Yet Utilizing	Training Priority	Remarks
1	2	3	4	5
1	Promotional Content Design (Canva, posters)	72%	High	Many tourism actors have never designed promotional media

2	Social Media Account Management	65%	High	Limited understanding of social media utilization
3	Tourism Destination Photography	58%	Medium	Hands-on training required at tourist sites
4	Tourism Promotion Storytelling	67%	High	Limited ability to create engaging narratives
5	Online Reservation Management (WhatsApp, Google Forms)	60%	Medium	Limited familiarity with online reservation systems

Source: Preliminary Survey on Development Needs, (Department of Tourism and Culture of Wonosobo Regency, 2024)

In the context of digitalization, human resource competency needs include the ability to utilize digital technologies, such as digital marketing, tourism information management, and visitor services. These competencies also encompass the capacity to adapt to and integrate technological developments into daily work practices within the tourism sector. This condition reflects the existence of a competency gap that must be addressed through development activities in order to meet the demands of digital transformation. Human resources who are able to keep pace with technological advancements will generate added value, not only for the agency and the region, but also for the individuals themselves. The Department of Tourism and Culture of Wonosobo Regency has strategically directed the GEMAPESTA program to address this gap through the development of digital training modules and the enhancement of community technological literacy.

2. Implementation of Development

In responding to the challenges and opportunities of the digital era, the tourism sector in Wonosobo Regency is required to undergo transformation, particularly in strengthening the capacity of human resources (HR). The Department of Tourism and Culture of Wonosobo Regency has addressed this need through the implementation of the GEMAPESTA program as a strategic initiative for developing digital competencies among local tourism human resources. The implementation of development activities is carried out after the needs identification stage, with a focus on enhancing competencies in line with advances in information technology.

The implementation of human resource development within the GEMAPESTA program is based on two main indicators, namely the methods or techniques of development and the types of development applied. Based on interviews with informants, development activities are conducted through various approaches, including face-to-face training, online training, hands-on workshops, seminars, webinars, mentoring, and field assistance tailored to participants' needs. These methods indicate an adaptive and contextual learning orientation that takes into account participant characteristics and local dynamics. The data on GEMAPESTA digital training activities in 2024 are presented as follows:

Table 2.
GEMAPESTA Digital Training Data 2024

No.	Activity Type	Location	Number of Participants	Training Materials	Resource Persons
1	2	3	4	5	6
1	Digital Marketing Training	Sembungan Village	25	Canva, Instagram Advertising	Disparbud & Practitioners
2	Tourism Photography Training	Kejajar Village	20	Basic Photography & Editing	Wonosobo Photography Community

3	Promotional Video Production Training	Dieng Village	28	Short Videos & Reels	Local Influencers
4	Digital Literacy Workshop	Disparbud Office	30	Google Workspace Basics, Social Media	Wonosobo Regency Communication and Information Office
5	Tourism Destination Management Simulation	Gardu Pandang Field	20	Tourism Governance Management	Disparbud Team

Source: GEMAPESTA Program Activity Report, 2024

The Head of the Department of Tourism and Culture explained that the training programs were implemented in collaboration with third parties possessing expertise in tourism digitalization. In addition, a mentoring approach was adopted to provide direct assistance from experts to training participants, ensuring effective knowledge transfer. The training activities also targeted tourism community groups, such as Tourism Awareness Groups (*Kelompok Sadar Wisata* / Pokdarwis), with tailored materials including social media management, digital promotional design, and online platform–based marketing strategies.

Field findings indicate that digital-based training methods were strategically combined with face-to-face sessions to integrate the flexibility of technology with the depth of direct interaction. This demonstrates that the GEMAPESTA program not only responds to technical training needs but also aligns with global trends in technology-based human resource development. According to Basri et al. (2021), non-classical training methods such as e-learning serve as adaptive solutions for enhancing the competencies of civil servants amid the limitations of conventional training, particularly in the era of the Fourth Industrial Revolution. The similar implementation within the GEMAPESTA program further emphasizes the importance of integrating online-based training to address digital literacy challenges and expand the reach of training for local tourism actors.

The mentoring-based approach and collaboration with creative economy communities further strengthened the relevance of training programs to the specific needs of the tourism sector in Wonosobo. Training activities were not solely focused on technical skills but were also directed toward fostering adaptive, creative, and collaborative attitudes in response to digital transformation challenges. The relevance of this approach is reinforced by studies indicating that digital tourism promotion efforts in Ngada Regency face similar challenges, such as limited competent human resources and uneven technological infrastructure (Mandala & Fahlevvi, 2024). However, these studies emphasize that the implementation of training and capacity-building grounded in e-government theory is key to successful digital transformation in the tourism sector. This confirms that the implementation of the GEMAPESTA program is on the right path toward building a community-based digital tourism ecosystem.

With its diverse and needs-based implementation, the development program reflects principles of effectiveness and sustainability. Through this strategy, the Department of Tourism and Culture of Wonosobo Regency not only enhances the digital competencies of human resources but also builds a resilient tourism learning ecosystem that is responsive to contemporary developments. Nevertheless, infrastructural limitations—such as uneven internet access and low levels of digital literacy in several tourism villages—remain significant challenges. Although the training initiatives have involved collaboration with local communities and external partners, their effectiveness still requires improvement, particularly in terms of continuity and post-training monitoring.

3. Development Evaluation

Evaluation is a systematic process aimed at assessing the effectiveness of an activity or program, including the extent to which its implementation achieves the predetermined objectives. In the context of this study, the evaluation of human resource development in the digital era through training initiatives within the GEMAPESTA program, implemented by the Department of Tourism and Culture of Wonosobo Regency, was

conducted to measure training outcomes and their contribution to improving the digital competencies of tourism actors. The human resource development activities were implemented in accordance with the program objectives. The evaluation results of the GEMAPESTA training are presented as follows:

Table 3.
GEMAPESTA Training Evaluation Results

No.	Evaluation Indicator	Before Training	After Training	Observed Change
1	2	3	4	5
1	Number of active social media accounts owned by tourism actors	5 accounts	18 accounts	Increase of 13 accounts
2	Number of promotional content uploads per month	10 contents	45 contents	Increase of 35 contents
3	Number of visits to social media pages	±400	±2,500	±2,100 increase
4	Demand for online tourism promotion services	Low	Medium–High	Significant increase
5	Community interest in participating in advanced training	Low	High	Increased enthusiasm

Source: GEMAPESTA Program Activity Report, 2024

The evaluation results indicate that the majority of participants experienced an improvement in their knowledge and skills after attending the training, particularly in the use of social media for tourism promotion and digital content management. This finding reinforces previous studies which argue that digital human resources require training that integrates technological aspects with the strategic role of human resources within organizations (Kusuma, 2021). Despite challenges such as limited infrastructure and uneven levels of digital literacy, the success of the GEMAPESTA program demonstrates that needs-based training tailored to local contexts, when combined with digital approaches, can serve as a concrete solution for strengthening human resource capacity in the tourism sector. However, several obstacles were also identified, including limited access to technology and inadequate internet connectivity. According to Fahlevvi and Yuska (2025), the implementation of digital-based human resource development aims to strengthen destination branding through digital innovation, yet it often encounters challenges related to limited digital marketing competencies, low levels of digital literacy among communities, and insufficient technological infrastructure. The availability of digital infrastructure in tourism villages is presented below.

Table 4.
Availability of Digital Infrastructure in Tourism Villages in 2024

No.	Tourism Village Name	Internet Access	Computer Availability	Remarks
1	2	3	4	5
1	Sembungan	Limited	1 Unit (Village Hall)	Internet infrastructure strengthening required
2	Parikesit	Good	3 Units (Village Hall)	Ready for implementation
3	Dieng	Good	5 Units (Village-Owned Enterprise)	Already well-supported
4	Giyanti	Limited	Not Available	Not yet adequately covered
5	Keseneng	Moderate	2 Units (Village Cooperative)	Early stage of digitalization

Source: GEMAPESTA Program Activity Report, 2024

Evaluation of the training program is not only assessed based on activity outputs, but also on its contribution to organizational effectiveness. According to Amalia (2017), human resource development should be directed toward enhancing both the technical and moral competencies of employees so that they are able to meet job demands and achieve organizational goals in a sustainable manner. In the context of GEMAPESTA, the training outcomes indicate significant improvements in digitalization-related indicators; however, a more sustainable approach is still required to reach tourism villages with limited infrastructure.

Furthermore, the lack of post-training follow-up and the absence of systematic feedback mechanisms used to design subsequent training programs constitute key challenges that must be addressed. The evaluation process remains largely incidental, and there have been no structured assessment activities, enrichment programs, examinations, or tests administered to measure participants' comprehension following the training implementation. Nevertheless, several follow-up measures have been undertaken by the Wonosobo Regency Office of Tourism and Culture as part of the evaluation of the GEMAPESTA program, including:

Table 5.
Follow-Up to Program Evaluation

No.	Activity	Implementation Period	Objective	Status
1	2	3	4	5
1	Weekly monitoring via WhatsApp group	July–September 2024	Providing post-training mentoring to participants	Ongoing
2	Establishment of the 'Wonosobo Digital Tourism Ambassadors' community	June 2024	Forming a volunteer team to promote digital tourism	Ongoing according to procedure
3	Advanced digitalization training for MSMEs	December 2024	Utilization of online marketplaces for tourism products	In planning stage

Source: GEMAPESTA Program Activity Report, 2024

Although several measures have been implemented as follow-up actions to the evaluation of the GEMAPESTA program, there remains a need for systematic assessments, enrichment activities, examinations, or post-training tests to determine participants' levels of understanding during and after the training process. On the other hand, the impacts generated and experienced as a result of the GEMAPESTA program particularly its economic impact on business actors in the tourism sector—are presented as follows:

Table 6.
Economic Impact of the GEMAPESTA Program on Business Actors

No.	Type of Business	Average Net Income Before GEMAPESTA (IDR/week)	Average Net Income After GEMAPESTA (IDR/week)	Increase Percentage
1	2	3	4	5
1	Homestay	IDR 1,200,000	IDR 2,300,000	91.7%
2	Food Stall	IDR 900,000	IDR 1,450,000	61.1%
3	Rental Motorbike	IDR 700,000	IDR 1,250,000	78.6%
4	Souvenir Shop	IDR 800,000	IDR 1,400,000	75.0%
5	Tourism Services	IDR 1,100,000	IDR 2,000,000	81.8%

Source: GEMAPESTA Program Activity Report, 2024

The Department of Tourism and Culture of Wonosobo Regency provides tourism services in digital form through the Wonosobo Tourism Information Center (WOTIC) website, which is designed to offer easily

accessible tourism-related information via Android devices and the official website. In line with this initiative, online platforms such as jelajahwonosobo.com also function as key information media, featuring destination reviews, travel guides, as well as information on events and promotional activities.

Furthermore, the utilization of barcodes/QR codes represents a subsequent innovation in the rapid and efficient dissemination of information. These barcodes are integrated into various digital and printed media to facilitate easy access to destination and event information. Local communities and tourists can directly obtain information by scanning the codes, including details on locations, site history, cultural heritage, hotels, restaurants, travel agencies, tourist attractions, and curated tourism experiences. This digital innovation is intended to enhance visitor engagement and ultimately increase tourist visits to Wonosobo Regency.

3.2 Discussion of Main Research Findings

The research conducted on the training development program of the *Gerakan Masyarakat Peduli Wisata* (GEMAPESTA), implemented by the Department of Tourism and Culture of Wonosobo Regency, is consistent with previous studies and demonstrates a positive impact on human resource (HR) development in the digital era, particularly within the tourism sector. Based on the analysis of the three dimensions of development—needs assessment, implementation, and evaluation—the findings indicate that the program has been able to address most of the challenges associated with digitalization in the management and promotion of local tourism. In the dimension of development needs assessment, the study found that the process of competency identification was conducted in a structured manner through an initial survey, resulting in a clear mapping of training needs in key areas such as digital content design, social media management, and the management of online reservation platforms. These findings are in line with previous studies emphasizing the importance of identifying technical and socio-cultural competencies in the development of locally based tourism human resources (Budiarti et al., 2021). However, this study places greater emphasis on digital competencies as an urgent need that has not been fully explored in earlier research. Regarding the implementation of development activities, the GEMAPESTA program adopted a blended learning approach, including face-to-face training, webinars, workshops, and mentoring. This approach is considered effective in addressing the diverse levels of digital literacy among participants. This finding is consistent with studies highlighting the importance of technology-based approaches in human resource development in the digital era (Alwy, 2022). A notable distinction in this study, however, lies in the direct involvement of local communities and creative economy actors in the training process, an aspect that has not been extensively discussed in Alwy's (2022) research. At the evaluation stage, interview results indicate that the program has generated tangible positive impacts on improving participants' competencies. Business actors, such as culinary entrepreneurs and accommodation owners, reported that the training helped them understand digital promotion strategies while also providing access to platforms such as the Wonosobo Tourism Information Center (WOTIC), which supports the promotion of their businesses. This finding supports the argument of Amarullah et al. (2022), who assert that digital training enhances the competitiveness of human resources in the era of digital transformation. Furthermore, this study adds a sustainability dimension to training outcomes through open access to training materials and post-training mentoring support.

In addition to the main findings directly related to the process of human resource (HR) development within the GEMAPESTA program, this study also identifies several noteworthy aspects that provide a broader understanding of the dynamics of program implementation in the field, including the following: a) The study found a relatively high level of enthusiasm and participation among local community members, particularly small business actors such as culinary entrepreneurs, homestay owners, and members of Tourism Awareness Groups (*Kelompok Sadar Wisata* / Pokdarwis). These participants demonstrated a strong willingness to learn despite having diverse educational backgrounds and varying levels of digital experience. This finding indicates that contextual and practical training approaches can be well received, even by participants with limited technological literacy; b) The research reveals that the availability and accessibility of training materials in digital formats serve as an important factor in supporting the sustainability of training outcomes. Participants highly appreciated the policy of the Department of Tourism and Culture that allowed them to store and revisit training materials digitally. This approach represents a form of lifelong learning practice that has rarely been found in previous conventional training programs; c) The integration of the training program with local digital

platforms such as the Wonosobo Tourism Information Center (WOTIC) provides significant added value. This platform functions not only as a tourism promotion medium but also as a practical channel for training participants to directly apply the digital skills they have acquired, such as uploading promotional business content, communicating with potential tourists, and expanding marketing networks; d) The study identified a generational gap in the adoption of digital technology. While younger participants tended to quickly grasp the training materials, older participants required different approaches that were simpler and more interactive. The Department of Tourism responded to this challenge by providing multimedia-based training materials that were easy to access and understand, as well as by involving mentors to offer personalized assistance; e) There are indications that the success of the GEMAPESTA program is influenced not only by training design but also by institutional support and dynamic leadership within the Department of Tourism and Culture of Wonosobo Regency. Leadership that is open to innovation, along with policies that are adaptive to digital developments, serves as an important catalyst in enhancing the effectiveness of this HR development program. These findings suggest that human resource development in the tourism sector is not merely a technical process but is also strongly shaped by the accompanying social, cultural, and structural approaches. Therefore, the success of similar programs in the future will largely depend on sensitivity to local contexts and the capacity of institutions to adapt to dynamic changes.

IV. CONCLUSION

The analysis of human resource development through training development in the digital era at the Department of Tourism and Culture of Wonosobo Regency has been implemented relatively well in the dimension of needs determination, which consists of two indicators: development needs surveys and competency needs identification. However, obstacles remain in the dimensions of development implementation and development evaluation. Based on the results of the analysis, it can be concluded that human resources in the tourism sector of Wonosobo Regency are still in a developmental stage, particularly in terms of digital technology utilization. In response to this condition, the Department of Tourism and Culture of Wonosobo Regency has implemented the *Gerakan Masyarakat Peduli Wisata* (GEMAPESTA) program as a strategy to enhance the digital capacity of tourism human resources. This program encompasses various development methods, including seminars, workshops, mentoring, cross-sector collaboration, digital literacy initiatives, face-to-face and online training, as well as the optimization of the Wonosobo Tourism Information Center (WOTIC) digital platform. The implementation of the GEMAPESTA program has made a positive contribution to improving digital literacy, technical skills, and local community participation in the digital promotion and management of tourism destinations. An adaptive training approach aligned with technological developments indicates the suitability of the program's implementation to the demands of digital transformation in the tourism sector.

Nevertheless, the implementation of the program has not been without challenges, such as limitations in technological infrastructure and low levels of digital literacy among certain community groups. These challenges require follow-up strategies that are collaborative and sustainable in nature. Synergy among government, business actors, and local communities is essential to realizing inclusive and adaptive tourism human resource development. Therefore, the success of the GEMAPESTA program is determined not only by the effectiveness of technical training, but also by policy support, institutional leadership, and the active involvement of the community as the main actors in digitally based regional tourism development.

This study has a primary limitation related to the relatively short duration of the research period. The author acknowledges that the findings of this study are still preliminary. Therefore, it is recommended that further research be conducted in similar locations concerning the analysis of human resource development in the digital era through the *Gerakan Masyarakat Peduli Wisata* (GEMAPESTA) program at the Department of Tourism and Culture of Wonosobo Regency, in order to obtain more in-depth and comprehensive results.

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