

## Tourism Sector Bureaucratic Reform Strategy in Indonesia during the COVID-19 Pandemic; Cases of Bintan

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### ARTICLE INFO

### ABSTRACT

#### Article History

Submitted: 04 March 2021

Revised: 10 April 2021

Accepted: 20 May 2021

Available online: 30 June 2021

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This paper discusses how tourism conditions in Indonesia are currently changing the pattern of bureaucratic reform in public services during the covid 19 pandemic. The case study taken in Bintan Regency aims to see how tourism activities involve local governments in providing public services to the people of the Regency. Bintan. The method used is a literature study by examining more deeply the secondary data which is then analyzed in depth according to the facts and data by emphasizing the existing phenomena. The results of the study show that bureaucratic reform in the tourism sector must have a strategy by changing the mindset of actors involved in sustainable community empowerment. This is due to the importance of bureaucratic reform by involving local communities so that participation in public services can be realized properly during the COVID-19 pandemic. On the other hand, bureaucratic reform must be carried out from the government level to the community level so that public services can have a positive impact. good and can provide an example of bureaucratic reform in the tourism sector in Indonesia.

Keywords : Public Service; Bureaucratic Reform; Tourism; COVID-19

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## Introduction

Tourism is one of the fastest-growing and most important industries in the world and a major source of income for many countries. However, like other forms of development, tourism can also cause problems, such as social problems, loss of cultural heritage, economic dependence, and ecological degradation. Learning about the impact of tourism has led many people to seek more responsible holidays (Chuzairi et al, 2021). This includes various forms of alternative tourism/sustainable tourism such as nature-based tourism, ecotourism, and cultural tourism (Oktaviana et al, 2021; Dinarto et al, 2021). Sustainable tourism has become so popular that some say that what we call 'alternatives' will become mainstream within a decade. Sustainable tourism is similar to responsible tourism, depending on the premise of protecting the environment, society, and the economy (Pratiwi et al, 2019). The principle of sustainable tourism intends to minimize the negative impacts of tourism while maximizing its positive impacts. As the tourism industry continues to develop and evolve, it has a significant impact on natural resources, consumption patterns, pollution and social systems. It is ironic, that while tourism, in most cases, depends on the natural environment it is also destroying it.

Tourism is an activity related to economic movement and related to the interaction of local and foreign communities that cross borders in certain regions or countries (Setiawan, 2016; Soekadijo, 1996). Today's society is accustomed to the phenomenon of globalization, where the ease of access of a country

with other countries is greatly facilitated by visiting tourism, both through information technology and transportation and communication. Ease of access causes the emergence of interest in making good visits to do business in tourism for everyone, this opens opportunities and becomes a challenge for every citizen in carrying out tourism activities (Bachri, 2018).

In the current era of globalization, the tourism sector is the largest and most potential sector in financing the global economy (Kurnianingsih et al, 2021). In some developing countries, they agree to develop or explore new opportunities to expand tourism opportunities. Many of them are of the view that an increase in tourist flow will further enhance bilateral relations between developing countries and become a driving force for the growth of the tourism sector in their respective countries (Lascuráin, 1996). Public service is a service that is intended to serve all members of the community. Public services include services provided by the government to people living within its jurisdiction, either directly through public sector institutions or by funding the provision of services by private businesses or voluntary organizations (Dwiyanto, 2017). Other public services are carried out on behalf of citizens or for the benefit of their citizens. Even where public services are not publicly provided or publicly funded, they are usually subject to regulations that go beyond those applicable to most economic sectors for social and political reasons (Sari et al., 2014).

Tourism development can be carried out by the country itself, but also through cooperation in order to get more benefits and support given the existence of cooperation in achieving the same goal, one of which is by collaborating. According to (Minardi et al., 2020) stated that cooperation in the tourism sector is an instrument used for relations between one region and another as part of good cooperation, with cooperation being one of the soft power instruments. Cooperation in the tourism sector has many factors that influence it between governments, governments to non-governmental organizations, or governments to individuals, or vice versa, in various ways. Based on Law Number 10 of 2009 concerning Tourism, tourism development is carried out based on the principles of benefit, kinship, fairness and equitable, balance, independence, sustainability, participatory, sustainable, democratic, equality and unity. Furthermore, this principle is also intended to be realized through the implementation of tourism development plans by taking into account the diversity, uniqueness, and uniqueness of culture and nature, as well as human needs for tourism (Utama, 2015).

Vision is the direction of development or future conditions of the region to be achieved in the next 5 (five) years. The vision must also address regional development problems or strategic issues that must be resolved in the medium term and in line with the vision and direction of the region's long-term development (Mahadiansar et al, 2021). A more prosperous Bintan Regency is a shared goal and hopes with the determination to make a number of fundamental changes to prepare a strong foundation for the development of Bintan Regency in the 2016-2021 period, in order to welcome the realization of Bintan Gemilang Regency in 2025.

The general goals of the tourism sector are achieving tourist satisfaction, providing services to tourists as consumers, regulating how the quality of services provided by local governments (Holloway & Humphreys, 2019) visit Bintan Regency. To realize this satisfaction, service quality plays an important role in its management towards good governance (Wibisono et al, 2020). The concept of services provided to tourists is emphasized on infrastructure which is an inseparable part of achieving the expected service quality so that every available facility must be attractive so that tourists do not feel bored when visiting Bintan Regency. Referring to good service quality, it requires local governments to be able to manage it in a planned manner, especially in the existing tourism infrastructure. Based on data from the Riau Islands BPS, (2020) there are around 241 islands in the Bintan Regency area, With a large number of islands and its strategic location with foreign countries, namely Singapore and Malaysia, Bintan has become one of the

destinations for foreign tourists to vacation. Bintan has 61 tourist attractions, 31 tours & travels, 24 tour groups, and 51 hotels and resorts spread across the Bintan Regency (Setiawan et al, 2020).

Bureaucratic reform is a systematic, integrated, and comprehensive process that aims to realize good governance (Dwiyanto, 2013; Hakim, 2007). Administrative reform as an artificial measure of administrative transformation against resistance, Bureaucratic Reform of the Ministry of Tourism began in 2010, as a form of implementation of the mandate of Presidential Decree No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. The Riau Islands Government responded positively to the implementation of bureaucratic reform in the tourism sector in the Bintan Regency.

## Methods

According to (Miles et al., 2014) states that qualitative research is a method to explore and understand the meaning that comes from social or humanitarian problems, case study research with an exploratory approach. It was done to explore unique and interesting cases in certain limited systems. It is also more detailed in describing a phenomenon (Sugiyono, 2012). This object was chosen because Bintan Regency is a district with famous tourism. Attractions in the Riau Islands Province certainly have a very high volume of tourist activity.

Bintan Regency has more heterogeneity, especially cultural heterogeneity so as to create relationships that can neutralize primordial influences that can affect the analysis. The type of research used is using existing secondary data in the form of reports, websites, and the internet or commonly called literature studies (Galvan & Galvan, 2017; Zed, 2014). The data analysis technique used follows an interactive model which includes data collection, compaction, data presentation, and drawing conclusions.

## Results and Discussion

### General Condition of Tourism in Bintan Regency

The geographical location of Bintan Regency has a strategic area, along with 1 island with Tanjungpinang City. Bintan Regency has tourism supporting facilities such as resorts, hotels, beaches, and other tourist attractions on the island of Bintan and its surroundings. Both natural tourism such as beaches, mangroves, and artificial tourism or historical tourism such as a stinging island. Bintan Regency is one of the tourist destinations that is being loved by foreign tourists, besides its natural beauty which is no less interesting than other regions in Indonesia.

Bintan Regency is an archipelago that is close to neighboring countries such as Singapore and Malaysia. Therefore a tourist map that can help you find the location you want to visit Bintan tourism. In Bintan Regency and Tanjungpinang City, there are ferry ports that directly connect with foreign countries such as Singapore and Malaysia, so those of you who want to travel to Bintan Regency can take advantage of the ferry crossing facilities directly from abroad. In addition to tourist maps, there are also road routes that connect from one tourist spot to another.

### Bintan Regency Tourism Organization

The success of the development of the tourism sector is a top priority in accelerating regional development. To support the success of this development, the Tourism Office of Bintan Regency is in accordance with changes towards improving the coaching system by setting a vision. Vision is a challenging picture of a realistic future state containing the ideas and images that the organizational unit wants to realize within a certain time. In addition, the vision describes the foresight of where the work unit will be brought to the desired condition. The vision must be clear and capable of attracting commitment and

moving people, creating meaning for the lives of all members of the organization's work units, realizing creating standards of excellence, bridging the present with the future.

In formulating the organization's vision, it should include aspects that reflect what the organizational work unit wants to achieve, provide a clear strategic direction and focus, become the glue and unite various strategic ideas contained in the work unit/organization, have an orientation towards the future so that all The ranks must play a role in defining and shaping the future of the organizational work unit, as well as ensuring the continuity of the leadership of the work unit/organization.

### **Tourism Activities during the COVID-19 Pandemic**

Based on secondary data owned by researchers, After being slumped for several months due to the COVID-19 pandemic, Bintan Regency tourism is gradually improving. A new pattern was applied to re-attract domestic tourists. The government collaborates with influencers from abroad and domestic (local communities) to promote tourism so that visits continue to increase and have progress in tourism activities. In addition, it also uses branding through the image of the existing hospitality in Bintan Regency. Through the Department of Culture and Tourism of Bintan Regency, currently the tourism movement is possible, the community-based tourism market will be more focused on the area around the Riau Islands, in addition there are carried out in the form of training and promotions to advance community-based tourism in Bintan Regency. The training in question includes tourism awareness campaigns that must be carried out consistently, making promotional videos, vlogging, and digital marketing techniques.

For example, the opening of the Bintan Resort as a tourism area that is safe from COVID-19 must comply with health protocols. Vaccination as a strengthening of community immunity is also an absolute requirement that is met in the operation of tourism areas in Lagoi. All employees at Bintan Resort have been vaccinated. For tourists, he continued, Bintan Resort has prepared two zones, namely Zone A and a Special Zone for tourists who have been vaccinated, then Zone B specifically for tourists who have not been vaccinated. Foreign tourists are only allowed to travel in Zone A as a safe area. Foreign tourists who have been in a Red Zone country in the past month are not allowed to enter Bintan Resort. Travelers entering Zone A must show certification that they have been vaccinated, They must also show a negative COVID-19 certificate based on the results of the swab test using the PCR method.

### **Public Services for the Tourism Sector of Bintan Regency**

one of the destinations that are ready to implement health protocols to welcome the new normal order. Bintan Regency is a destination that is ready to open if Singapore has opened its border area. However, to deal with this, all tourism stakeholders in Bintan Regency must really prepare SOPs and health guidelines. The COVID-19 pandemic has had a changing impact on the tourism sector. The first is the market, then the second is the destination itself, where the change in the destination can be seen from the attractions, access, and amenity sectors. In terms of the market, it will also experience changes both in terms of quantity and in terms of segment or quality. Prior to the COVID-19 pandemic, the Central Government designed a concept for the tourism sector in Bintan Regency by transforming and emphasizing quality tourism.

There are three travel scenarios, the first is travel defense or those who travel without thinking about the current conditions, then the second travel phobia is the one who doesn't want to go anywhere and travel-wise, namely a traveler who pays attention to many aspects and especially health protocols. The central government in collaboration with stakeholders in collaboration with the Bintan district government prepares and SOPs as guidelines in the management of tourist destinations. There is for the subject, namely protocols for workers, tourists, managers, to third parties in this case tour operators or travel

agents. Then the object is not only cleanliness, how the object is to meet safety standards. Bintan Regency is now included in the green zone which is then an opportunity to develop tourism in Bintan Regency by encouraging the community-based concept of Community Based Tourism (CBT) to move immediately.

### **Bureaucratic Reform of Tourism in Bintan Regency**

To realize tourism reform in its implementation in Bintan Regency, it is necessary to predict the achievements that must be implemented or implemented with several reform strategies in the tourism sector, creating various types of tourist attraction innovations that must be carried out by stakeholders in Bintan Regency. Furthermore, the availability of reliable tourism support facilities as well as the quality of various tour packages, which are managed synergistically and integrated between local governments or by tourism actors. In addition, visits made by workers in tourism, efforts to increase it, visits by domestic tourists as well as for the realization of creative and innovative tourism as a leading sector and priority for regional development.

Strive for the quality and quantity of safe and comfortable tourist attractions that are able to encourage an increase in the number of tourist visits and encourage an increase in the number of gross domestic product, regional income, regional gross domestic product, and community income, by preserving the environment. The involvement of effective and efficient marketing media to improve the image of the Region as a Tourism Destination in order to create a Tourism industry that is able to drive the regional economy through increased investment in tourism, cooperation between tourism businesses, expansion of employment opportunities, and efforts to support the environment and empower the community.

### **Conclusion**

The purpose of bureaucratic reform is to create a professional government bureaucracy with characteristics, integration, high performance, free and clean corruption, collusion and nepotism, capable of serving the public, neutral, prosperous, dedicated, and upholding the basic values and code of ethics of the state apparatus. Tourism in Bintan Regency has actually had a good existence so far, but it should be noted that bureaucratic reform is an effort to increase the capacity of regional organizations and private organizations that involve the community in the sustainable tourism process in Bintan Regency. In addition, reforms in the bureaucracy should pay attention to public services where each stakeholder has a main task and function.

Each concept of bureaucratic reform does not have overlapping rules so that bureaucratic reform is believed to be able to bring about changes in the structure of local government and private organizations that will have a direct impact on tourism in Bintan Regency. A good bureaucracy is a bureaucracy that has good integrity, therefore bureaucratic reform in the tourism sector in Bintan Regency must refer to the rules and regulations so that the bureaucratic reform created does not have and minimizes mistakes in the development of the sustainable tourism sector in bintan regency.

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