



## Tourism Management Strategies to Address Poverty and Unemployment in Support of Economic Growth and State Resilience

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### ABSTRACT

**Purpose of the Study:** This study explores the strategic role of the tourism sector in reducing poverty and unemployment through local economic empowerment, particularly in underdeveloped and border regions of Indonesia. It underscores the importance of a multi-stakeholder collaboration—involving government, private sector, and communities—to address regional disparities, promote inclusive growth, and ensure long-term socio-economic sustainability.

**Methodology:** The research adopts a descriptive-analytic method utilizing secondary data obtained from the Central Statistics Agency (BPS), the Ministry of Finance, and relevant literature. Through comparative data analysis and trend observation, the study evaluates the tourism sector's impact on socio-economic indicators.

**Main Findings:** The findings reveal that the tourism sector significantly contributes to poverty alleviation and employment creation, particularly through the development of nature- and culture-based tourism. A reduction in poverty from 9.71% in 2021 to 9.54% in 2022 suggests that empowerment initiatives are having a positive impact. However, regional disparities remain prominent, especially in Maluku and Papua, indicating the need for region-specific policies. The synergy among stakeholders plays a crucial role in fostering inclusive and sustainable growth.

**Novelty/Originality of the Study:** This research offers a novel integrative framework positioning tourism not only as an economic driver but also as a tool for inclusive development, cultural preservation, and environmental sustainability. Unlike conventional studies focusing solely on economic growth, this study emphasizes the transformative power of tourism as a pillar of resilience-building and long-term poverty reduction in marginalized and remote areas, making it a critical component of national development policy.

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### 1. INTRODUCTION

National resilience as a dynamic condition that covers all aspects of life, as explained by [1], It is the basis for the development of national strength in facing internal and external challenges. One of the important aspects of national resilience is economic resilience, which not only reflects the welfare of the community, but also becomes a strategic pillar to maintain the country's sovereignty and stability. Strong economic resilience contributes directly to the country's ability to maintain security and advance development, especially amid increasingly complex globalization challenges.

In this regard, economic resilience can be realized through the implementation of strategies in effective human resource (HR) management, especially to overcome poverty and unemployment [2], [3]. The problem of poverty and unemployment is a multidimensional challenge that affects national productivity, people's quality of life, and the nation's social resilience. Therefore, strategic human resource management, such as competency development, job market-based training, and increased access to economic opportunities, is key in creating quality, resilient, and adaptive human resources to global dynamics [4].

Efforts to reduce poverty and unemployment not only have a positive impact on social stability, but also strengthen the country's defense foundation. Established economic resilience provides the necessary resources for the defense sector, such as financing, technological innovation, and national capacity building [5], [6]. Thus, the synergy between HR management strategies and efforts to strengthen economic resilience is a strategic step to realize a complete national resilience, where the welfare of the people and the sovereignty of the state can go hand in hand in a sustainable manner [7], [8].

Overall, the poverty rate in Indonesia showed a downward trend in the period from March 2013 to March 2024, both in terms of number and percentage (Puspita et al., 2022). However, there are exceptions in several periods, namely September 2013, March 2015, March 2020, September 2020, and September 2022. The increase in the number and percentage of poor people in September 2013, March 2015, and September 2022 was caused by an increase in the price of basic necessities due to the increase in fuel oil prices. Meanwhile, a similar increase in March 2020 and September 2020 occurred due to restrictions on population mobility during the Covid-19 pandemic in Indonesia. The development of the poverty rate from March 2013 to March 2024 can be seen in Figure 1.

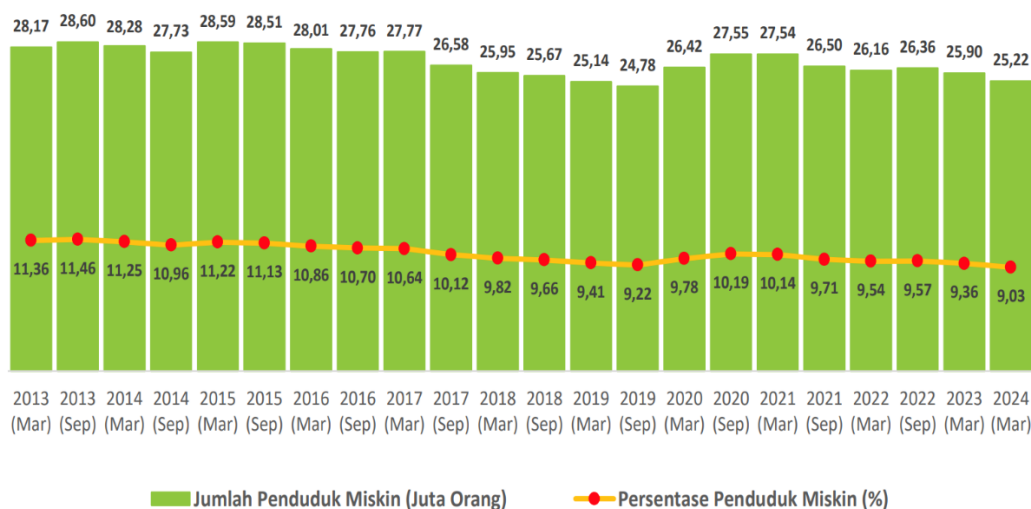


Figure 1. Number and Percentage of Poor Population, March 2013-March 2024

Source: Processed from data from the National Socio-Economic Survey (Susenas) March 2013–March 2024

Table 1. Number and Percentage of Poor Population by Region, September 2022 – March 2024

Region/Year	Total Poor Population (million people)	Total Poor Population (%)
(1)	(2)	(3)
Pecotomy		
September 2022	11.98	7.53
March 2023	11.74	7.29
March 2024	11.64	7.09
Rural		
September 2022	14.38	12.36
March 2023	14.16	12.22
March 2024	13.58	11.79
Total		
September 2022	26.36	9.57
March 2023	25.90	9.36
March 2024	25.22	9.03

Source: Processed from data from the National Socio-Economic Survey (Susenas) March 2013–March 2024

The percentage and number of poor people by island as of March 2024. It can be seen that the largest percentage of poor people is in the Maluku and Papua Island areas, which is 19.39% [10]. Meanwhile, the lowest

percentage of poor people is on the island of Kalimantan, which is 5.44% [11], [12]. However, in terms of numbers, most of the poor are still on the island of Java (13.24 million people) while the lowest number of poor people is on the island of Kalimantan (0.94 million people) [13], [14].

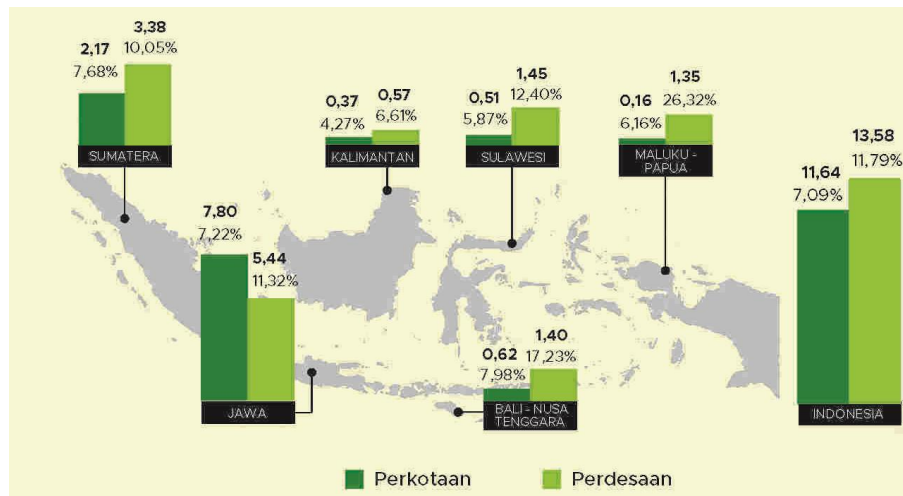


Figure 2. Distribution Areas of Number and Percentage of Poor Population, March 2013-March 2024

According to BPS 2024 data, the Unemployed are residents aged 15 years and older who are not working but are looking for a job; preparing for a new business; have been accepted for work/are ready to work but have not started working/trying; or feel it is impossible to get a job (desperate) [15]. The Open Unemployment Rate (TPT) is an indicator used to measure the labor force that is not absorbed by the labor market and describes the underutilization of the labor supply [16], [17]. The TPT results of the August 2024 Sakernas were 4.91 percent. This means that out of 100 people in the workforce, there are about 5 unemployed. During the period August 2019-August 2024, there was an increase in TPT at the beginning of the COVID-19 pandemic (August 2020), then TPT showed a downward trend until August 2024. In August 2024, TPT decreased by 0.41 percentage points compared to August 2023 [18].

From an economic point of view, the main thing that causes high unemployment is the product of the failure of the market to provide jobs that are in line with the needs of the number of workers, or it can be said that the number of jobs available does not exceed the number of existing populations. For more details, the following is the data on the Community Unemployment Rate in Papua Province in figure 3.

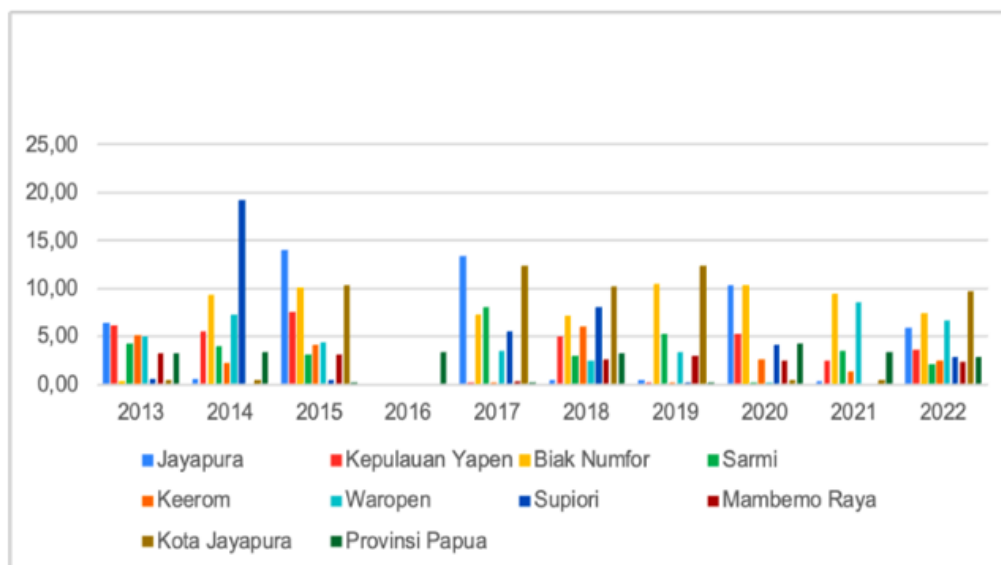


Figure 3. Open Unemployment Rate in Papua Province 2013-2022

Based on figure 2 states the Unemployment Rate in Papua Province that Jayapura City has a very high unemployment rate compared to other Regencies/Cities, which in 2013 was 0.43%, in 2014 it reached 0.42%, in 2015 it reached 10.37%, in 2017 it reached 12.39%, in 2018 it reached 10.22%, in 2019 it reached 12.37%, in

2020 it reached 0.50%, in 2021 it reached 0.50% and in 2022 it reached 9.71%. Meanwhile, the lowest unemployment rate is in Mamberamo Raya Regency if on average from 2013 to 2022 it only reaches 1.72%. The unemployment rate plays an important role in efforts to reduce income inequality. Increased unemployment has an impact on income inequality (Cysne & Turchick dikutip dalam Hindun, 2019).

Poverty is a problem factor experienced by the province of Papua. Therefore, poverty is a problem that must be solved together. The Papua Provincial Government as a pillar of the process of improving social life in a government, always seeks solutions through the formulation of a number of concrete steps in making poverty data decrease. This has an impact on reducing the unemployment rate and will reduce the poverty rate in a region. In a government, the higher the level of economic growth in a country or province, the greater the level of welfare that can be felt by the population or community in a government. For more details, the following is the data on the Poverty Level in Papua Province in figure 4.

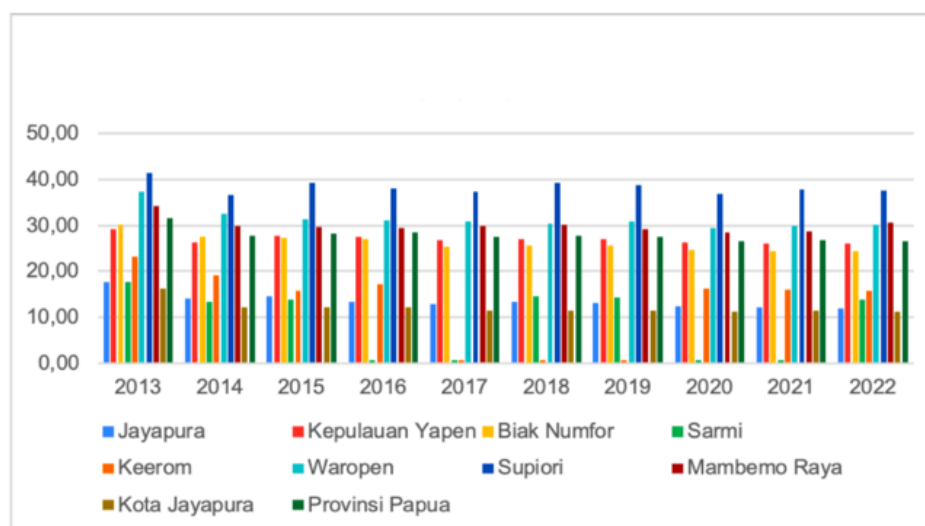


Figure 4. Poverty Rate in Papua Province 2013-2022

Papua Province that Supiori Regency has a very high unemployment rate compared to other Regencies/Cities, which in 2013 reached 41.50%, in 2014 it reached 36.65%, in 2015 it reached 39.25%, in 2016 it reached 37.99%, in 2017 it reached 37.40%, in 2018 it reached 39.22%, in 2019 it reached 38.79%, in 2020 it reached 36.91%, in 2021 it reached 37.91% and in 2022 it reached 37.70%. Meanwhile, the lowest poverty rate is in Sarmi Regency, which if calculated on average from 2013 to 2022 reaches 9.00%.

Indonesia, as a developing country in Asia, faces the challenge of unequal income distribution, which is one of the causes of economic instability. This inequality has an effect on economic inefficiency, weakening of social solidarity, and suboptimal asset allocation (Todaro & Smith, 2003). Income equality is important because it allows all levels of society to enjoy national production, improve welfare, and meet the needs of life. People's welfare is often measured through per capita income and national income (Arsyad in Hidayat, 2019), but low income inequality is also an important factor that is often overlooked. Economic growth and equity are part of the development process, which requires not only high growth rates, but also the reduction of inequality. Income inequality can trigger poverty, with the main causes including differences in population growth rates, human resources, natural resources, and uneven investment tendencies (Baiq WihanSirtama, 2021). Therefore, inclusive and equitable economic development is the key to improving people's welfare and reducing inequality.

Poverty and unemployment are two of the main challenges faced by many countries, including Indonesia. These two problems not only affect people's welfare, but also have the potential to weaken overall social and economic resilience. One of the sectors that can serve as a driver in overcoming these problems is the tourism sector. Tourism has great potential to boost the local economy, create jobs, and stimulate inclusive economic growth. The development of this sector can create job opportunities in various lines, ranging from the provision of accommodation services, transportation, culinary, to other supporting sectors. Thus, tourism can not only reduce the unemployment rate, but also improve people's quality of life through increased income. In addition, the tourism sector also has a direct impact on infrastructure development and the improvement of human resource skills. The development of tourist destinations, be it natural, cultural, or historical, can be a catalyst for the development of areas that have been underdeveloped. This impact of course also plays a role in strengthening social and economic resilience, which can ultimately contribute to national stability.

Furthermore, sustainable tourism management based on local community empowerment can provide long-term benefits, not only for the communities directly involved, but also for the country as a whole. Through

the tourism sector, the challenges of poverty and unemployment can be managed in a positive, sustainable way, and support the country's resilience in the midst of evolving global dynamics.

The management strategy for poverty and unemployment reduction must be directed at strengthening economic resilience as a foundation for national defense [19]. This approach includes the implementation of market-based vocational training programs, the development of local entrepreneurship, and the creation of jobs oriented to strategic sectors. The government also needs to increase public access to relevant education and skills training, ensure adequate budget allocation for economic empowerment programs, and build synergy between the public, private, and community sectors.

## 2. RESEARCH METHOD

This study employs a descriptive qualitative approach using a literature-based (bibliographic) method to explore management strategies in addressing the challenges of globalization. The qualitative descriptive design allows for an in-depth interpretation of theoretical concepts and contextual data sourced from literature, without the use of numerical or statistical analysis [20].

In conducting this study, the literature review method is applied by systematically collecting and analyzing data from a wide range of published sources. These include books, peer-reviewed journal articles, academic papers, and other relevant scholarly publications that discuss strategic management within the context of globalization. The purpose of this method is to identify, interpret, and synthesize existing knowledge to provide a comprehensive understanding of the subject.

Data Collection is carried out through structured literature exploration, using techniques typical of library and document-based research. This involves searching both printed and digital sources through academic databases, institutional repositories, and credible online platforms.

The collected data comprises two categories of sources:

- Primary sources: These include original scientific works such as scholarly books, journal articles, research papers, and other documents containing firsthand theoretical insights and empirical findings related to globalization and management strategies.
- Secondary sources: These refer to documents that provide commentary, analysis, or summaries of primary sources, including review articles, reference materials, and textbooks.

By integrating information from both primary and secondary sources, this research aims to construct a well-rounded understanding of effective management strategies for navigating the complexities of globalization.

## 3. RESULTS AND DISCUSSION

Based on strategy theory, Lykke is a model used to design an effective strategy, consisting of three aspects, namely Ends, Ways, and Means which are interrelated. In the Ends aspect, it explains the goals that organizations or individuals want to achieve in the short and long term that must be specific, measurable, achievable, relevant and also limited in time (Lykke, 1982).

### *Ends: Creating Social and Economic Stability that Supports National Resilience*

In the context of reducing poverty and unemployment, the main goal is to create social and economic stability that supports national resilience. This includes improving people's welfare, reducing inequality, and increasing the capacity of individuals to contribute to the country's economy and defense. Indonesia has demonstrated significant economic resilience amid complex global challenges. In the third quarter of 2024, Indonesia's Gross Domestic Product (GDP) recorded a growth of 4.95% year-on-year, although it slowed slightly compared to the growth of 5.05% in the previous quarter. This growth was supported by strong domestic consumption and increased investment, especially in strategic infrastructure projects. In addition, Indonesia's trade balance recorded a surplus for 51 consecutive months since May 2020, reflecting the competitiveness of Indonesia's export products amid a global economic slowdown.

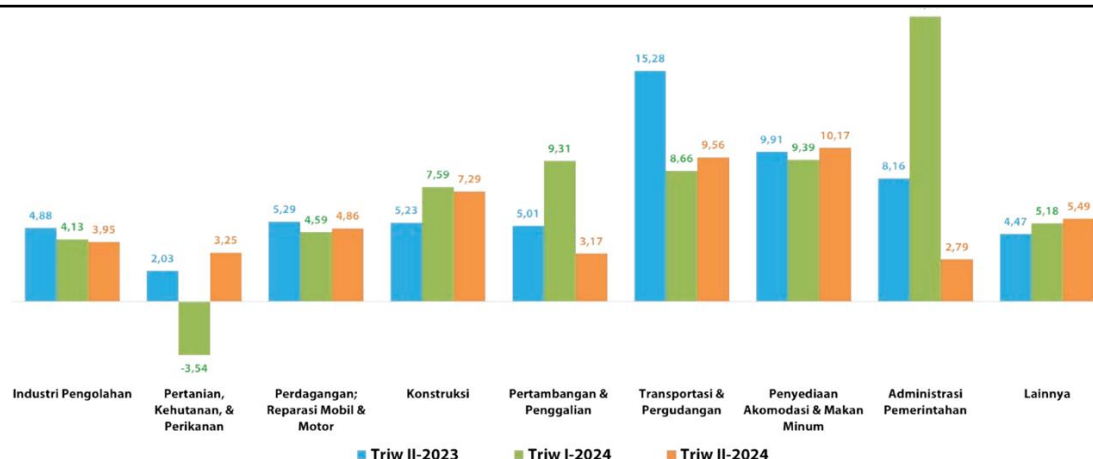


Figure 5. GDP Growth of Several Business Fields (Y-on-Y) (percent), Quarter II-2023, Quarter I-2024, and Quarter II-2024

The stability of the domestic economy is also reflected in controlled inflation, with the inflation rate reaching 1.55% in November 2024. In an effort to maintain rupiah exchange rate stability and control inflation, Bank Indonesia maintains the benchmark interest rate at 6.00%. On the other hand, Indonesia's foreign exchange reserves reached a record high of 155.7 billion US dollars at the end of December 2024, signaling a strong external sector. These various indicators show Indonesia's success in maintaining economic resilience and the effectiveness of government policies in facing global economic uncertainty. This achievement not only reflects the adaptability to external dynamics, but also illustrates the solid foundation of the domestic economy.

Arsyad (2004) explained, that the economic development of a region is the process of increasing the per capita income of the community followed by the improvement of the institutional system. Arsyad also added that the essence of economic development is change that occurs continuously and continuously. In an effort to increase per capita income that lasts continuously for a relatively long time. Therefore, economic development is a process that is interconnected between factors that cause economic development. Papua is one of the regions with the largest natural resource wealth in Indonesia. However, this potential has not been managed optimally. Ownership by foreign parties and lack of awareness of local communities in managing Papuan assets are the main factors in the high poverty rate, which reached 27.43% in the second semester of 2018. This figure is the highest among the 34 provinces in Indonesia and far exceeds the national average of 9.66% (BPS, 2018). In addition, based on a survey by the Ministry of Public Works and Public Housing (PUPR RI) regarding the Infrastructure Competitiveness Index in the 2010-2014 period, Papua has consistently ranked lowest with a score of 50.13, below the national average of 67.04.

The Infrastructure Competitiveness Index includes indicators such as road quality, access to decent drinking water, home ownership, non-slum residential areas, and access to sanitation. Of the five indicators, Papua has major challenges, especially in the quality of roads, access to decent drinking water, and sanitation. The low value of the index, coupled with the high poverty rate, also contributes to the low quality of Human Resources (HR) in Papua. According to data from the Central Statistics Agency (BPS) in 2019, the value of Papua's Human Development Index (HDI) is the lowest in Indonesia, at 60.06, far below the national average of 71.39. Data in 2018 shows that the average length of schooling for boys in Papua is only 7.26 years (compared to 8.62 years nationally), while the average length of schooling for girls is 5.7 years (national 7.72 years). This gap clearly illustrates the inequality of development in Papua.

Therefore, the development of Papua has become one of the government's top priorities in recent years. This development includes not only the Trans Papua project, but also the provision of electricity and other infrastructure. These development efforts have started since the New Order era, but were stopped due to the 1997-1998 economic crisis. In 2001, reconstruction was resumed and became the focus of the government in 2014. The main goal is to reduce Papua's economic backwardness, improve people's welfare, and support equitable development to encourage national economic growth.

### Ways

The methods or strategies used to implement these facilities in the management of the tourism sector involve a series of operational steps that must be taken to ensure that the goals are achieved. Some of the ways that can be applied include:



### *Tourist Destination Development*

Sustainable development of tourist destinations is essential to ensure that the tourism sector can thrive while preserving the local environment and culture. The article search stage is carried out using *Harzing's Publish or Perish*, a tool that makes it easier for researchers to find related articles. Articles searched through *Google Scholar* using the keywords "community empowerment," "tourism," and "sustainable tourism." The results show that research related to community empowerment in the context of sustainable tourism is still limited in Indonesia [21], [22]. The dominant study refers to the concepts of community-based tourism and community-based ecotourism, which focuses on community involvement and their participation in the local context. However, these two concepts more often discuss the problem of lack of communication and collaboration between stakeholders without exploring concrete solutions. In addition, no studies were found that specifically addressed the relationship between sustainable tourism and community empowerment models [23].

To explore the findings related to the lack of community empowerment studies in sustainable tourism development in Indonesia, the literature search was continued through a Scopus accredited journal with the keyword "sustainable tourism development model based on community empowerment." The articles found generally focus on community-based ecotourism studies. One of the articles entitled *The Community Empowerment Program Based on Local Potential through Tourism Village* proposes a model that integrates community empowerment with sustainable development through three main dimensions: economic, socio-cultural, and ecological. This approach results in a comprehensive research model [24]. The findings in this study reveal that the community empowerment model in village tourism management is still limited in the scope, model, strategy, factors, and policies implemented. This research shows that despite various empowerment efforts that have been made, there is often a mismatch between planning and implementation on the ground, especially in terms of sustainable village tourism management [25].

In addition, other findings emphasize the importance of creating strong partnerships between three key stakeholders: government, the private sector, and local communities. All three must have the same understanding of each other's roles, responsibilities, and authority. Thus, good coordination between the three parties will ensure that the development of tourist villages runs well, follows the plans that have been made, and remains focused on the principles of sustainability in social, economic, and environmental aspects. This solid partnership also allows for the development of inclusive tourism, where local communities can benefit without sacrificing cultural values and nature conservation [26]. Overall, to achieve effective community empowerment in village tourism management, it is necessary to increase collaboration between the various elements involved, as well as policies that support sustainable development. This study recommends capacity building and increasing awareness among all parties involved so that the management of tourist villages can be more effective and have a positive impact on the community [27].

Research on the development of community empowerment models in sustainable tourism is still limited because there is no clear relationship between the elements involved. The power of community empowerment can be seen from the physical, economic, institutional, cooperation, intellectual, and mutual commitment to implement the principles of empowerment [28]. To realize this strength, the active role of local governments, the private sector, and the community is needed, known as the golden triangle (Kurniawan & Cahyono, 2020a). These three parties must work together to create a balance in empowerment, with the government acting as a facilitator, the community as a subject, and the private sector as the executor and investor.

The success of empowerment is influenced by several factors, such as the maturity of local communities in understanding the stages of tourism village development and local government support (Arida et al., 2019). Case studies on youth communities show that the government must be a liaison between communities to manage the potential of communities in tourism development. Counseling and training in tourism villages is also an important part of empowerment (Zulfa & Nugraheni, 2020). Going forward, the empowerment analysis could involve more diverse groups, such as NGOs and tourism officials.

Sustainable tourism discussed in the review is an activity based on sustainable development, the existence of research is still fairly new in the results of the systematic mapping review. Disclosed Wikantiyoso et al., (2021b) that the challenge of sustainable tourism development shows a model or approach that improves the social welfare of the community by using natural resources wisely to protect the environment so as to take into account the reserves of available resources for future needs. This shows the need for a model of community empowerment as users and connoisseurs of existing resources. There are findings based on the keywords sustainable tourism in the analysis including (1) Sustainable tourism can be achieved if local communities are empowered, (2) Women's participation is a priority to increase gender participation in achieving tourism sustainability, and (3) The role and involvement of mediators for the development process of participation in community capabilities can provide the achievement of sustainable tourism [29].

### *Vocational Training and Education Programs*

The program aims to improve the skills of local communities in order to access more productive and competitive jobs. For example, training in modern agriculture, crop processing, and technology-based trade has

been initiated in various border areas, thus giving communities the ability to make the most of the potential of the local economy (BNPP, 2022). With these new skills, people are not only able to reduce their dependence on the informal sector, but also improve their standard of living in a sustainable manner.

Job training programs and vocational education have been recognized as effective strategies in reducing unemployment and poverty rates, which in turn strengthens the country's defense through social and economic stability. In Indonesia, the government has launched various initiatives to improve the competence of the workforce in accordance with the needs of the growing industry. The transformation of vocational education oriented to the needs of the industry and the job market is beginning to show a positive impact. The flagship vocational program launched by the government has increased the employment of vocational graduates, showing a trend that continues to improve. The Vocational and Productivity Training Center (BPVP) also plays an important role in reducing the unemployment rate. Through training tailored to the needs of the job market, BPVP provides a workforce that has ready-to-use skills and knowledge, increasing the competitiveness of the workforce.

However, challenges still exist, especially related to the high unemployment rate among vocational school graduates. To overcome this, it is necessary to increase cooperation between vocational schools and industry, align the curriculum with the needs of the labor market, and provide adequate practical facilities. Overall, job training and vocational education programs in Indonesia show promising results in efforts to reduce unemployment and poverty. By continuing to improve the quality and relevance of the program, it is hoped that competent and competitive human resources will be created, which ultimately support the country's resilience and defense.

#### *Local Economic Empowerment*

Another approach that supports poverty and unemployment reduction is locally-based economic empowerment programs. The government encourages the establishment of cooperatives and micro, small, and medium enterprises (MSMEs) in border areas to create an inclusive economic ecosystem. Through capital assistance, business management training, and access to a wider market, local MSMEs can develop and absorb the local workforce. This has proven to be effective in reducing the unemployment rate in areas that previously lacked formal employment (Kementerian Koperasi dan UKM, 2020).

Overall, the strategy that integrates aspects of poverty reduction and unemployment shows that the development of border areas not only serves to maintain the security and sovereignty of the country, but also as a strategic effort to improve people's welfare. By creating economic opportunities and improving the quality of life of people at the border, Indonesia is able to build a solid foundation for sustainable national defense, while realizing inclusive national development.

#### *Increased Investment*

The Indonesian government has established inclusive and sustainable economic transformation as a medium-long term strategy. This strategy includes increased investment as one of the key focuses to achieve sustainable economic growth and poverty reduction. However, the effectiveness of investment in reducing poverty and unemployment can be influenced by a variety of factors, including the quality of the investment itself. Investments that are not on target or not accompanied by upskilling the workforce may not have a significant impact on poverty reduction.

Therefore, it is important for the government to ensure that incoming investment is directed to sectors that can absorb a lot of labor and increase productivity. In addition, investment in vocational education and training is also needed to upskill the workforce, so that they can actively participate in the economy and reduce poverty and unemployment rates.

#### *Policies and Regulations*

Various regulations have been designed to support poverty reduction and unemployment strategies in order to strengthen the country's defense. One of the main ones is the Job Creation Law (Law No. 11 of 2020), which aims to create jobs through simplifying regulations, increasing ease of doing business, and encouraging investment. These regulations contribute to the creation of new jobs that support economic stability as an important pillar of national defense. In addition, Government Regulation No. 68 of 2022 concerning the Revitalization of Vocational Education strengthens the quality of human resources by providing relevant skills for the community to meet the needs of the job market. This effort is in line with Presidential Regulation No. 104 of 2021 concerning Village Funds, which prioritizes village economic development through community empowerment and local infrastructure development.

In the context of labor protection, Law No. 13 of 2003 on Manpower provides a legal basis for job training, wages, and healthy industrial relations, thereby creating social and economic stability that is essential for national resilience. Other policies such as Presidential Regulation No. 82 of 2021 concerning Funding for the Elimination of Extreme Poverty target poverty elimination through synergy across ministries and institutions,



strengthening the social resilience of the community. Furthermore, Law No. 40 of 2007 concerning Limited Liability Companies (CSR) requires companies to carry out social responsibilities that contribute to the welfare of the surrounding community, reduce social disparities, and support regional defense.

On the other hand, the Regulation of the Minister of Manpower No. 2 of 2022 concerning Payment Procedures and the Use of Pre-Employment Card Training Funds supports the improvement of workforce skills, so that it can reduce unemployment and increase national competitiveness. These regulations collectively build a strong foundation to support socio-economic stability that contributes to the country's resilience.

**Means : Human Resource Utilization**

Stronger use of Human Resources (HR) is an important element in poverty and unemployment reduction strategies, especially to support national defense. Indonesia uses an integrated approach that includes human resources. The government focuses on developing human resource capacity and competencies to create a more productive and competitive workforce. Job training programs based on market needs, such as vocational training in agriculture, fisheries, and technology, have been implemented to improve people's skills. In addition, affordable and entrepreneurship-based education programs are also implemented to equip the community with the ability to open independent businesses. This initiative supports the creation of a work ecosystem that can reduce the unemployment rate and increase national economic resilience (Kementerian Tenaga Kerja, 2023). In accordance with Presidential Instruction Number 4 of 1995 challenging the National Movement to Socialize and Cultivate Entrepreneurship encourages all Indonesian people to develop entrepreneurship programs [30].

The government implements affordable and entrepreneurship-based education programs. This initiative aims to equip communities with the ability to open independent businesses, which contributes to the creation of new jobs and increased economic resilience [31], [32]. The Ministry of Education, Culture, Research and Technology (Kemdikbudristek) has shown its commitment to building an entrepreneurship-based economy by relaunching the 2024 Independent Entrepreneurship Program (WMK). This program involves more than 38 implementing universities throughout Indonesia. This number includes public and private universities that have a similar vision in supporting students to become independent and highly competitive young entrepreneurs.

In addition, the Ministry of Industry of the Republic of Indonesia as a government institution that already has many vocational schools. This ministry built as many as 9 vocational schools, 9 polytechnics, and 1 community academy. To ensure the quality of human resource graduates who are ready to work, vocational schools build a *link and match* system between schools and industry. Not to mention that the Ministry of Manpower (Kemnaker) together with the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan RB) has established an Employment Polytechnic. In addition, the Employment Polytechnic has three study programs, namely; D4 Occupational Safety and Health Study Program, D4 Industrial Relations Study Program, and D3 Human Resource Management Study Program [33].

**4. CONCLUSION**

This study concludes that reducing poverty and unemployment through integrated tourism management strategies plays a vital role in strengthening economic resilience and contributing to long-term national stability. The findings underscore that when tourism is developed sustainably and inclusively, it not only generates employment and boosts local income but also serves as a catalyst for broader regional economic development. In particular, tourism has the potential to empower marginalized communities by creating opportunities that are culturally relevant, locally managed, and environmentally conscious. An important implication of this study is the need for a paradigm shift in how tourism is managed—moving from a sectoral to an integrative approach that aligns economic objectives with social and environmental goals. Evidence-based policymaking becomes critical in this context, allowing decisions to be guided by accurate data, local realities, and measurable impacts. Furthermore, successful tourism development requires robust collaboration among key stakeholders: government institutions must coordinate effectively with private sector actors, civil society, and local communities to ensure shared ownership and sustainable outcomes. Another essential component is the strengthening of local capacity. This includes not only skill development in hospitality and service sectors but also enhancing local governance, cultural preservation, and natural resource stewardship. When communities are actively involved in the planning and management of tourism initiatives, the outcomes are more equitable, contextually appropriate, and sustainable in the long term.

In a broader sense, tourism can serve as a vehicle for inclusive economic growth, helping to bridge regional disparities and promote social cohesion. By integrating tourism strategies into national development planning, governments can harness its potential as a stabilizing force—enhancing national resilience through grassroots economic empowerment and environmental sustainability. Future research is encouraged to explore case studies of successful community-based tourism models and to assess the long-term socio-economic impacts of tourism in diverse regional contexts. These insights will further inform policy and practice, reinforcing tourism's role as a key pillar in achieving sustainable and inclusive national development.

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