



Analysis of Human Resources Capacity for Cultural Heritage Managers in Bengkulu City

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ABSTRACT

Cultural heritage is a regional potential asset that can contribute to economic growth. Optimal management of cultural heritage is beneficial for the progress of tourism centers. Bengkulu City is one of the cities with the potential for cultural heritage, which, if managed optimally, can impact the economic growth of Bengkulu City. However, the strategic allocation of human resources needs to be done better. This study aims to determine the human resources capacity of cultural heritage managers in Bengkulu City. The research method uses qualitative descriptive, in-depth interviews and group discussions to collect data. We analyzed six informants of cultural heritage managers in the Bengkulu region assigned by the Jambi Province's Jambi Cultural Heritage Preservation Center (BPCB). Data analysis, interpreting the meaning of factual data, is carried out qualitatively, and the study results show that the availability of Human Resources (HR), both in quality and quantity, needs to follow the standards for developing human resources for cultural heritage. In addition, the lack of regional participation in increasing institutional capacity related to cultural heritage management impacts the non-optimal management of cultural heritage in Bengkulu.

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INTRODUCTION

The government's efforts to increase the management capacity of cultural heritage have been carried out concretely; Law (UU) Number 11 of 2010 concerning Cultural Conservation has been issued. The Law instructs that the management of Cultural Conservation should be carried out in an integrated manner to protect, develop, and utilize cultural heritage.

Based on the Decree of the Minister of Culture and Tourism (Kepmenbudpar) Number KM. Ten/PW007/MKP/2004 of 2004 concerning establishing the Cultural

Heritage of the Bengkulu Province Region. Based on the Kepmenbudpar, the city of Bengkulu has a cultural heritage, namely Fort Marlborough, Thomas Park Building, Tugu Helmington, Japanese Bunker, Bung Karno's Former House, Bengkulu Jamik Mosque, Sentot Alibasyah Tomb as Cultural Heritage Objects, sites or areas protected by the Republic of Indonesia Law Number 5 of 1992 about Cultural Heritage Objects. The manager who is given responsibility for the Bengkulu region based on Regulation of the minister of education and culture (Permendikbud) Number 26 of 2020 concerning the Work Procedure of the Technical Implementation Unit of the Ministry of Education and Culture, the Jambi Cultural Heritage Preservation Center is the Jambi Province Cultural Heritage Preservation Center (BPCBJ). One of the working areas of BPCBJ is the city of Bengkulu.

The laws and regulations are of the Bengkulu city government's commitment to implementing Law Number 11 of 2010 concerning Cultural Heritage; Bengkulu City has the potential for cultural heritage. This cultural heritage will impact the community's welfare if it is appropriately managed (Carrà, 2021; Hidalgo-Sánchez et al., 2022; Oladeji et al., 2022; Medda & Lipparini, 2021). However, the resource allocation strategy has not been carried out properly, for example, the limited human resources as managers of cultural heritage. In addition, the problems faced in managing cultural heritage are due to environmental changes. These changes have an impact on damage; weathering occurs over time. Therefore, qualified human resources are needed to overcome this.

The study of cultural heritage has become a severe concern in many developing and even developed countries. Research that explores cultural heritage has been carried out in many countries; for example, a study conducted abroad on how important policy alignments are in the management of cultural heritage tourism (Dela Santa & Tiatco, 2019), the relationship between attributes such as cultural attractions, shopping facilities, and information factors is critical. Influence the satisfaction of cultural heritage visitors (Huh, Uysal, Mcclery, & Mcclery, 2013). Other studies explain that it is necessary to anticipate climate change so that it creates a threat to cultural heritage resources (Li, Xiao, & Seekamp, 2022). For this reason, proper management and restoration of cultural heritage are needed (Quintana, Díaz-Puente, & Gallego-Moreno, 2022), and adequate control will impact social change.

Local stakeholders/authorities must develop risk management strategies and professional human resources (Nebbia, Cilio, & Bobomulloev, 2021). Government innovation can increase organizational capacity (Keumala & Pribadi, 2021). However, other research provides the idea that managing cultural heritage is not only focused on cultural heritage and its promotion to increase socio-economic growth, but because there is a complex process to achieve a practical goal, it is necessary to emphasize its socio-cultural role, for example conducting cross-cultural dialogue (Carbone, Oosterbeek, Costa, & Maria, 2020). Research related to cultural heritage management was conducted by (Dela Santa & Tiatco, 2019; Huh et al., 2013; Ismagilova, Safiullin, & Gafurov, 2015; Monika Murzyn-Kupisz, 2013), almost the same as explaining cultural heritage plays a vital role in the world of tourism, and this will have economic, social and cultural impacts if appropriately managed. Research in Indonesia on cultural heritage studies was conducted by (Sugihartoyo & Widagdo, 2010; Nafila, 2013). From some of these studies, no one has examined how qualified human resource capacity can effectively manage

cultural heritage. Therefore, this article analyzes how human resource capacity contributes to working cultural heritage in Bengkulu.

For example, research related to preserving historical values with the concept of innovation in developing the E-Museum has been carried out (Ningrum, Harjanto, & Prihatin, 2016). Management of partnership-based cultural heritage in optimizing tourist visits (Darmi & Mujtahid, 2021; Utami, Hadi, & S, 2019). Research related to cultural heritage from the perspective of management resources has not been widely carried out. That is, human resources become the principal capital in managing the organization.

Although previous studies have discussed various aspects of human resource development and cultural heritage management, there are still significant gaps in the literature. Much of this research has not explored the specific strategies and innovative approaches that cultural heritage managers can employ to increase their effectiveness in addressing the challenges of globalization. This research seeks to fill this void by exploring uncharted territory. It aims to provide new insights into how cultural heritage managers worldwide can adopt innovative measures to respond to environmental challenges, encouraging greater knowledge exchange between communities.

This study recognizes the urgent need to increase the capacity of human resources as the principal capital in managing cultural heritage. The main focus of this program is to ensure the availability of adaptive human resources in the technological era. Therefore, there is a deep curiosity about how cultural heritage managers can protect, preserve, and develop cultural heritage to be utilized and passed on to future generations.

METHOD

This study adopts a qualitative approach with anthropological constructionism as the epistemological framework, which aims to understand and interpret the experiences during interactions within the existing social system. This research is a case study based on methodological triangulation. The procedures used are 1) direct observation, 2) participants and non-participants, 3) semi-structured interviews, and 4) content analysis. The data sources of this research are primary data and secondary data. There were six informants, conducted by purposive sampling technique—characteristics of informants are in Table 1 below.

Table 1. Number of Informants

No	Age	Gender	Education	Years of Work	Status
#1	47	Male	Bachelor	14years	State civil servants BPCBJ
#2	51	female	Senior High School	15 years	State civil servants BPCBJ
#3	49	Male	Senior High School	12 years	State civil servants BPCBJ
#4	38	Male	Senior High School	8 years	Non State civil servants BPCBJ
#5	43	female	Sarjana	15 years	State civil servants Disparkraf
#6	52	Male	Masters	20 years	State civil servants Disdikbud

Source: Author Results, 2022

To guarantee data validation, the informants that the researchers took were people who were directly involved and understood the condition of the research object. The primary role of the researcher is used as data analysis in this study; data analysis activities the role of the researcher to interpret the results of preliminary data, which is done through in-depth interviews. The informants' words, words, and gestures were narrated in statements, and any information received was verified.

RESULTS AND DISCUSSION

The results of the research presented in this section are in 2 parts, the first part will describe the existing cultural heritage in the city of Bengkulu. Part 2 will analyze the human resource capacity of cultural heritage managers. In doing the tasks assigned, there are several indicators of human resource capacity that should be owned, including education, experience, and skills (Hutapea & Thoha, 2008; Mulia, 2018).

Existing Bengkulu City Cultural Heritage

Based on the Decree of the Minister of Culture and Tourism (Kepmenbudpar) Number KM. 10/PW007/MKP/2004 of 2004. This policy implies that Bengkulu Province has cultural heritage objects, including 1) Fort Marlborough; 2) Thomas Park Building; 3) Helmington Monument; 4) Japanese bunkers; 5) Bung Karno's Exile House; 6) Bengkulu Jamik Mosque; 7) Sentot Alibasyah's grave. So, the Bengkulu provincial government must maintain cultural heritage according to the mandate of Law Number 5 of 1992.



Figure 1. Existing Fort Marlborough Cultural Property

Figure 1, Fort Marlborough is a legacy of the presence of the British who colonized Bengkulu for 140 years from 1685 to 1825. The British departure from Bengkulu was due to an agreement between the British Empire and the Kingdom of the Netherlands, which regulated the power exchange between the two parties. Currently, the age of Fort Marlborough is entering the 3rd Century. The Fort Marlborough is presently in good condition, with indicators adequately laid out; cultural heritage objects in the fort are well maintained; before entering the alleys, there is a garden and directions; all cultural heritage objects are given an identity.



Figure 2. Thomas Park Monument before (2000) and after the revitalization of (2013)

Figure 2, The Thomas Park building is a monument that has the meaning of struggle, built by the Dutch kingdom. When the British Empire colonized Bengkulu, the people of Bengkulu felt the cruelty of the various policies of the British Empire. The British Empire gave power to Thomas Park. Thomas Park was famous for being cruel to the people of Bengkulu with his forced planting program; one of his commodities was coffee. Solidarity and mutual affection between fellow Bengkulu people, the Bengkulu people on December 27, 1807, Thomas Park was killed by the Bengkulu people while resting at his rest house.



Figure 3. Wilmington Monument Inscription and Condition of the Monument (2022)

Figure 3, The Helmington Monument was built by the British Empire to commemorate a British Navy Captain named Robert Helmington, whom the people of Bengkulu killed on December 15, 1793. Age Captain Robert Helmington died at the age of 38 years. Based on the Decree of the Minister of Culture and Tourism (Kepmenbudpar) Number KM. Ten/PW007/MKP/2004 of 2004, this monument is one of the cultural heritage objects that must be preserved according to statutory regulations.



Figure 4. Jepang Bunker

Figure 4, The Japanese government made the Japanese bunker when it colonized Bengkulu in 1942. The Japanese bunker position was in the Marlborough Fort area. The Japanese government made this bunker the first means of defense to defend against enemy attacks. In general, the condition of Japanese bunkers is almost the same as Japanese bunkers in other areas. Being in the hills, you can see widely from various angles; at first glance, you can't see it. In the city of Bengkulu, the Japanese Bunker, there are 5 points, but the focus for the arrangement is only those in the Fort Marlborough area.



Figure 5. Bung Karno's Exile House in 2019

Figure 5, Bung Karno's exile house was Bung Karno's home when he was exiled in Bengkulu. Exiled in Bengkulu for years, This exile house became a historical education tour for the Indonesian people, particularly Bengkulu.



Figure 6. The Jami Mosque was in 1867 (KITLV source), and the Jamik Mosque was revitalized in (2010)

Figure 6, The Jamik Mosque has a long history of cultural heritage objects in Bengkulu, starting from a place of prayer for Muslims as a surau for Bengkulu residents. With the arrival of Bung Karno during his exile in Bengkulu, he took the initiative to build and design the mosque. The Jamik Mosque has three main doors, front, left side, and right side, measuring around 14.65 x 14.65 m². There are facilities and infrastructure like mosques in general until now; the mosque has undergone revitalization three times, in 2000, 2004, and 2010.



Figure 7, Sentot Alibasyah's Cemetery (2022)

Figure 7, Sentot Alibasyah is a hero who has historical value for the people of Bengkulu in fighting to expel the Dutch colonialists. He was the Warlord of Prince Diponegoro, assigned by the Dutch colonialists to fight back during the Padri War in West Sumatra. However, Sentot Alibasyah was not loyal to this order. Because there was a sense of brotherhood among fellow nation children, Sentot Alibasyah used the war equipment provided by the Dutch kingdom to fight with the Ulama in West Sumatra. The

Dutch knew Sentot Alibasyah's alignment with the movement in West Sumatra, so Sentot Alibasyah was exiled to Bengkulu in 1833. He was in the Bengkulu region for forty-eight years and died on April 17, 1855. Sentot Alibasyah received the title Ali Pasha, a Warlord from the Turkish kingdom. Sentot Alibasyah comes from the island of Java and has an emotional bond with Sultan Hamengku Buwono IV.

Of the seven cultural heritages above, 2 are cultural heritages with national scale status, namely, Fort Marlborough and Bung Karno's Pengasiang House, while 5 are cultural heritages with provincial scale status. Even so, the seven cultural heritage objects above require qualified human resources so that these cultural heritage objects can not only be protected, developed, and utilized but can be well preserved throughout the ages. It means that professional Human Resources can achieve the goals set. Several studies that the authors have carried out explain that the capacity of qualified human resources will have implications for organizational performance (Darmi & Suwitri, 2017), in addition, it is essential to have the capability of leaders in organizational governance activities so that organizational governance can run as expected (Darmi, Suwitri, Yuwanto, & Sundarso, 2016; Selo, Ode, La Elwan, & Rizal, 2018).

Existing Cultural Heritage Management Human Resources

Human Resources cannot be replaced by anything in managing the organization, so the role of Human Resources in managing the Jambi Province Cultural Heritage Preservation Center is crucial for advanced cultural heritage governance. In this 4.0 era, the capacity of qualified Human Resources will be able to adapt to the environment. The condition of human resources managing the Jambi Province Cultural Heritage Preservation Center can be seen in Tables 2 and 3 below.

Table 2. Characteristics of Human Resources for Cultural Heritage Managers

Age	Total	Qualifications	Total	Work Experience	Total	
20 – 29years	4 people	Senior School	High	19 people	1- 5 years	7 people
30 – 39years	5 people	Bachelor		1 people	6 – 9 years	3 people
40 – 49years	6 people				≥ 10 years and over	10 people
≥ 50 years and over	5 people					

Source: LAKIP BPCPJ, 2021

Table 2 informs that the characteristics of the Human Resources for managing cultural heritage in terms of age consist of the majority of productive Human Resources under 50 years. Meanwhile, judging from the educational qualifications of most of the Jambi Province Cultural Heritage Preservation Center managers, as many as 19 people have a high school education qualification or equivalent, and only 1 manager has a bachelor's capability (S1). Meanwhile, the majority have had work experience of 10 years and over as many as 10 people, between 2-7 years as many as 8 people, and between 6-9 years as many as 3 people.

Table 3. Position Levels of Human Resources Management of Cultural Heritage

Nu	Position/Duty	Total people
1	Regional coordinator	1
2	Deputy Regional Coordinator	1
3	Security Unit Coordinator	1
4	Caretaker Coordinator	2
5	Security unit	7
6	Caretaker	8
7	State Civil Apparatus	5
8	Non-Civil Servants	15

Source: LAKIP BPCPJ, 2021

Table 2 explains that 20 people manage the Jambi Province Cultural Heritage Preservation Center, dominated by 15 non-Civil Servants (PNS) employees, while 5 have State Civil Apparatus status. These Human Resources are assigned to the field of cultural heritage maintenance and security, which consists of serving as a security unit of 7 people, eight people as caretakers, and three people serving as supervisors who are responsible for the management of cultural heritage.

Capacity of Human Resources for the management of the Jambi Province Cultural Heritage Preservation Center

The main tasks of Human Resources for managing cultural heritage based on Law (UU) Number 11 of 2010 concerning Cultural Conservation are to protect, develop, and utilize cultural heritage. This Law issues derivative work instructions; there has been a development of tasks, which so far only the preservation of cultural heritage has been carried out by the government, but the addition of functions with the intention that the community can utilize the conservation of cultural heritage. This task is reflected in the Strategic Plan for the Jambi Province Cultural Heritage Preservation Center for 2020 – 2024. It means that for the mandated studies to be carried out properly, the principal capital is the capacity of qualified Human Resources managers of cultural heritage; this capacity will create innovation based on cultural heritage (Wang, Li, Ruan, Zhang, & Li, 2024).

Studies explain that Human Resources are an obstacle in managing cultural heritage (Kusuma, Witono, & Damai, 2021), this study describes the lack of knowledge and capacity of Human Resources to be an obstacle in efforts to manage cultural heritage. It means that qualified human resource capacity is significant in managing cultural heritage. It is experienced by cultural heritage managers in the Bengkulu City area. Excerpts from interviews with several informants expressing opinions about the condition of Human Resources in the Cultural Heritage of Bengkulu City, June 20, 2022).

"I believe human resources with unique qualifications and good innovation capacity deserve to be cultural heritage managers. However, without reducing historical value, this creativity will be very beneficial for the continued management of cultural heritage". (RE, 47 years).

"In my opinion, the management of cultural heritage should have human resources who are experts in their field, especially those who manage the elector; it is better if the caretaker has expertise or is given special skills in the field of cultural heritage." (JW, 49 years).

From the research findings, most cultural heritage managers do not yet have good knowledge of sustainable cultural heritage management patterns, for example, being able to adapt to environmental conditions entering the 4.0 era. That is, managers must be able to adopt cultural heritage management with current trends without reducing cultural heritage values. Some causes include 1) human resources are not yet technologically literate; it has been confirmed that there is no website facility available to promote a cultural heritage atmosphere; 2) the work area and head office are in Jambi province; and 3) limited budgetary resources. Optimizing cultural heritage management requires human resources who understand knowledge management (Zhang, 2022). Digitally archiving cultural heritage values will reduce the risk of climate change (Durrant, Vadher, & Teller, 2023; Reshma, Kannan, Raj, & Shailesh, 2023).

"It means that the human resources managing cultural heritage can design and develop systems that are easy to use, for example, the availability of data owned by cultural heritage, having adequate libraries and archives (digital and non-digital), and visitors gaining new knowledge. It is vital to have cultural heritage management human resources who can manage data on the values of cultural heritage artifacts and package them so that visitors gain new knowledge; this follows the excerpt from the interview with the informant below." (June 21, 2022).

"Every human resource manager of cultural heritage must know patterns of development, utilization, and preservation for the management of cultural heritage at the Jambi Cultural Heritage Preservation Center in the Bengkulu region; it cannot be carried out according to statutory regulations (UU) Number 11 of 2010, due to various things, minimal resources, both human resources and budgetary resources." (DN, 43 years).

"In my opinion, educational qualifications have a very significant effect on human resource capacity. Most cultural heritage managers in the Bengkulu region have a high school education and are not civil servants/ASNs. They are not enthusiastic about increasing their power. You can see that most of them have more than ten years of work experience. Even so, it does not guarantee that it will be able to adapt to the existence of technology. The Jambi Cultural Heritage Conservation Center in the Bengkulu region does not yet have a particular website, so the development and utilization of cultural heritage have not been implemented optimally." (SG, 51 years).

"We, the staff, have received technical guidance in terms of routine work, cleaning objects of cultural heritage, so that they don't look dull, look clean, and tidy, but have not been able to find a pattern for securing historical heritage objects so they don't warp due to age, for example, books -books and clothes left by Bung Karno. Several books have started to be eaten by termites and cannot be saved anymore. In addition, it is challenging to coordinate with the leadership because of the long distance, while coordination with the Bengkulu regional government does not have the authority." (USA, 38 years).

"In my opinion, managing cultural heritage in the Bengkulu region requires a team of experts who are competent and can optimize cultural heritage management. In addition to needing a team of experts, we need management human resources that must at least have, among other things, 1) technological literacy capacity and 2) networking and collaboration with various stakeholders." (SI, 52 years).

Based on discussions and factual data in the field, the authors found a weakness in two-way communication between technical implementers/managers in Bengkulu and those in charge of implementation in Jambi province and local governments, both provincial and city. The prominent factor is caused by the distance between Jambi and Bengkulu, which impacts the lack of capacity building for the competence of human resources managing cultural heritage in the city of Bengkulu. In addition, qualifications

seen from education affect performance. Data in the field (read Table 2) confirms that human resource qualifications impact organizational performance (Allais, 2023).

The work area of the Jambi province Cultural Heritage Preservation Center has a reach consisting of 4 provinces, namely Jambi, Bengkulu, South Sumatra, and the Bangka Belitung Islands. This area's size impacts the non-optimal capacity building of human resources managing cultural heritage in the Bengkulu city area. The above statement was confirmed in the 2020 Performance Report and the Jambi Province Cultural Heritage Preservation Strategic Plan for 2020-2024, the quality of human resources is a weakness and a threat that is a target for improvement in the future. The strategy offered is to increase the competency capacity of human resource managers of cultural heritage through technical training (Lucas-Palacios, Trabajo-Rite, & Delgado-Algarra, 2023; Wardekker, Nath, & Handayaningsih, 2023).

Increasing the capacity of human resource managers of cultural heritage is activities that can understand the types of cultural heritage work which include A) the field of protection which has the capacity of 1) being able to record cultural heritage; 2) able to secure cultural heritage; 3) able to maintain cultural heritage; 4) capable of restoring according to the rules; 5) able to do conservation; 6) able to document (digital and non-digital); 7) able to publish owned cultural heritage materials; 8) able to draw; 9) able to secure; B) Development of cultural heritage human resources, including 1) cultural heritage human resources researchers; 2) human resources for cultural heritage revitalization; 3) adaptive human resources. This type of work follows the Structured, Standardized, and Measurable Three-Year Foundation Development of Cultural HR Development Center for Cultural HR Center (2012-2014). However, cultural heritage in the Bengkulu region does not yet have managing human resources who have the capacity and competence to follow these guidelines. It was confirmed by an informant who provided information as quoted below, June 20, 2022).

"..... indeed.... the human resources for managing cultural heritage in the Bengkulu region still lack quality and quantity here. They only have technical personnel for maintenance and security. In my opinion, the technical personnel urgently needed at this time are experts in the field of restoration, conservation, revitalization, documentation, and publication, as well as adaptive, innovative technical personnel. We still lack human resources following their expertise." (RE, year 47).

Based on data in the field, it shows that the capacity of human resources for managing cultural heritage in the Bengkulu region, both in quantity and quality, is inadequate. There are not several types of work that do not have human resources to manage that should be owned by the Cultural Heritage Preservation Center of Jambi province, Bengkulu region, such as research, revitalization, documentation, conservation, restoration, and publication experts. Thus, if this element is not fulfilled, the processes and activities of sustainable development and maintenance of cultural heritage will not run optimally (Innocente, Ulrich, Moos, & Vezzetti, 2023; Chu, Lam, & Williams, 2023; Kolay, 2016).

In addition, the low capacity of human resources managing cultural heritage in the Bengkulu region and the lack of attention from the regional government of both the province and the city of Bengkulu in terms of developing and protecting cultural heritage has been confirmed so far that a team of cultural heritage experts in Bengkulu province

has not been formed so that it has an impact on the determination and ranking cultural heritage on a national scale (Hakim, 2016).

The local government did not optimize the potential for cultural heritage (Pratiwi, Zahra, & Aliyah, 2022; Sustianingsih, 2020), in Bengkulu province, there were 1,495 cultural heritages registered, but only two were recorded on a national scale, namely Fort Marlborough and Bung Karno's exile house. Meanwhile, the five cultural heritages that have decomposed into the existing cultural heritage that the provincial scale has just determined have not been proposed as national-scale cultural heritage (BPCBJ, 2021).

The provincial government's lack of participation and involvement has resulted in suboptimal management of cultural heritage, so cultural heritage has not contributed to increasing tourism visits in Bengkulu. Local governments need to innovate. Innovation can increase organizational capacity (Keumala & Pribadi, 2021), in managing cultural heritage, it is necessary to involve non-governmental organizations (Hung, 2015).

Studies explaining that cultural heritage management is carried out optimally can contribute to increasing tourism visits (Syaifulloh & Wibowo, 2016). An increase in tourism visits will impact local revenue and ultimately increase the community's income around the cultural heritage (Budiningtyas, 2013). It means that if the regional government is serious about carrying out the mandate of Law Number 11 of 2010 concerning Cultural Heritage, implementing development, preservation, and utilization will increase Regional Original Income (PAD). The right strategy is to collaborate with various partners (Utami et al., 2019).

CONCLUSION

This research focuses on cultural heritage management in the context of human resource capacity managing cultural heritage in Bengkulu City. This research confirms that the quality and quantity of human resources are still low, and the distance between regions causes poor two-way communication. This research contributes to highlighting the importance of qualified management human resource capacity according to their expertise so that cultural heritage can be managed optimally. The proposed solution is to increase the number of human resources according to the type of work required to handle cultural heritage and raise human resource capacity through training.

The limitation lies in extracting broader data because data sources and resources are limited. Future research may consider collecting more complete primary data to gain deeper insights. In addition, this study only focuses on Bengkulu City, so the generalizability of the findings may be limited. To be more comprehensive, further research could consider expanding the study area to other cities or regions with different contexts.

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