

# Tourism Destination Development and Regional Fiscal Independence: Analysis of Strategy and Locally-Generated Revenue Contribution in Dumai City

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**Keyword:**  
*Strategy;*  
*Sustainable Tourism;*  
*Regional Fiscal;*  
*Development.*

**Abstract:** This study aims to analyze the strategy of developing tourist attractions in increasing the regional original revenue (PAD) of Dumai City. The importance of developing the tourism sector as a selected government affair as regulated in Law Number 23 of 2014 concerning Regional Government which gives authority to local governments to manage local potential in order to increase Regional Original Revenue (PAD). Dumai City as a coastal city and the gateway to Riau Province directly bordering the Strait of Malacca and has considerable tourism potential. This research method uses a qualitative descriptive approach and analysis assisted by the use of Nvivo 12 Plus software. The results of this study indicate that the contribution of the tourism sector to PAD is not optimal, indicated by the lack of direct revenue from tourist attractions and the still many destinations that do not have operational permits. The findings of this study are that the Dumai City government strategy has achieved the target in receiving local original revenue, but substantively the management of natural tourist attractions has not been fully integrated and has not provided a direct contribution. The contribution of this research linking the development of tourist destinations in increasing Regional Original Revenue has often been studied separately. Thus, this research enriches the academic discourse on the relationship between regional fiscal independence and the tourism sector.

## INTRODUCTION

Tourism is an integral part of human life, particularly in relation to social and economic activities (Dizitha & Sanjatmiko, 2025). As is well known, the tourism sector in Indonesia continues to play a crucial role in supporting national development and is a strategic factor in increasing public income and foreign exchange (F. Li et al., 2025). Furthermore, Minnaert, (2025) defines a tourist as a person or group of people who go on a tourist trip, if their length of stay is at least 24 hours in the area or country visited. If they stay in the area or country they visit for less than 24 hours, they are called tourists (excursionists). IUOTO (The International Union of Official Travel Organizations) uses a general definition of tourists, namely that visitors are anyone who comes to a country or other place of residence, and usually for any purpose, except to perform work for wages (Minnaert, 2025).

Tourism theories generally divide tourism products into three main components: attractions, accessibility, and amenities (J. Li & Cao, 2022). However, some theories state that attractions are the primary tourism product, while accessibility and amenities are secondary or secondary products (Jamgade & Mondal, 2023). Without attractions, accessibility and amenities would not exist or could not be considered tourism products (Rebelo et al., 2022). Furthermore, some theories divide tourism attractions into tourist attractions and the tourism industry. This understanding is emphasized by Jeong, (2024), who define tourism products as a combination of tourist attractions and the tourism industry. Tourist attractions are the main component of a destination, while other components, which are included in the tourism industry, include travel agents, transportation, accommodation, tour operators, and souvenirs (Kang et al., 2024). A

tourist attraction is operationally defined by Jang & Kim, (2022), a tourist attraction is a named site with a specific human or natural feature which is the focus of visitor and management attention.

According to Mulgan, (2009) , government strategy is divided into five stages: 1. Objectives, 2. Environment, 3. Direction, 4. Action, and 5. Learning. These five stages will measure the success of a government strategy. More specifically, states that there are three differences between corporate strategy and public strategy. First, it can be seen in how they assess time and the future. Government organizations are inconsistent and vary in size, depending on their context, influenced by the political interests of decision-makers in formulating strategies (Behzadifar et al., 2025). Second, the government must also operate on the principle of standardization, generalizing routines without allowing for treatment based on uniqueness and privilege (Jones & Kunkle, 2022). The principle of service delivery applies universally to all products and services produced by public organizations, without distinguishing between one segment of society and another, or between individuals (Masterson et al., 2022).

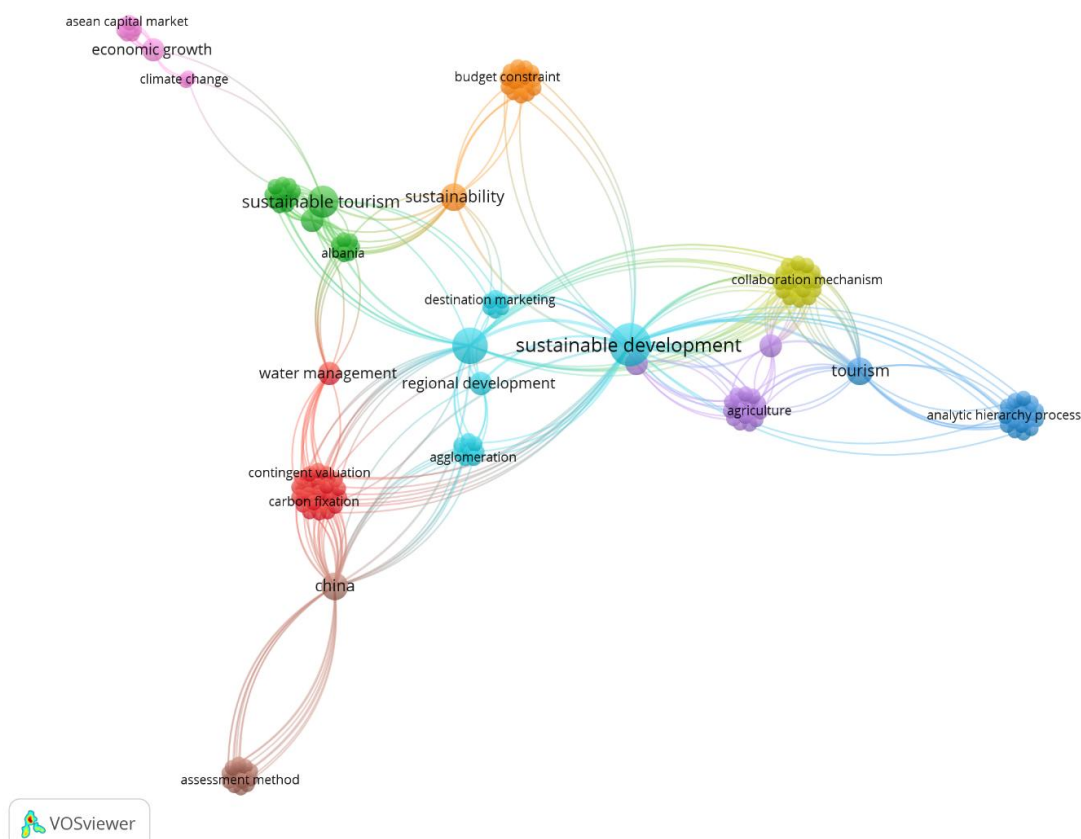
Regional development is inseparable from meeting community needs, such as employment opportunities, community needs, and regional revenue (Rustini et al., 2022). Various sectors, including economic, social, and cultural sectors, can contribute to this (Kalfas et al., 2024). The government's efforts at domestic tourism development focused more on introducing the nation's culture and heritage, complemented by targeted measures and regulations, including promotion, facility provision, and quality and smooth service delivery (Yi et al., 2024). In addition, tourism in the Tourism Law Number 10 of 2009 aims to increase economic growth, improve people's welfare, eradicate poverty, overcome unemployment, preserve nature, the environment and resources, advance culture, raise the nation's image, foster a sense of love for the homeland, strengthen national identity and unity and strengthen friendship between nations. The presence of tourist visits, both foreign and local tourists, will affect employment opportunities and income in tourist destination areas (Ijatuyi et al., 2025). The government must certainly provide support to elements of society in obtaining maximum benefits with minimal impact on the environment, 1. Meeting consumer needs, 2. Increasing the contribution of the national and state economy, 3. Minimizing the impact of tourism on the environment and 4. Providing sufficient financial returns for people who work in tourism. Riau Province is one of the provinces in Indonesia that has enormous tourism potential. One of the areas that has many new tourist destinations in Riau Province is Dumai City as one of the developers of potential tourist attractions in Dumai City.

Dumai City is the gateway port city to Riau Province in the north. It is located on the east coast of Sumatra Island, directly facing the Rupa Strait and the Strait of Malacca, a busy trade route frequented by both domestic and international tourists. It has significant potential to increase local revenue (PAD) from tourism. Tourism is one of the key sectors supporting Dumai City's economy. This sector has strong relationships with other sectors and makes a significant contribution to the regional economy, thus developing the tourism sector into a regional potential. Tourism is related to tourism activities and is supported by various facilities and services provided by related parties such as the community, businesses, the government, and local governments. The unique and attractive tourism potential in a region should be utilized through effective tourism development (Yuslaini et al., 2025).

Within the territory of the Unitary State of the Republic of Indonesia, development can be carried out in accordance with the interests of the local community and the potential of each region. Regional Original Income (PAD) is one of the regional financial sources that occupies a strategic position when compared to other regional financial sources (Yuslaini et al., 2024). It is said to occupy a strategic position because regional financial sources originating from Regional Original Income (PAD) allow regions to have greater flexibility and creativity to make maximum efforts to obtain sources of income and freely use the results of regional financial sources to finance the running of regional government and development (Wati & Yuslaini, 2024). Regional Original Income (PAD) is a picture of regional finances that rely on regional taxes and regional levies. Regarding regional original income and the retribution sector, regions can improve regional development outcomes by exploring the potential of natural resources, one of which is tourism. Although tourism is not the largest contributor to Regional Original Income (PAD),

tourism objects at least play a role in increasing Regional Original Income (PAD). Tourism plays a role in national development as a source of foreign exchange, equalizing and increasing employment and income opportunities, strengthening unity and integrity, and fostering cultural awareness. Indonesia has natural and cultural potential that can be utilized by regions to increase Regional Original Income (PAD) (Igoumenakis et al., 2023).

Dumai City, as a coastal city in Riau Province, holds a strategic position, directly bordering the Strait of Malacca and serving as a gateway for international trade. This geographic location offers significant opportunities for the development of various tourism potentials, particularly nature and marine tourism (Gungor et al., 2025). Furthermore, Dumai City also has several tourist destinations with the potential to be developed as attractions for both domestic and international tourists. However, Dumai City's tourism potential has not yet significantly contributed to increasing Regional Original Income. Several ongoing challenges include suboptimal management of tourist attractions, the lack of a regional revenue system directly derived from tourist attractions, and the continued lack of operational permits for many tourist destinations. These conditions indicate that the management of the tourism sector in Dumai City still requires a more integrated and sustainable strategy. On the other hand, studies on the relationship between tourism destination development and increasing Regional Original Income are often conducted separately. Yet, these two aspects are closely linked in efforts to strengthen regional fiscal independence. Therefore, research is needed that can comprehensively analyze tourism development strategies to increase Regional Original Income in Dumai City (Pinheiro et al., 2025). Based on these problems, this study aims to analyze tourism development strategies in an effort to increase Dumai City's Regional Original Income (Yuslaini et al., 2026). This research is expected to provide academic contributions in enriching studies on the relationship between the tourism sector and regional fiscal independence, as well as providing recommendations for local governments in formulating more effective and sustainable tourism development policies. A stronger background is provided by Dumai City's tourism statistics (Kraus et al., 2022).



This map shows the relationship between various terms or research topics in academic literature retrieved from the Scopus database with the keywords "Strategy, Sustainable Tourism, Regional Fiscal, Development". The image above shows the relationship between sustainable development, tourism, and economic/environmental factors. The most prominent terms (with the largest circles or nodes) indicate the highest frequency of occurrence in the analyzed research. Sustainable Development is located at the center of the map, serving as the main bridge between the various clusters. Sustainable tourism is another main focus that connects environmental aspects with the economy. Tourism & Agriculture, emerges as a specific sector studied within the development framework. The Light Blue Cluster (Center) focuses on Regional Development and Destination Marketing. This is the core strategy for how a region is developed. The Red Cluster (Bottom Left): Focuses on environmental aspects and economic assessment in China.

Terms such as carbon fixation, water management, and contingent valuation indicate a focus on the economic valuation of natural resources. The Green Cluster (Top Left) focuses on Sustainable Tourism in a specific location (such as Albania) and its relationship to climate change. The Dark Blue Cluster (Right) focuses on research methodology, specifically the Analytic Hierarchy Process (AHP), which is often used for decision-making in tourism management. The Orange Cluster (Top): Relates to financial management and sustainability (budget constraints and sustainability). The issue of Climate Change and Economic Growth (in the top left corner) is connected to sustainable tourism, indicating a significant focus on how tourism adapts to global climate change without sacrificing economic growth. This map illustrates that research on Sustainable Tourism does not stand alone. It relies heavily on decision-making methodology (AHP), natural resource management (water and carbon), regional policies, and macroeconomic conditions. However, no research has yet been conducted on Tourism Destination Development and Regional Fiscal Independence: Analysis of Strategy and Contribution to Regional Original Revenue (PAD) in Dumai City. Research question (RQ1): What is the strategy of the Dumai City Youth, Sports, and Tourism Office to increase Regional Original Income through tourism sector development?. Research question (RQ2): Why has the strategy of developing tourist attractions in Dumai City not been optimal in increasing Regional Original Income?

## RESEARCH METHODS

### Design Method

This research uses a qualitative-exploratory method with a case study approach to examine the development strategy of Dumai City's tourism attractions in increasing local revenue (PAD) (Creswell & Poth, 2018). Researchers play a key role in explaining the complexity of the issues studied. They identify interrelated components by combining various perspectives so that the processes and events studied can be explained holistically from various perspectives. The qualitative-exploratory method was chosen with the aim of critically and in-depth exploration of the research case studied. Primary data were obtained through 1. field observations, 2. webinars, and 3. research forum discussions. Data collection techniques included open-ended and unstructured questions. Meanwhile, secondary data were collected through document studies, searches of Dumai City government websites and online media, surveys of various related policies, and literature reviews of several related articles.

According to (Miles et al., 2014), collected data is processed by summarizing, presenting, and drawing conclusions so that the data can be properly accommodated without losing any findings. The qualitative analysis methods used in this study cover everything from confirmation to investigation and involve the analysis of textual, visual, or auditory data. This study uses NVivo 12 Plus as qualitative analysis software to explore research data and draw the best conclusions while reducing bias in qualitative analysis.

### Research Location

The selection of Dumai City as the research location was based on several academic and empirical considerations. First, Dumai City enjoys a strategic geographic position as a coastal city in Riau Province, directly bordering the Strait of Malacca and serving as a gateway for

international trade and transportation. This situation offers significant potential for the development of the tourism sector, particularly marine and nature tourism.

Second, Dumai City has a number of tourist destinations with considerable potential for development, such as coastal areas and other natural attractions that could attract tourists. This potential demonstrates that the tourism sector in Dumai City has the potential to contribute to increasing Regional Original Income (PAD) if managed optimally.

Third, despite its significant tourism potential, the tourism sector's contribution to Dumai City's Regional Original Income (PAD) remains relatively low. This is due to various factors, including suboptimal management of tourist attractions, the lack of direct revenue from several attractions, and the continued lack of operational permits for some tourist destinations. These conditions make Dumai City a relevant location for assessing tourism development strategies to increase PAD.

### Data Collection Techniques.

This study employed methodological triangulation to ensure data credibility and validity. Primary data were collected through in-depth structured and semi-structured interviews with purposively selected informants (Patton, 2015), including local government officials, village authorities, tourism managers, and community members directly involved in tourism governance and sustainability practices, while individuals without relevant decision-making roles or experience were excluded. Participatory observation was conducted through the researcher's direct involvement in tourism and community activities to capture social dynamics, tourist-community interactions, and the implementation of local wisdom. Furthermore, document analysis was conducted using relevant policy documents, strategic plans, village regulations, and tourism-related reports, with irrelevant or outdated documents excluded. Data from all sources were regularly cross-validated to enhance analytical rigor.

### Data Analysis Techniques With Nvivo 12 Plus.

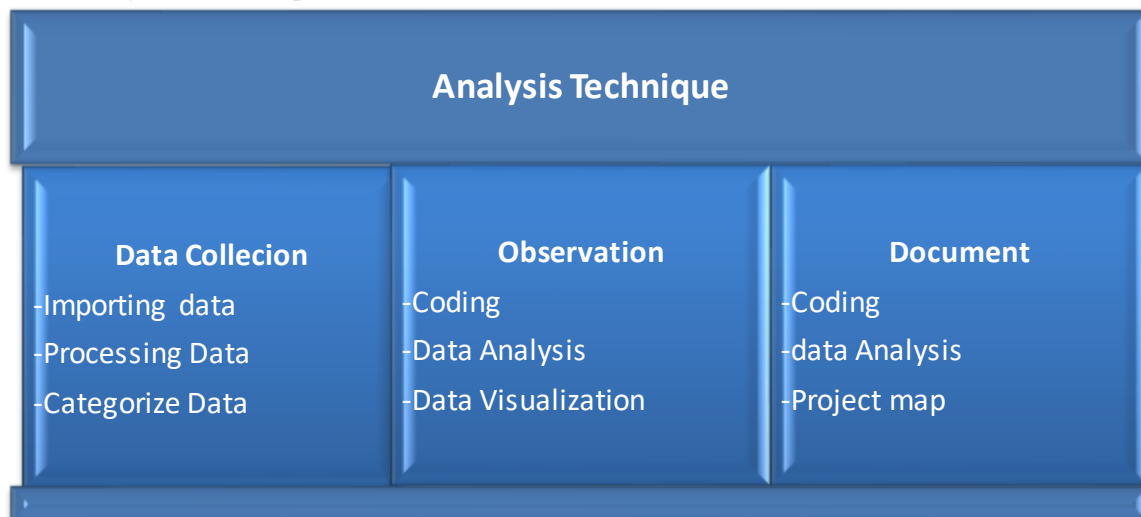


Figure 1. Qualitative Analysis Techniques using NVivo 12 Plus Software. Source: Researcher, 2026.

Data analysis was conducted using NVivo 12 Plus through three systematic phases (Woolf & Silver, 2017). In the first phase, all interview transcripts, field notes, and policy documents were imported, organized, and prepared for analysis. The second phase involved a two-stage coding process. Open coding was first applied to break down the data into meaningful units by identifying key concepts, keywords, and recurring issues related to government strategies, indigenous practices, and sustainability outcomes. Next, axial coding was used to connect and refine these initial codes by examining relationships between categories, such as policy instruments, community participation, and environmental-economic considerations. In the final phase, the coded data were compared across data sources and visualized using NVivo 12 models

and project maps to support interpretation and generate integrated findings grounded in empirical evidence.

## RESULTS AND DISCUSSION

### Purpose

Aspects influencing sustainable tourism development include various economic, social, and environmental aspects. Therefore, in its operations, sustainable tourism development must apply the principles of sustainable tourism development, including: 1. Creating a balance between the needs of the community and tourists, 2. Tourism development must involve stakeholders, 3. Providing convenience to local entrepreneurs on a medium scale. Meanwhile, tourism development is focused on four main elements, namely: Tourist Destinations, Tourism Industry, Tourism Promotion and Marketing, Tourism Institutions. The strategy of the Youth, Sports and Tourism Office in increasing Regional Original Income (PAD) from tourist attractions in Dumai City is something very interesting, because it can increase visits to tourist attractions such as Koneng Beach, Puak Beach, and Bukit Gelanggang Park, because these tourist attractions are also something that has good short-term and long-term value. The development of tourist attractions to attract the interest of visitors both domestically and internationally. By developing tourist attractions is believed to contribute to boosting the economic development of a nation, both in the macro economy, tourist attractions also play a role as one component of national income, Gross Domestic Product (GDP). If investment increases, then GDP will increase, and vice versa.

The vision is a forward-looking perspective that represents the image, values, direction, and goals that will guide the Dumai City Youth and Sports Tourism Office in achieving its future consistently, realistically, productively, and creatively in implementing programs (Zhou et al., 2023). The vision of the Dumai City Youth and Sports Tourism Office refers to the Dumai City Vision, the Short-Term Development Plan (RPJP), the Medium-Term Development Plan (RPJM), and the previous Vision of the Tourism and Culture Office. The vision of the Dumai City Youth and Sports Tourism Office is "To become a reliable institution in increasing tourism visits and youth and sports achievements in a cultured and religious community environment." To realize the vision of the Dumai City Youth and Sports Tourism Office as mentioned above, an organizational mission was developed that must be understood by all employees, because it is a shared responsibility of all components according to their proportions. The purpose of this mission is to increase the attractiveness of destinations, manage, and promote tourism. Where to choose a strategic location compared to other natural tourism, geographically bordering Malaysia and Singapore. One of the region's potentials is tourism, which has become a major industry if managed properly, effectively, and sustainably. Tourism management can become a leading sector in increasing regional revenue (PAD) if the region manages and organizes supporting infrastructure, as is done in various regions across Indonesia (Widianingsih et al., 2023).

No.	Description	Target Regional Budget of 2024	Realization
1	Regional Income	2,307,046,511,970.00	67.11 %
2	Locally-Generated Revenue	1,010,682,556,290.00	52,95 %
3	Local Tax	531,752,478,977.00	68,21 %
4	Regional Levy	65,266,865,000.00	73,39 %
5	Advertising Tax	3,082,904,899.00	93.33%
6	PBJT-Food and/or Drinks	14,994,793,811.00	99.03%
7	PBJT - Hotel Services	5,873,783,737.00	100.13%
8	PBJT- Arts and Entertainment Services	2,796,726,362.00	97.40%
9	Rent a Kiosk at Diskopar	430,000,000.00	36.63%
10	Build Operate Transfer (contribution Rent) Dumai Eko Park for 30 years	180.000.000	100 %
11	Hotel Fine Income	100,000,000.00	40.43%
12	Restaurant Fine Income	80,000,000.00	90.30%
13	Entertainment Fine Income	20,000,000.00	60.38%

The table above shows that there is no local revenue (PAD) from the tourism sector in Dumai City. Tourism should have an impact on the government and the Dumai community. However, in reality, it does not have a positive impact on the community. Tourism itself is a long chain of activities ranging from travel agencies and transportation, hotels and restaurants, guides, community crafts, maintenance and development of tourist attractions, and regional arts. This is due to a lack of cross-sectoral coordination in tourism development.

### Environment.

The environment referred to here refers to both the internal and external environment of the organization. This means that determining a course of action requires an analysis of future threats and opportunities, as well as the organization's ability to implement strategies and respond to those environments (Jiang et al., 2022).

Table 3.1 Review of Regional Spatial Planning (RTRW) and Strategic Environmental Assessment (KLHS)

Types of KRP	Program Plan Policy	Recommendation
Strategy	Establishing potential tourist destinations that are creative, innovative, and have local character in the Regional Tourism Master Plan.	Determination of tourist destinations is carried out by taking into account aspects of land suitability, environmental carrying capacity and environmental capacity, and involving the community.
Policy direction	Development	Building tourism area facilities and infrastructure by applying conservation principles, paying attention to land suitability and environmental carrying capacity and capacity.

Strategy	Building and providing tourism facilities in conservation areas in accordance with the directions of planning documents in conservation areas.	Building tourism facilities by taking into account the environmental carrying capacity and the unique characteristics of the conservation area or based on the RPPLH (if existing) which applies conservation principles so that the environmental sustainability of the area can be maintained.
Policy direction	Adequate development for tourist destinations in conservation areas	Building tourism facilities and infrastructure on appropriate land by implementing conservation principles, as well as considering the environmental carrying capacity and capacity for the sustainability of the area.

Source: Dumai City Strategic Plan 2025.

The table above shows that the determination of tourist destinations is carried out by considering land suitability, environmental carrying capacity, and involving the local community. However, in reality, public awareness of the potential of natural tourist attractions in Dumai City remains low. The environment is crucial for the success of strategies to develop these attractions.

The image below shows that local communities still maintain individualistic approaches to managing tourist attractions, which should be managed by the government, providing facilities and security, toilets, places of worship, and dining options. However, the government fails to provide these facilities. The sub-district head, as the leader of the sub-district, has coordinated with the community (managers). The Regional Spatial Plan (RTRW) and Strategic Environmental Assessment (KLHS) clearly outline the strategies implemented to develop Dumai City's natural tourist attractions at both the national and international levels. The environment significantly influences an organization's ability to achieve its goals. Strategy depends on the situation and its influences. The environment referred to here encompasses both internal and external environments. This means that determining actions requires an analysis of future threats and opportunities, as well as the organization's ability to implement strategies and respond to these environments.

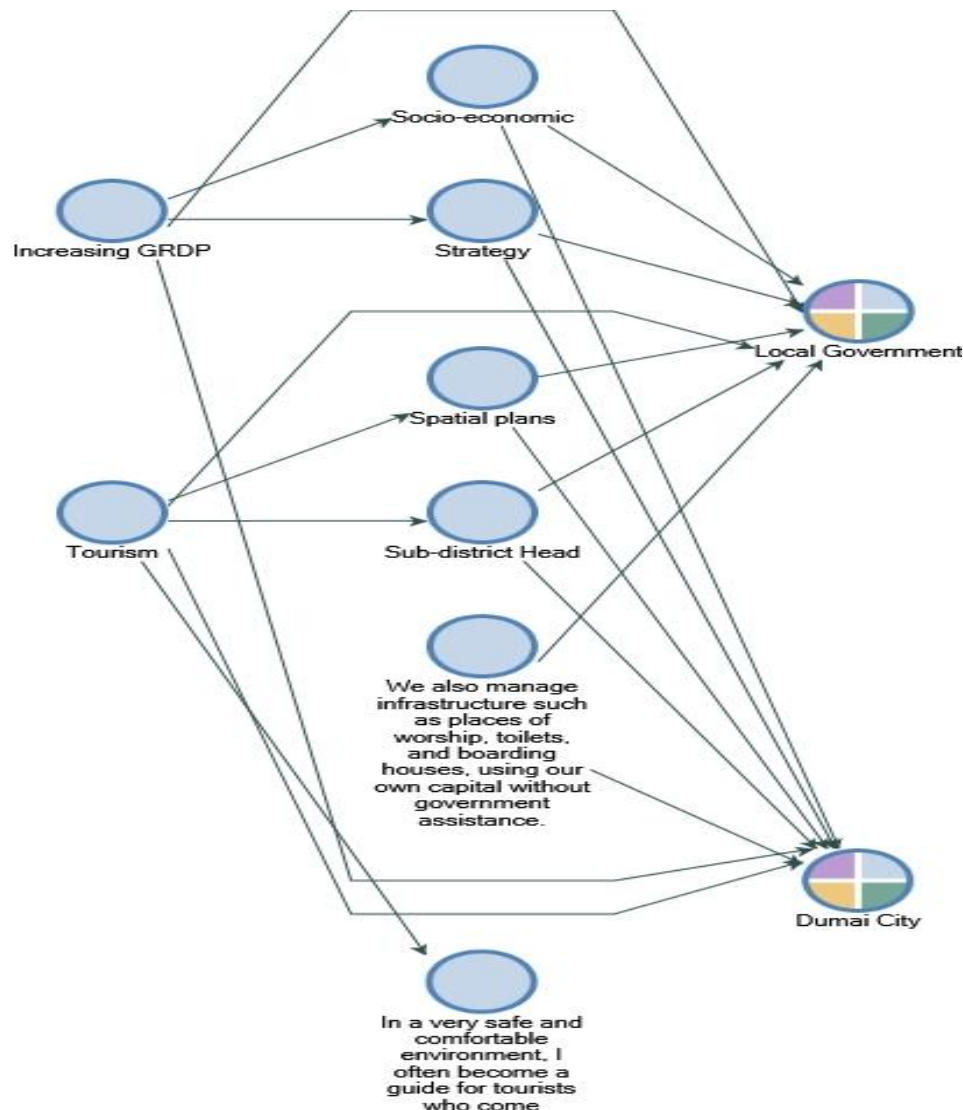


Figure 2. Information network findings regarding the Analysis of Local Revenue Strategy and Contribution in Dumai City. Source: processed through Nvivo 12 Plus, 2025. Source: Researcher, 2026.

The availability of supporting facilities and infrastructure for tourists at Koneng Beach is still not optimal, particularly the limited availability of public transportation. Furthermore, other accommodations, such as inconvenient parking areas, lodging, restrooms, and places of worship, are lacking nearby, forcing tourists to stay outside the tourist area, such as in local residents' homes. Therefore, it can be concluded that the availability of supporting facilities and infrastructure at Koneng Beach is inadequate. This also indicates that existing management is suboptimal, and the development of this tourist attraction will face obstacles if access, facilities, and infrastructure are not optimally improved.

### Direction

Direction is carried out to achieve a goal and desired results through the highest command decision. Determining the direction in implementing the strategy, including determining the priority scale and strategic objectives to be achieved within a mutually agreed timeframe. Direction is carried out by superiors to subordinates taking into account existing conditions, so the formulation of the Vision of the Dumai City RPJMD 2021-2026 is as follows: "Realizing Dumai as a Superior Port and Industrial City Based on Malay Culture". The Tourism Destination Development Sector has the task of formulating technical policies, facilitating,

coordinating, monitoring and evaluating the implementation of cooperation in developing tourism destinations, as well as the development of tourism, natural and cultural resources.

The Tourism Office has coordinated with various sectors and the local community. However, conditions on the ground have not met expectations, particularly with a lack of coordination with the Dumai City government. In fact, it was discovered that the local community has never coordinated with the development of the Koneng Beach tourist attraction. The community has been developing the area independently, and there has been no comprehensive government intervention for development, such as infrastructure development. Field findings indicate that there has been no comprehensive development of the tourist attraction, resulting in the Koneng Beach tourist attraction remaining unchanged, despite the agency having coordinated with relevant parties regarding the Koneng Beach tourist attraction development strategy. Field conditions concluded that visitors to Koneng Beach and Dumai City obtain information from Instagram (social media), not from the Koneng Beach website or account or from the tourist attraction itself. Field conditions indicate a lack of coordination between the agency and the local community who personally manage the Koneng Beach tourist attraction.

### Action

Actions in public organizations involve regulating policies, finances, structures, and implementation. To achieve goals, actions are taken through strategies, policies, laws, and regulations. Actions are also defined as actions or actions to be taken. This stage includes the strategies used to achieve these goals, the policies adopted, and the implementation to be carried out. Strategy formulations are statements explaining how goals and objectives will be achieved, then elaborated in a series of policies. The strategy formulation demonstrates a strong desire for the Dumai City Youth, Sports, and Tourism Office to create added value for service stakeholders. In carrying out its duties and functions, the Dumai City Youth, Sports, and Tourism Office cannot be separated from the strategic issues surrounding it. The formulation of key issues related to the implementation of the duties and functions of the Dumai City Youth, Sports, and Tourism Office is intended to identify problems, obstacles, and challenges whose impact must be minimized in implementing program achievements.

Table 3. Performance Agreement of the Dumai City Youth, Sports and Tourism Service in 2024

No.	Strategic Goals	Performance Indicators	Target 2024
1.	Increasing Regional Achievements in Youth and Sports	1. Percentage of Active Youth Organizations	65 80
		2. Percentage of Young Entrepreneurs	27 3
		3. Sports Coach Coverage	
		4. Number of Sports Achievements	
2.	Increasing Tourist Visits to Dumai City	5. Domestic Tourist Visits	93.388
		6. International Tourist Visits	13.393
		7. Duration of Visit	3
		8. Revenue from the Tourism Sector	16.086.180.625

To support the implementation of the strategic targets of the Dumai City Youth, Sports and Tourism Office as stated in the 2024 Performance Agreement, the Dumai City Youth, Sports and Tourism Office in 2024 is supported by a budget of Rp 6,219,534,272 (six billion two hundred nineteen million five hundred thirty-four thousand two hundred seventy-two rupiah). This budget is a form of full support from the office for the tourism sector in an effort to increase tourism visits to Dumai City with the aim of increasing PAD, with the hope that increasing tourism visits in Dumai City, with the number of tourist visits will have a positive impact on the Dumai

City government itself such as increasing Dumai City PAD, with the increase in PAD will certainly have an impact on the economy, sustainable social community. Dumai is also known as an industrial city, a dream destination. Many foreign investors, from neighboring countries, even from Europe and the Middle East, have invested in Dumai. In addition to their investments, these investors also enjoy the beauty of Dumai's tourist attractions. The following is an indicator of domestic tourist visits.

The fact is that in the field, natural tourist attractions such as the beauty of the existing beaches, but not all beaches are managed by the government such as Koneng beach which is the most visited beach, but managed by the private sector, this is very regrettable by the Dumai City Youth, Sports and Tourism Office because it does not provide a positive impact such as increasing PAD. In this case, the private sector benefits personally, this is a form of Dumai City government policy is not ready in managing tourist attractions as a whole. There are still many government policies related to the management of tourist attractions that are fully managed by the government, which is one of the obstacles such as the lack of follow-up from the Dumai City government itself in managing all aspects of tourist attractions, starting from natural tourism, religious and others. This is certainly a concern for the government how this can be fully managed by the Dumai City Youth, Sports and Tourism Office with the aim of increasing PAD which aims for the welfare of the local community.

### Learning

Learning is an evaluation or assessment of a situation. This process allows us to identify any errors or deficiencies in implementation so that they can be corrected in the future. Learning includes feedback on the strategies implemented from a political and public perspective, how to respond to them, and how the implementation of the strategies will be assessed.

The Department of Tourism and Culture is led by the Head of Department, who is accountable to the Mayor of Dumai through the Dumai City Regional Secretary. Like other regional agencies in Dumai City, the Department of Youth, Sports, and Tourism currently faces a shortage of human resources, both in terms of quantity and quality. The availability of qualified, professional, knowledgeable, and experienced human resources in managing an organization or institution is a key factor in ensuring optimal organizational performance. The current number of human resources at the Dumai City Department of Youth, Sports, and Tourism is as follows: Table 3.4 Data on the Number of Civil Servants and Technical Implementation Units (UPT) of the Dumai City Department of Youth, Sports, and Tourism in 2025.

No	Rank	Class	Total
1	Junior Senior Administrator	IV/c	0
2	First Class Administrator	IV/b	1
3	Administrator	IV/a	1
4	First Class Supervisor	III/d	9
5	Supervisor	III/c	4
6	First Class Junior Supervisor	III/b	4
7	Junior Supervisor	III/a	1
8	First Class Operator	II/d	1
9	Operator	II/c	0
10	First Class Junior Operator	II/b	0
11	Junior Operator	II/a	0
	Total		23

Source: Department of Youth, Sports and Tourism 2025.

The table above shows that the Youth, Sports, and Tourism Department has 23 officers with ranks. The classification of officers based on their ranks shows that the variation of the

Youth, Sports, and Tourism Department's officers is quite diverse. The lowest rank is II/d, with one officer, the highest rank is III/d, and the highest rank is IV/b, with one officer. Education is a crucial factor that needs to be considered to assess the strengths of the staff, determine the appropriate workload for staff, and ensure shared interests. The Department of Youth, Sports, and Tourism employs a significant number of staff with bachelor's degrees, representing 10 individuals. To support its work, the Department of Tourism and Culture also possesses various assets and inventory.

Human resources at the Dumai City Youth, Sports, and Tourism Office are still low. Human resources are a key factor in improving employee performance. This situation significantly impacts conditions on the ground. Tourism development strategies require superior human resources, from employees to the community. The capacity and capability of civil servants are influenced and closely related to their educational level. The civil servant resources at the Dumai City Youth, Sports, and Tourism Office are grouped by educational level.

### **CONCLUSION**

The tourism sector has become one of the important aspects in contributing to Regional Original Income (PAD). With several strategies for developing tourist attractions in Dumai City, it has great potential to develop in the tourism sector in the next few years, as long as all of them are managed professionally and also supported by synergy between the government, the community, and tourism actors involved in the field of Youth, Sports and tourism in Dumai City. The Department of Youth, Sports and Tourism has made good goals such as a clear vision and mission, policies and strategies to increase PAD. In this conclusion, the author concludes that the strategy of the Department of Youth, Sports and Tourism in increasing PAD in Dumai City has not been optimal, such as many tourist attractions that are still managed by private parties such as Koneng Beach which is the most popular beach for domestic and foreign tourists, this is a special concern by the Dumai City government, being managed by the private sector will not have a significant impact on the welfare of the local community. There are several inhibiting factors in the strategy for developing tourist attractions in Dumai City, including a. domestic and foreign tourist visits b. Lack of cross-sectoral coordination in developing tourist attractions, c. Low human resources of the Department and the community, d. Limited facilities and infrastructure in tourist destinations, e. Lack of use of information technology.

Regarding research limitations, the use of primarily qualitative data (e.g., interviews and observations) can introduce subjectivity. Respondents (government, community, or tourists) may provide biased answers, influenced by their personal perceptions or interests, which can influence the interpretation of the results.

This study recommends that the government strengthen culture-based regulations and policies. The government needs to formulate regional regulations (Perda) or specific policies that not only regulate infrastructure but also protect and promote local wisdom as a key tourism asset. These policies can include incentives for communities actively preserving culture and sanctions for those who damage it. Facilitate Partnerships Between Stakeholders: The government must play an active role as a facilitator connecting tourism village managers with the private sector (investors, travel agents), academics, and financial institutions.

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