

Strategic Planning for Development of Aek Sijorni Natural Bathing Tourism Objects at the Tourism Office of South Tapanuli Regency

Ahmad Rinaldi¹, Muhammad Husni Thamrin Nasution²

^{1,2}Faculty of Social and Political Science, Universitas Sumatra Utara, Indonesia

ahmadrinaldi880@gmail.com

Abstract

This research was conducted due to the reduced number of visitors who come to Aek Sijorni's natural bath. The cause of the reduced number of visitors coming to Aek Sijorni's natural baths is the lack of promotion carried out by the South Tapanuli Regency Tourism Office, the lack of communication between the South Tapanuli Regency Tourism Office and the local community, then there are two management parties, namely the South Tapanuli Regency Tourism Office and the private sector. Even though Aek Sijorni's natural bath has the potential for a very good tourist spot. Apart from the retribution, recreation areas are the second largest contributor to South Tapanuli Regency's Original Regional Revenue. This research was conducted using descriptive qualitative research. The data collection technique was conducted by interview, observation, and documentation. The sampling technique was carried out by purposive sampling. The data analysis using SWOT analysis. The initial step taken is to analyze the internal and external environment to find out the strengths, weaknesses, opportunities, and threats in the development of Aek Sijorni Natural Baths Tourism Object. From the results of the study, it can be concluded that in strategic planning for the development of Aek Sijorni Natural Baths, an alternative strategy based on SWOT analysis is the SO (Strengths-Opportunities) strategy, namely improving the quality of tourism objects, improving facilities and infrastructure, and optimizing media and technology. ST (Strengths-Threats) strategy is to increase the natural potential, facilities, and tourism activities to become an attraction for Aek Sijorni Natural Baths Tourism Object, and to increase supervision of irresponsible tourists. The WO (Weaknesses-Opportunities) strategy is to increase the human resources of employees and managers, and improve services to tourists. WT (Weaknesses-Threats) strategy, namely increasing cooperation with investors and related parties, and increasing promotions.

Keywords

strategic planning; tourism development; SWOT analysis



I. Introduction

Tourism is the movement of people temporarily and in the short term to destinations outside the places where they usually live and work and also their activities during their stay at a destination (A.J Burkat in Damanik, 2006). Tourism is a sector that plays an important role in increasing income. Indonesia is a country that has natural beauty and cultural diversity, so it is necessary to increase the tourism sector. This is because tourism is a sector that is considered profitable and has the potential to be developed as an asset that is used as a source of income for the nation and state. Development is a systematic and

continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

According to data from the Ministry of Tourism, in 2014 the number of foreign tourists was 9.4 million. So, in one year of Jokowi's administration, the number of visits increased by 1 million. In 2015 there were 10.4 million. 2016 recorded 11.5 million. In 2017 it rose significantly to 14.03 million. And in 2018 there were 15.8 million. Still from the same source, as of January 2019 there were 1,158,162 foreign guests visiting Indonesia. There was an increase of around 58 thousand more than the same month in 2018, which was recorded at 1,100,677 people (Indonesia.go.id).

In Indonesia, North Sumatra is one of the largest provinces in Indonesia, with Medan as the capital with a population of about 58 people. North Sumatra is identical or better known as the Batak people. However, North Sumatra consists of several tribes, namely the Batak, Malay and Nias tribes. The Batak tribe itself consists of several sub-tribes, namely the Toba Batak, the Simalungun Batak, the Pakpak Batak, the Mandailing Batak, and the Karo Batak (kompasiana.com).

When discussing tourism in North Sumatra, our imagination will immediately focus on Lake Toba, which is the largest and widest lake in Southeast Asia. Even though there are many tourist attractions that can be visited in every area in North Sumatra apart from Lake Toba, such as the Medan Grand Mosque in the city of Medan, Muara in North Tapanuli, Sipinsur in Humbang Hasundutan, Sipiso-piso Waterfall in Karo Regency, Telaga Dwi Warna Waterfall in Sibolangit, Sibolangit Nature Reserve, Gundaling Hill, Fundland Mikie Holiday in Berastagi, Sorake Beach and Lagundri Beach in Nias, Samosir Island, Bul-bul Fresh Water Beach, Tarabunga Hill, Sigur-gura Waterfall in Tobasa, Sidamanik Tea Plantation and that are still some of the many tourist attractions in North Sumatra (kompasiana.com).

South Tapanuli, precisely in the Sayur Matinggi village, Sayur Matinggi sub-district, which is 30 km east of Padangsidempuan City, there is Aek Sijorni's natural tourism which cannot be doubted the beauty of Aek Sijorni Nature tourism in the form of a terraced waterfall with water that is always clear due to the flow of the river passing through the rock. and does not contain mud, surrounded by many coconut trees. In Indonesian, aek means water and sijorni means clear. The name Aek Sijorni is pinned because the water around this location is very clear. The sand beneath the surface is also white. The charm of its beauty is increasingly radiated because the water rushes through the terraced rocks, it looks so beautiful and enchanting. This beautiful waterfall has a height of 10 meters and around it there are many coconut trees, some even grow in the middle of the waterfall.

In addition to the clear water, Aek Sijorni also has beautiful natural scenery around the location of Aek Sijorni Waterfall. Visitors will be able to enjoy the natural beauty of the mountains and can enjoy the vast expanse of coconut plantations that are tall and green which can provide a fresh atmosphere in the eyes so that they can also refresh the mind. However, it is unfortunate that the number of tourists who come to Aek Sijorni decreases every year.

Table 1. Number of Visits to Aek Sijorni

Year	Number of tourists	Percentage (%)	
		Up	Down
2015	38,000	-	-
2016	35,165	-	7.4
2017	29,500	-	16.1
2018	25,322	-	14.1
2019	21,523	-	15

Source: South Tapanuli Regency Tourism Office

The table above is the number of tourist arrivals who come to Aek Sijorni which is directly recorded by the Tourism Office of South Tapanuli Regency. It can be seen that the number of visitors has always decreased from 2015 to 2019. The cause of the decrease in visitors to Aek Sijorni is the lack of promotion carried out by the South Tapanuli Regency Tourism Office, meaning that the South Tapanuli Regency Tourism Office does not package interesting content related to Aek Sinorja tourism objects. to make people who have never been to Aek Sijorni interested in going there. Furthermore, the lack of communication between the South Tapanuli Regency Tourism Office and the local community can be seen from the citation of contributions made by land owners when the land is passed by tourists. Then the problem is also on the management side, namely there are two management parties, namely from the South Tapanuli Regency Tourism Office and from non-governmental organizations who own the land related to the Aek Sijorni natural bath. The two management parties do not cooperate in managing Aek Sijorni, it can be proven from the difference between the entrance and the contribution money to enter the Aek Sijorni location. The services provided by the two management parties are also different, the private manager, namely the land owner, has more complete facilities compared to those managed by the South Tapanuli Regency Tourism Office.

This is where the government's role is needed in developing and managing the Aek Sijorni tourist attraction. As we know the role of the government in developing and managing tourism in general is to provide infrastructure (not only in physical form), expand various forms of facilities, coordination activities between government officials and the private sector, regulation and general promotion to other regions and abroad. The government has the authority to regulate, provide, and allocate various infrastructures related to tourism needs. Not only that, the government is responsible for determining the direction of tourism travel. The macro policy adopted by the government is a guide for other stakeholders in playing their respective roles. As referred to in Article 17 of Law Number 10 of 2009 that the Government and Regional Governments are required to develop and protect micro, small, medium and cooperative businesses in the tourism business sector by making a policy for the provision of tourism businesses for micro, small, medium enterprises, and cooperatives, and facilitate partnerships of micro, small, medium and cooperative enterprises with large scale enterprises.

For this reason, the local government of South Tapanuli Regency must have careful strategic planning for the development of Aek Sijorni natural bathing attractions. Siagian (2014) formulates the notion of strategy as a series of fundamental decisions and actions made by top management and implemented by all levels of an organization in order to achieve the goals of the organization. Handoko (2013) what is meant by strategic planning (strategic planning) is a process of transferring organizational goals, determining strategies, policies from strategic programs needed for these goals and determining the methods

needed to ensure that strategies and policy has been implemented. The tool used to develop strategic factors is to use the SWOT Matrix. The matrix below can describe how external opportunities and threats are faced with their strengths and weaknesses.

Table 2. Matrix SWOT

	Strengths (S)	Weaknesses (W)
Opportunities (O)	Strategies to take advantage of opportunities to take advantage of strengths (S-O Strategy)	Strategies to take advantage of opportunities to overcome weaknesses (W-O Strategy)
Threats (T)	Strategies to overcome threats by utilizing strength (S-T Strategy)	Strategies to avoid threats while protecting weaknesses of strengths (W-T Strategy)

Source: Journal of Strategic Planning Lukmarulhakim Almamalik, 2010

The South Tapanuli Regency Tourism Office must formulate a strategic plan in the development of the Aek Sijorni natural bathing attraction as well as possible. The plans are determined by analyzing and considering the strengths, weaknesses, opportunities, and threats (SWOT) of the tourism object. By having a mature plan in developing this tourist attraction, it is believed that it will also be able to increase the Regional Original Income (PAD) of South Tapanuli Regency.

Table 3. Contribution of the Tourism Sector to PAD

Sector	Total
Hotel Tax	59,908,636
Restaurant Tax	52,435,900
Catering Tax	619,534,336
Entertainment Tax	1,900,000
Lodging/Villa levies	18,000,000
Recreational Site Retribution	149,640,000
Count	4,901,418,872
Realization of PAD	132,021,266,043
Contribution of the Tourism Sector to PAD	3.71%

Source: South Tapanuli Regency Tourism Office, 2021

From the table above, it can be seen that the recreation area levy is the second largest contributor to PAD, which means that the development of Aek Sijorni can be maximized by the South Tapanuli Regency Tourism Office, so it is likely that Regional Original Income will increase many times. Therefore, research on strategic planning for the development of Aek Sijorni tourism objects is very necessary.

II. Research Method

The form of research used in this study is a descriptive research method with a qualitative approach. Qualitative approach is an approach by using symptoms or circumstances as they are completely and followed by giving and interpretation. Descriptive research method aims to explain reality contextually, interpret phenomena that are of concern to researchers and understand participants' perspectives on the problems that occur. According to Bogdan and Taylor (in Burhan, 2007: 3) qualitative research is a certain tradition in social science that fundamentally depends on observing the protection of humans in their own area and dealing with these people in their language and in their terminology. Informants are people who really know or actors who are directly involved with the research problem. According to Sugiyono (2013:155) the determination of samples or informants in qualitative research serves to obtain maximum information. In qualitative research, research subjects are determined intentionally. Determination of informants in this study uses purposive sampling technique. Purposive sampling technique is a technique of taking informants or sources with a specific purpose in accordance with the research theme because the person is considered to have the information needed for the researcher. Data collection techniques were carried out by collecting primary data and secondary data. Primary data was collected by interview and observation technique, while secondary data was collected by documentation technique. Data analysis while in the field According to Miles and Huberman (in Sugiyono, 2012) consists of data reduction, data presentation, and drawing conclusions.

III. Result and Discussion

Tourism development has an important role because apart from being a driving force for the economy, it is also expected to increase job opportunities and increase people's income. In order to take advantage of tourism opportunities that are prospectively profitable, a conducive business climate is also needed to ensure the continuity of tourism activities, as well as to open up investment opportunities to increase tourism activities.

Tourism development can be pursued through the procurement of tour packages, development of tourist routes, procurement of tourism supporting facilities and infrastructure such as hotels and inns as well as increasing accessibility by improving road conditions and providing transportation facilities to tourist attractions. The development of tourist objects will be able to open up opportunities and bring many benefits to the local government as well as to the residents around the tourist attraction. In addition, it can also encourage an increase in regional original income that can support regional development. In the development of tourism objects, a strategic plan is needed in order to achieve optimal results in accordance with the vision and mission of the South Tapanuli Tourism Office.

The formal and informal mandates placed on the organization are a must that the organization faces. It's really surprising how certain organizations know exactly what to do and not do as their job. The Tapanuli Regency Tourism Office has a mandate from the South Tapanuli Regent to promote tourism objects in South Tapanuli. The South Tapanuli Regency Tourism Office has a mandate from the South Tapanuli Regent for the main tasks and functions listed in Regional Regulation Number 3 of 2019 concerning the Organization and Work Procedure of the Tapanuli Regency Regional Office.

3.1 Internal and External Environmental Analysis

The analysis of the internal environment used in this research is through the identification of the potential of Aek Sijorni's tourist attraction, human resources, financial resources, tourist attraction locations, beautiful natural scenery, availability of facilities or facilities as well as promotional activities.

The potential of Aek Sijorni's tourist attraction, it can be said that Aek Sijorni has great potential in the future to bring in more tourists, the natural beauty is unquestionable and there are several facilities such as huts and toilets. Human resources, the human resources of the South Tapanuli Regency Tourism Office totaling 15 people are adequate in providing facilities to tourism, only to promote the Aek Sijorni tourist attraction which is still less than expected. Financial resources, that the programs in the strategic plan of tourism financial sources only come from the APBD. The effort made by the South Tapanuli Tourism Office is to submit a budget proposal in the Regional Apparatus Work Budget Plan which will later be discussed in the budget committee, then the DPRD which will then be submitted to the province after that it becomes a Budget Implementation Document. Tourist attraction locations, the location of Aek Sijorni Tourism Object is about 30 km east of Padangsidempuan City, precisely in the Sayur Matinggi village, Sayur Matinggi sub-district, South Tapanuli Regency. The trip can be taken about 1 hour. Transportation facilities that can be used include motorized tricycles, public transportation, mini buses and buses for the East Sumatra route. Places and river flows, divided into 2 areas with 2 different managers. The first area is managed by the South Tapanuli Tourism Office, while the second area is managed independently by the landowner community. To enter the Aek Sijorni area, we must pass a suspension bridge. Two managers show 2 contradictory things. Managed by the agency, the area is limited by a 1.5 m high wall with a new suspension bridge. Those managed by the community, are left without a dividing wall and with an increasingly aging bridge. The length of the bridge span is about 25 m and is only for the passage of people.

Beautiful natural scenery, Aek Sijorni tourist attraction has beautiful natural scenery around the location of Aek Sijorni Waterfall. Visitors will be able to enjoy the natural beauty of the mountains and can enjoy the vast expanse of coconut plantations that are high and green which can provide a fresh atmosphere in the eyes so that they can also refresh the mind. The atmosphere at the location of the Aek Sijorni tourist attraction, almost everything in view can be enjoyed, this can be a selling point for local or foreign tourists who visit South Tapanuli, precisely in Aek Sijorni. Availability of facilities or facilities, The South Tapanuli Regency Tourism Office has not provided good facilities and facilities for visitors, in contrast to the facilities and facilities provided by the private sector. Promotional activities, the way the South Tapanuli Regency Tourism Office promotes the Aek Sijorni tourist attraction is by posting a visit or activity attended by an official or influential person, then uploading it to social media @dispardatapsel.

The external environment is an environment outside the organization that is not controlled by the organization but can have an influence on the organization. The external environment of the Department of Tourism is very broad and complex and is always changing. Changes occur very quickly, both planned and unplanned changes. So that the Tourism Office does not experience a setback, it must be able to adapt and respond to changes in the external environment that occur. The external environment of the organization has the potential to create opportunities and threats for the Department of Tourism.

Identification of natural disasters, natural disasters that may occur in the vicinity of the Aek Sijorni tourist attraction are landslides, therefore the Tourism Office of South

Tapanuli Regency pays special attention to the felling of trees in landslide-prone areas, and another natural phenomenon, namely rain, during the rainy season, visitors who came for a trip to Aek Sijorni downhill. Identification of related parties, Aek Sijorni is managed by the South Tapanuli Regency Tourism Office and the non-governmental organizations that own the land. High tourist interest, visitors who come to Aek Sijorni are tourists who are from inside the island, namely the island of Sumatra, only a few come from outside the island. Less responsible travelers, there are still many people who are not responsible for this Aek Sijorni tourist attraction starting from the many people who litter, scribble on stones, scrape coconut trees to make their names, there are also people who still eat in the water, and people who shampoo in the water, all these activities can result in the loss of the natural beauty of Aek Sijorni and its soothing atmosphere.

3.2 SWOT Analysis

SWOT analysis is a method for describing conditions and evaluating a problem, which is based on internal factors, internal factors (Strengths and Weaknesses) and external factors (Opportunities and Obstacles). SWOT summary of the strategic planning of the South Tapanuli Regency Tourism Office in developing the Aek Sijorni natural bathing tourism object:

Table 4. SWOT Summary

Internal Strategy Factor	External Strategy Factors
<p>Strength:</p> <ol style="list-style-type: none"> 1. The economic potential of tourism is relatively large and promising to increase business and employment opportunities. 2. Availability of information and telecommunications technology for promotion. 3. Availability of tourism human resources. <p>Weakness:</p> <ol style="list-style-type: none"> 1. The low management of tourism destinations, especially in packaging tourist attractions into tourism products and tour packages. 2. Tourist objects and attractions have not been arranged optimally. 3. Not yet optimal management of tourism services and facilities. 4. Inadequate quality of human resources. 	<p>Opportunity:</p> <ol style="list-style-type: none"> 1. There are opportunities with the benefits of information and communication technology in an effort to promote the tourism potential of South Tapanuli Regency. 2. Opening opportunities to develop increased tourist objects and attractions. 3. There is a joint and integrated commitment between the government as a facilitator with the community and the private sector to advance tourism development. <p>Threat:</p> <ol style="list-style-type: none"> 1. Weak Human Resources (HR) managing archaeological history and managing tourist objects and attractions. 2. Destination development that does not pay attention to aspects of interests and benefits for local communities. 3. There are similarities in tourism potential with other regions.

3.3 Strategic Plan Formulation

Strategic issues contained in the South Tapanuli Regency Tourism Office will be identified using the SWOT matrix. The analysis is carried out by combining internal factors in the form of strengths and weaknesses as well as external factors consisting of opportunities and threats. This analysis is carried out by maximizing strengths and opportunities and minimizing weaknesses and threats so that new strategies are found which can then be used as study material for the South Tapanuli Tourism Office in making strategic plans related to the development of Aek Sijorni natural bathing tourism objects.

The following is the result of an analysis using a SWOT matrix consisting of internal factors in the form of strengths and weaknesses, external factors in the form of opportunities and threats, so that strategic planning for the development of Aek Sijorni natural bathing tourism objects can be found.

3.4 SO (Strength-Opportunity) Strategy

According to Rangkuti (2012) Strategy (SO) Creating a strategy that uses strengths to take advantage of opportunities. This strategy is made based on the agency's way of thinking, namely by utilizing all strengths to seize and take advantage of opportunities as much as possible. The SO strategy uses the agency's internal strengths to take advantage of external opportunities. So, SO strategy in developing Aek Sijorni's natural bathing tourism object, South Tapanuli Regency is as follows;

Utilizing Information & Communication Technology, SO strategy to use strength to take advantage of opportunities that should be carried out by the South Tapanuli Regency Tourism Office in developing Aek Sijorni natural bathing attractions is to utilize information and communication technology in an effort to promote tourism potential. Promotions are carried out through regular and continuous plans or programs. This promotion aims to inform the wider community of the beauty of this Aek Sijorni natural bath to attract tourists to come to South Tapanuli, precisely at the Aek Sijorni natural bath. If viewed from the opinion of Bambang Warsita (2008) information technology is a means and infrastructure (hardware, software, useware) systems and methods for obtaining, transmitting, processing, interpreting, storing, organizing, and using data meaningfully. So the study found that there were infrastructure facilities, namely the Instagram of the South Tapanuli Regency Tourism Office, but there was still very little content that introduced Aek Sijorni's natural baths. It is hoped that the South Tapanuli Regency Tourism Office will use information and communication systems to develop Aek Sijorni tourism objects.

Utilizing Economic Potential, SO strategy that uses strength to take advantage of opportunities carried out by the South Tapanuli Regency Tourism Office in developing Aek Sijorni natural bathing tourism objects is to take advantage of the existing relatively large economic potential promising to increase business and employment opportunities which are opportunities to develop improvements. tourist objects and attractions. In addition to preserving tourist areas, it can also support the economy of small communities so that the development carried out is very beneficial for the government, tourists, and especially small economic communities where they can grow their economic income. Regional economic potential is defined by Suparmoko (2002) as the existing economic capacity in the area that is possible and feasible to be developed so that it will continue to develop into a source of livelihood for the local people and can even encourage the regional economy as a whole to develop independently and sustainably. However, in reality, with the large economic potential in the Aek Sijorni natural bathing area, the South Tapanuli Regency Tourism Office has not been able to fully utilize this economic potential.

Government, Private, & Community Cooperation, South Tapanuli Regency, precisely in the Aek Sijorni natural bathing area, there is a lack of cooperation between the government, the private sector, and the community. It can be seen from the two divisions between the management of Aek Sijorni and not collaborating in developing Aek Sijorni. Meanwhile, according to the SO Strategy, using strength to take advantage of opportunities should be by utilizing the cooperation between the government, the community, and the private sector which is carried out through the use of tourism human resources (HR) to advance tourism development. The government cannot run alone to develop the potential of Aek Sijorni's natural bathing tourism object. The South Tapanuli Regency Tourism Office must involve stakeholders and various existing parties as well as cooperation with the private sector, community, and environmentalists.

3.5 WO (Weakness-Opportunity) Strategy

According to Rangkuti (2012) the WO strategy is applied based on the utilization of existing opportunities by minimizing existing weaknesses. The WO strategy aims to improve internal weaknesses by taking advantage of external opportunities. So the WO strategy in developing the Aek Sijorni natural bathing tourism object, the South Tapanuli Regency Tourism Office, is as follows;

Management of Tourist Attractions Infrastructure Facilities, at the Aek Sijorni natural bath, the tourist facilities are such as not being neatly arranged, both from the front entrance, there is no notification that distinguishes the facilities in the natural baths managed by the South Tapanuli Regency Tourism Office and the private sector, and indeed The facilities provided by the South Tapanuli Regency Tourism Office are still said to be lacking in meeting the needs and desires of visitors, such as the aesthetics of temporary resting places or cottages for visitors, as well as places or photo spots for visitors that are not attractive and also few bathing places compared to other places. managed by private. When viewed from the understanding of infrastructure according to Yoeti (2006) are all facilities that can allow the economic process to run smoothly in such a way, so that it can make it easier for humans to be able to meet their needs. The WO strategy that minimizes weaknesses to take advantage of opportunities that must be carried out by the South Tapanuli Regency Tourism Office in developing Aek Sijorni natural bathing attractions is by optimizing the management of tourism infrastructure, by optimizing facilities such as providing temporary resting places or cottages for tourists that are attractive and unique. will add to its own attraction for tourists, and also beautify the bathing place such as adding objects that support tourists to take pictures, it is likely that it will also be a special attraction for tourists.

Improved Arrangement of Tourist Attractions and Tourist Attractions, arrangements in the Aek Sijorni natural bath are still lacking such as the untidy arrangement of existing huts, and there is still a lack of innovation to beautify tourist attractions to attract visitors. In the opinion of experts prajudi atmosudirdjo management is the activity of utilizing and controlling all the resources needed to achieve or complete certain goals. The WO strategy that minimizes weaknesses to take advantage of opportunities carried out by the South Tapanuli Regency Tourism Office in developing Aek Sijorni natural bathing tourism objects is to improve the arrangement of objects and tourist attractions optimally, repair and fix tourist objects by building infrastructure and infrastructure needed in develop tourist attractions to attract tourists.

Improving Human Resources (HR), the human resources of the South Tapanuli Regency Tourism Office are still lacking in increasing the attractiveness of Aek Sijorni's natural baths. Whereas Aek Sijorni's natural bath itself is already beautiful, and all you

need to do is add innovations and touches that attract visitors to come and take pictures to Aek Sijorni. According to Hasibuan (2016), human resources are science and art that regulate the relationship and role of the workforce to be effective and efficient in helping the realization of agency, employee and community goals. However, in fact the human resources of the South Tapanuli Regency Tourism Office have not been effective in developing the Aek Sijorni natural bath.

3.6 ST (Strength-Threat) Strategy

According to Rangkuti (2012) ST strategy uses the strengths of the company to overcome threats. The ST strategy uses the agency's internal strengths to avoid or reduce the impact of external threats. ST strategy in developing the Aek Sijorni natural bathing tourism object carried out by the South Tapanuli Regency Tourism Office can be concluded as follows;

Strengthening Human Resources (HR), ST strategy that uses strength to overcome threats made by the South Tapanuli Regency Tourism Office in developing Aek Sijorni's natural bathing tourism object is to strengthen Human Resources (HR) in managing tourism potential. Strengthening tourism human resources (HR) through training & education is very necessary in developing Aek Sijorni natural bathing attractions.

Creating a Tourism Awareness Group, at the Aek Sijorni natural bath there is no tourism awareness group. A tourism awareness group is an institution at the community level whose members consist of tourism actors who have concern and responsibility and act as a driving force in supporting the creation of a conducive climate for the growth and development of tourism and utilizing it for the welfare of the surrounding community. This is where the role of the government, namely the South Tapanuli Regency Tourism Office, is to make tourism aware groups so that destination development can provide more benefits for the community. Tourism awareness groups need to be created as a form of concern and responsibility and act as a driver in supporting the creation of a conducive climate for the growth and development of tourism.

The uniqueness of the tourist attraction, the natural bathing attraction of Aek Sijorni already has unique things such as blue and never cloudy water, many coconut trees in the middle of the Aek Sijorni waterfall. Like its unique meaning is a characteristic that other forms do not have. Therefore, ST strategy that uses strength to overcome threats at the South Tapanuli Regency Tourism Office in developing Aek Sijorni natural bathing tourism objects is to create an attractive uniqueness that is different from other tourism destinations.

3.7 WT (Weakness-Threat) Strategy

The WT strategy according to Rangkuti (2012), is based on activities that are defensive in nature and try to minimize weaknesses and avoid threats. WT strategy aims to reduce internal weaknesses by avoiding external threats. The WT strategy in developing Aek Sijorni's natural bathing tourism object, the South Tapanuli Regency Tourism Office, can be concluded as follows;

Conducting Training & Education, according to Harsono (2011) education and training can be defined as a teaching and learning process using certain techniques or methods, in order to improve the skills of a person or group of people in handling tasks and functions through systematic and organized procedures that take place over a period of time. relatively short. The weakness of the development of the Aek Sijorni tourist attraction is the lack of education and training provided by the South Tapanuli Regency Tourism Office to improve the skills of the surrounding community to innovate and run a

tourism economy that can be proud and can provide benefits to the surrounding community, even South Tapanuli.

Improving Facilities Business Development and Service Business, according to Mathis (2002) Coaching is a process where people achieve certain abilities to help achieve organizational goals. Business development facilities such as lodging for tourism and cottages for tourism relaxation are still very few in Aek Sijorni's natural baths. If only there was a place to stay that leads directly to beautiful places in the Aek Sijorni area, it will definitely attract tourists. In addition, providing business services such as providing accommodation, food and beverage services, transportation, recreation, tourist attractions, and others to facilitate tourism in meeting its needs will definitely be another attraction to encourage tourism to come to South Tapanuli Regency, especially in the Aek Sijorni natural bath.

Improving the Quality and Effectiveness of Tourism, Effective is more directed to the achievement of targets. Efficiency in using inputs will result in high productivity, which is the goal of every organization regardless of its field of activity. According to Sigit (2003) effectiveness is a continuum that ranges from effective, less effective, moderate, very poor, to ineffective. Effective the extent to which the goals (organization) can be achieved to hit the targets to be achieved in an organization. In contrast to the above understanding, the quality and effectiveness of tourism is still lacking, the majority of tourism coming to Aek Sijorni are families who are on vacation and tourism rarely uploads Aek Sijorni to their respective social media. So the free promotion carried out by visitors is not running. If only Aek Sijorni is interesting for tourism, tourists will definitely upload their photos on their respective social media with pride, and will lead to free promotions that will be carried out by these tourists. So the conclusion is that the South Tapanuli Regency Tourism Office is advised to make this Aek Sijorni natural bath a unique and interesting place to visit, make beautiful photo spots and meet all tourist needs, so when everything is good it will improve the quality and effectiveness of tourism.

IV. Conclusion

The strategic planning used by the South Tapanuli Regency Tourism Office for the development of the Aek Sijorni natural bathing tourist attraction is still not implemented optimally. This is because there are still many obstacles faced, namely the lack of human resources owned by the South Tapanuli Regency Tourism Office in terms of developing tourist objects, funds are still limited, and there is still a lack of awareness and public participation in the potential of existing tourism objects. The environment of the South Tapanuli Regency Tourism Office consists of internal factors (strengths and weaknesses) and external factors (opportunities and obstacles). The strengths obtained are; the potential of tourism objects that can increase business and employment opportunities, the availability of information and communication technology for promotion, the availability of tourism human resources. The weaknesses obtained are; the low management of tourist destinations, objects and tourist attractions that have not been arranged optimally, the management of business services and tourism facilities has not been optimal, the quality of human resources has not been adequate. The opportunities obtained are; utilizing information and communication technology in promotional efforts, opening opportunities to develop increased tourist objects and attractions, collaboration between the government, the community, and the private sector. The threats obtained are; the weakness of digital-based management human resources to promote Aek Sijorni to a wider scope.

Based on the SWOT analysis, it can be seen what the SO Strategy is, namely; by utilizing information and communication technology in an effort to promote tourism potential, by collaborating between the government, the community, the private sector and taking advantage of the relatively large economic potential promising to increase business and employment opportunities which become opportunities to develop increased tourism objects and attractions. WO strategy, namely; Improving the management of tourism destinations in packaging tourist attractions into tourism products, optimizing the management of tourism services and facilities, improving the arrangement of tourism objects and attractions optimally, increasing human resources (HR) who are experts in the field of tourism development. ST strategy, namely; Strengthening Human Resources (HR) in managing the potential of tourism objects, creating tourism-aware groups to the community so that destination development is more beneficial to the community, creating attractive uniqueness that is different from other tourism destinations. WT strategy, namely; conduct training & education for human resources (HR) or OPD in building and strengthening the management of tourist objects and attractions, improving the development of tourism facilities and business services in optimizing the management of their trading businesses, improving the quality and effectiveness of regional tourism promotion.

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