

Development Model Resource Humans To Strengthen Service Branding And Its Impact On Regional Original Income

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Abstract

This research analyzes the role of Human Resources (HR) development in the service sector, particularly tourism, in enhancing service branding and its impact on Regional Original Income (PAD) in Banjarbaru City. As a city with unique cultural and tourism potential, Banjarbaru must optimize its tourism sector to boost regional economic growth. The study uses a subjective approach, including in-depth interviews, field perceptions, and additional data collection. The findings show that HR development primarily focuses on specialized training, but there are gaps in administrative skills, client experience, and customer service. These deficiencies affect the quality of tourism offerings, influencing visitor satisfaction and loyalty. Additionally, Banjarbaru's branding is not effectively highlighting its local uniqueness, which limits its appeal to tourists. While the number of visitors has increased, the impact on regional income (Cushion) remains limited. The study also points to the need for improvements in accommodation and transportation infrastructure. To enhance the tourism sector, the research suggests improving HR training, refining the city's branding to emphasize its cultural uniqueness, and strengthening collaboration between local governments, the private sector, and communities. These efforts are essential for realizing Banjarbaru's tourism potential and boosting its economic development.

Keywords: HR Development, Service Branding, Regional Original Income, Tourism, Banjarbaru City

1. INTRODUCTION

Human Resources (HR) development in the service sector has a very important role in improving service quality and competitiveness. The service sector, such as tourism, hotels, restaurants, and public services, relies heavily on the quality of interactions between service providers and customers. Therefore, the quality of human resources involved in providing services is one of the main determining factors in the operational success and image of an organization or region.

Human resource development in the service sector aims to improve the skills, knowledge, and attitudes of workers so they can provide better service and meet customer expectations. According to Zeithaml, Bitner, and Gremler (2018), service quality is the main key to creating customer satisfaction which in turn can increase loyalty and provide a competitive advantage in the market. In the context of the service sector, where the products offered are not physically visible and often depend heavily on human interaction, the quality of trained and competent human resources greatly influences the quality of services provided.

Apart from that, HR development also plays a role in increasing innovation and organizational adaptability in facing market changes and customer demands. According to Boxall and Purcell (2016), organizations that focus on human resource development can more quickly adapt to changes in market trends, technology, and consumer preferences, which is very important in the dynamic and competitive world of service businesses. In this case, continuous training, skills development, and talent management are important elements to maintain competitiveness.

With superior quality human resources, the service sector can strengthen branding or a more positive service image. Strong branding can create a positive perception in the eyes of customers, thereby increasing trust and increasing demand. According to Keller (2013), a well-known brand is often the main factor influencing customers' purchasing decisions or service selection. Therefore, HR development not only functions to improve service quality but also to strengthen the identity and attractiveness of a brand. The development of good human resources not only contributes to improving service quality and customer satisfaction but also to higher competitiveness in the service sector. This will ultimately have an impact on the organization's performance and its contribution to the regional economy, including increasing Regional Original Income (PAD) through related sectors.

Service branding is one of the key factors in building an image and attracting the interest of the public and tourists. As products that do not have physical form, services depend heavily on perceptions built

through communication and customer experience. Therefore, strong branding can create a positive image that influences consumers' decisions to choose a service. In the context of tourism, hospitality, or public services, service branding plays an important role in differentiating an area or service from its competitors, as well as in creating a deep impression for customers or tourists.

According to Aaker (1996), branding is the process of creating a unique identity that can differentiate products or services in a competitive market. In the service sector, branding is more than just a logo or name but also includes service quality, customer experience, and the values conveyed by service providers. In the tourism industry, for example, a region or tourist destination can use branding to convey an image that depicts its uniqueness and attractiveness. This will influence public and tourist perceptions of the destination, and encourage interest in visiting.

Effective branding can increase the attractiveness of a region or tourist destination by creating an interesting and evocative narrative. According to Kotler, Bowen, and Makens (2017), branding strategies in the tourism sector are very important to build positive perceptions about destinations, which in turn can increase the number of tourists and visitation levels. For example, through story-based marketing (storytelling), regions can highlight their natural beauty, cultural riches, or tourism potential. Apart from that, strong branding can also make it easier to identify and remember a service or destination, thus attracting more customers or tourists who want to experience this experience.

One important aspect of service branding is the consistency and quality of the services provided. Successful branding is not only formed from marketing efforts but also from real experiences experienced by customers or tourists. Zeithaml, Bitner, and Gremler (2018) stated that consistent service quality is very important for building customer trust and loyalty. A strong branding must be balanced with service quality that can meet or even exceed customer expectations because a positive customer experience will strengthen the image and reputation of a service or destination.

In addition, with effective branding, the service sector can attract tourists who tend to choose destinations or services based on reputation and recommendations obtained through branding. For example, many tourists choose to visit destinations that are well known with certain branding, such as Bali with the "Island of the Gods" branding or Paris with the "City of Love" branding. This branding not only describes the uniqueness of the place, but also builds expectations and experiences that tourists want to experience (Morgan, Pritchard, & Pride, 2011).

Service branding not only helps in building a positive image but also plays a strategic role in attracting the interest of the public and tourists, which in turn can boost the regional economy through increasing the number of visitors and income related to the tourism or service sector. Service branding has a significant impact on Regional Original Income (PAD), both directly and indirectly. Direct impacts are usually related to increased tourist or customer visits, which directly contribute to revenue-generating sectors, such as tourism, hotels, restaurants, and local taxes. Meanwhile, indirect impacts focus more on long-term effects related to improving regional image, customer satisfaction, and strengthening related economic sectors.

The most visible direct impact of service branding is an increase in the number of visitors or customers, which leads to increased income through various economic sectors, such as tourism, hotels, restaurants, transportation, and regional levies. Effective branding can attract more tourists who choose to visit destinations or use services that already have a positive image. For example, a region that successfully develops strong branding will increase its visibility in the global market, attracting domestic and international tourists, who then increase their spending in related sectors. According to Kotler, Bowen, and Makens (2017), tourist destinations that have strong branding can experience a surge in visits, which contributes directly to regional income, especially through taxes and levies imposed on tourism and hotel services. For example, areas with strong tourism branding can attract more visitors who spend money at hotels, restaurants, and local attractions, ultimately increasing the PAD of these sectors.

An increase in the number of customers who come as a result of service branding can also increase income from taxes or other service fees applied to these sectors. This is in line with the findings expressed by Li, Huang, and Cai (2013), which show that an increase in the number of tourists due to successful branding contributes to an increase in revenue from local taxes and related industrial sectors, including restaurants, transportation, and entertainment facilities.

Apart from the direct impact seen in increasing revenue, service branding also has a wider and longer-term indirect impact. Effective branding can increase customer satisfaction, which in turn increases loyalty and interest in returning, both from tourists and consumers. When customers are satisfied with the

services provided, they tend to leave positive reviews and recommend the services to others. This creates a chain effect that can expand the customer base and increase repeat visits.

According to Zeithaml, Bitner, and Gremler (2018), customer satisfaction is very important in creating loyalty and improving long-term image. With the right branding, an area or service provider can build strong relationships with customers, which will encourage them to return and spend more money in that area. This increase in customer Satisfaction levels also have the potential to reduce marketing costs because satisfied customers will often recommend the destination or service to others, bringing in new customers organically.

In addition, successful branding can create a multiplier effect on the regional economy. For example, other related sectors, such as banking, retail, and professional services, can benefit from the increase in visits and spending that service branding brings. For example, areas known as "environmentally friendly" or "creative cities" not only benefit the tourism sector but can also encourage the development of other sectors such as local creative industries, and arts and crafts. This will strengthen the regional economy as a whole and contribute to increasing PAD in the long term.

One example is the City of Yogyakarta which has succeeded in building branding as a "City of Students and Culture" and has experienced direct and indirect impacts on PAD. The increase in tourist visits who come to enjoy the cultural heritage and academic atmosphere contributes to regional income from the tourism, hotel, restaurant, and tax levy sectors. Indirectly, other sectors such as education, entertainment, and creativity also feel the impact, improving the regional economy as a whole (Pratama & Supriyadi, 2020). Apart from that, regions that have succeeded in branding by utilizing local uniqueness or certain characteristics, such as Bali with the "Island of the Gods" branding, also show a significant increase in tourist visits. This increase leads to an increase in PAD through hotel, and restaurant taxes and tourist levies which continue to increase along with the high number of tourists coming (Morgan, Pritchard, & Pride, 2011).

Service branding has a huge impact both directly and indirectly on PAD. The direct impact is an increase in the number of visitors who contribute to sectors that generate regional income, such as tourism, taxes, and levies. The indirect impacts, which include increased customer satisfaction and multiplier effects on other economic sectors, also have the potential to strengthen the regional economy in the long term. Therefore, local governments need to develop effective branding strategies to increase regional attractiveness, strengthen image, and ultimately increase PAD.

Banjarbaru City, as one of the developing cities in South Kalimantan Province, has great potential to increase Regional Original Income (PAD) by strengthening the service sector. As a city that borders directly on the provincial capital, Banjarbaru has a strategic position that supports the development of the tourism, trade, and public service sectors. However, even though they have great potential, these sectors have not been fully maximized, one of the reasons is that service branding is still limited and the lack of adequate Human Resources (HR) development to support these sectors.

This phenomenon can be seen in the city of Banjarbaru's efforts to attract tourists and improve the quality of public services. For example, Banjarbaru City is known for several natural tourist attractions, such as Sultan Adam Forest Park (Tahura) and typical Banjar culinary tourism, but the city's branding as a tourist destination is not yet strong enough. This city also has developed public facilities, such as modern markets and shopping centers, but the quality of service is not yet fully optimal, reducing its competitiveness with other cities in South Kalimantan, such as Banjarmasin, which already has more widely known branding. One factor that can strengthen Banjarbaru's competitiveness is human resource development in the service sectors. Effective human resource development in public services, hospitality, and tourism can help build a positive image and increase customer satisfaction. For example, the tourism sector relies heavily on the quality of services provided by trained and competent human resources. With human resources capable of providing good service, Banjarbaru's image as a tourist destination will be stronger, which will ultimately attract more tourists and increase their spending in related sectors, such as transportation, accommodation, and culinary delights.

Strong service branding is not only limited to visual or promotional aspects but also includes a satisfying customer experience. In Banjarbaru, there is potential to develop more prominent branding by utilizing the richness of local culture, natural beauty, and the diversity of Banjar's culinary specialties. However, for this reason, it is necessary to strengthen the quality of human resources so that they can provide services that are in line with the image they want to build. This is to the findings expressed by Kotler, Bowen, and Makens (2017), who stated that the success of service branding in the tourism sector is very

dependent on the quality of service provided to visitors. Apart from that, increasing tourist visits and customer satisfaction can have a direct impact on increasing PAD, both through tourism levies, hotel and restaurant taxes, and other related economic sectors. By increasing branding and service quality, Banjarbaru has the potential to attract more tourists, which in turn can contribute to increasing regional income.

The city of Banjarbaru faces several challenges in the development and economic development process, especially in maximizing the potential of the service sectors to increase Regional Original Income (PAD). Even though it has great potential, this city still faces several main problems that hinder its growth and competitiveness, including those related to sub-optimal branding, Human Resources (HR) development, and infrastructure that is not yet fully supportive.

One of the main problems facing Banjarbaru is the lack of effective branding to attract more tourists and investors. The city of Banjarbaru, which has several attractions such as natural tourism (for example, Sultan Adam Forest Park), typical culinary delights, and trade centers, has not succeeded in building a strong image and is widely known outside the South Kalimantan region. For example, even though it has an attractive natural destination, Banjarbaru cannot compete with its neighboring city, Banjarmasin, which is better known for its branding as the "City of a Thousand Rivers" and has a more organized tourist attraction (Pratama & Supriyadi, 2020).

This lack of targeted branding results in minimal promotions that can attract tourists, which in turn causes the tourism sector's contribution to the city's PAD to be low. In this case, the Banjarbaru City Government needs to develop a more effective branding strategy, highlighting the uniqueness of local culture and existing natural potential.

Another significant problem in Banjarbaru is the quality of Human Resources (HR) which is not yet optimal in supporting the service sectors, especially in the fields of tourism and public services. Even though there is a lot of potential that can be exploited, the quality of service is inadequate and often becomes an obstacle to the development of these sectors. Human resources that are not properly trained can affect the tourist experience, leading to a decline in satisfaction and the image of the city.

According to the Banjarbaru City Government report (2020), human resource development in the tourism and services sector needs more attention, both in terms of technical skills training and developing a professional attitude that can strengthen the city's branding and competitiveness. Without a significant increase in the quality of human resources, it is difficult to create services that can meet the expectations of tourists and local communities, which ultimately hinders efforts to increase PAD from the tourism and service sectors.

Inadequate infrastructure is also one of the main problems in Banjarbaru. Even though this city has relatively good accessibility due to its proximity to Banjarmasin, the capital of South Kalimantan Province, many aspects of infrastructure still need to be improved to support economic growth, such as transportation infrastructure, accessibility of tourist destinations, and public facilities that are friendlier to visitors.

The lack of good transportation facilities, especially to tourist destinations in Banjarbaru, is a major obstacle for tourists who want to visit this city. This can reduce tourist comfort and have an impact on the number of visits being low, thus affecting the potential regional income from the tourism sector (Pratama & Supriyadi, 2020). Apart from that, the hotel and restaurant sector in Banjarbaru also faces challenges related to the quality and quantity of facilities which are not yet commensurate with the expected growth in the number of tourists. Infrastructure that is not yet optimal is one of the obstacles that need to be addressed immediately to support regional economic growth.

Apart from internal problems such as branding, human resources, and infrastructure, Banjarbaru also still faces dependence on the natural resources (SDA) sector, which makes the city's economy vulnerable to fluctuations in commodity prices. As a city that has a lot of potential in the tourism and service sectors, the dominance of the natural resources sector is still quite large. This dependency reduces the potential for economic diversification and could impact Banjarbaru's long-term economic stability. According to the Banjarbaru City Government (2020), there is a need to encourage the development of other sectors, such as creative industries and the digital economy, so that the city's economy is not too dependent on the natural resources sector.

Another problem facing Banjarbaru is the lack of synergy between the government, the private sector, and the community in developing the regional economy. Although the government has planned several programs to improve the tourism and service sectors, a lack of coordination with the private sector and communities often hinders effective implementation. For example, the development of tourist

destinations that involve active participation from local communities and the private sector in terms of investment and providing quality services is still limited (Banjarbaru City Government, 2020).

Better synergy between local governments, local entrepreneurs, and communities is very important to create a thriving economic ecosystem, where each party can contribute according to their capacity. Without solid cooperation, the development of the tourism and service sector in Banjarbaru will be difficult to achieve optimally.

The problems faced by the City of Banjarbaru, such as branding that is not yet optimal, the quality of human resources that needs to be improved, infrastructure that is still limited, dependence on the natural resources sector, and the lack of synergy between the government and the private sector, are major obstacles in maximizing the city's economic potential. This indicates that there is a big opportunity for Banjarbaru City to utilize the service sector as the main driver of increasing PAD, as long as there is a serious effort to develop human resources that can strengthen regional service branding. Therefore, this research aims to explore an effective HR development model for strengthening service branding in Banjarbaru, as well as its impact on increasing PAD. For this reason, more integrated efforts are needed to overcome these problems so that Banjarbaru can increase its competitiveness and maximize the contribution service sector to PAD.

2. LITERATURE REVIEW

In the context of this research, entitled Human Resource Development Model to Strengthen Service Branding and Its Impact on Regional Original Income (PAD) in Banjarbaru City, it is necessary to describe views from various perspectives theoretical and empirical, to understand the relationship between service branding, human resource development (HR), and its impact on local revenue (PAD). The literature review will discuss several main concepts, including Human Resources (HR) development, service branding, and its relationship to the tourism sector and regional income.

2.1 *Human Resources (HR) Development*

Human resource development is one of the key aspects of building service quality in the service sector. Quality human resources can increase efficiency and effectiveness in providing optimal service to customers. In the context of tourism and services, training and development of HR skills is very important to support the achievement of organizational and regional goals.

There are two main approaches in HR development theory for the service sector. First, high-performance work systems (HPWS), emphasize the importance of employee training and empowerment to increase productivity and service quality (Boxall & Macky, 2009). HPWS focuses on improving technical and non-technical skills that can create high-quality services. Research by Kim et al. (2013) shows that HPWS contributes to increased customer satisfaction in the tourism sector because well-trained employees can provide more personal and responsive service.

On the other hand, there is a more critical view of the HPWS approach, which considers that intensive training and high levels of empowerment may not always be appropriate to the local context or available resources (Kinnie et al., 2005). In many cases, HR development that focuses too much on high-performance systems can cause excessive work stress or tension between company expectations and existing HR capabilities, especially in areas with limited training or budget, such as in Banjarbaru.

According to Dessler (2013), HR development focuses on improving individual skills and competencies so that they can contribute optimally to the organization. This is also reflected in research by Ahmad and Bakar (2013), who found that human resource development in the tourism industry in Malaysia can improve service quality and customer satisfaction, which ultimately has an impact on regional economic growth.

The results of other research by Karhunen and Kärnä (2014) show that training and human resource development in the tourism sector can function as a tool to create better competitiveness in the global market. Improved skills and knowledge of local culture as well as friendly and professional customer service are essential to support the development of the tourism sector.

2.2 *Service Branding in the Tourism Sector*

One of the dominant theories in branding is the model of customer-based brand equity (CBBE), developed by Keller (1993), which states that brand value lies in consumers' perceptions of the brand. Several studies suggest that, in the context of the service and tourism sectors, branding is an important tool for creating positive perceptions of destinations or service products offered (Morgan, Pritchard, &

Pride, 2011; Kotler, Bowen, & Makens, 2017). Strong branding in the tourism sector, as applied in Bali or Paris, can create an attractive image and encourage higher visits (Huang & Hsu, 2010).

However, some views criticize the consumer perception-based branding approach. According to de Chernatony (2009), branding in the service sector is more complex because it involves various factors, including direct experience which is difficult for destination managers to control. Branding is not only about image, but also the quality of customer experience which often depends on the human resources involved (Zeithaml, Bitner, & Gremler, 2018). In this case, a more holistic branding approach, which includes intangible elements such as cultural values and local experiences, is considered more effective in building competitive advantage.

According to Kotler, Bowen, and Makens (2017), branding in the tourism context is a way to identify and differentiate a tourist destination from others, as well as create an attractive image for tourists. On the other hand, a study by Morgan, Pritchard, and Pride (2011) emphasizes that destinations that have strong branding tend to have higher levels of visits, which has a direct effect on economic growth and increasing PAD.

Branding also influences customer perceptions of the quality of services provided. Zeithaml, Bitner, and Gremler (2018) show that strong branding can improve perceived quality and increase customer loyalty, which is the basis for increasing competitiveness in the tourism sector. In addition, successful branding can attract more customers, which leads to increased income from local taxes and levies.

2.3 Effect of Branding on Increasing Original Regional Income (PAD)

Several economic theories show that branding can increase the economic competitiveness of a region by increasing the number of visitors and consumers involved in the tourism sector and other related sectors. According to Dube et al. (2010), the increase in visitors that occurs as a result of effective branding can lead to increased regional income through taxes and levies in the tourism sector. Meanwhile, Bigné et al. (2012) show that destinations with strong branding tend to have higher levels of spending per tourist, which contributes directly to regional economic growth.

However, there are also criticisms of this approach. Several studies reveal that the direct influence of branding on PAD is not always linear. This depends on other factors, such as infrastructure, tourism sector management, and the quality of services provided (Fournier et al., 2016). In research conducted by Fombrun and Shanley (1990), it was found that although strong branding can increase tourist attraction, without good management of service quality and customer experience, its impact on the regional economy may be limited.

Good branding not only has an impact on the image of a destination but also has a direct influence on increasing Regional Original Income (PAD). Based on research by Li, Huang, and Cai (2013), effective branding can increase the number of tourists coming, which in turn increases their spending in the tourism sector, including lodging, transportation, and local consumption. This increase in tourist spending will contribute directly to increasing PAD, both through levies, hotel taxes, and other taxes.

In the Banjarbaru context, by strengthening tourism branding, for example, by highlighting local natural and cultural riches, it is hoped that it can attract more tourists. Research by Hwang and Stewart (2016) shows that cities that have strong tourism branding can attract more tourists and, as a consequence, increase their PAD.

In addition, effective service branding is not only limited to the tourism sector but can also improve other sectors that contribute to the regional economy. This is in line with the results of research by Pratama and Supriyadi (2020), which shows that good branding can accelerate the growth of the creative economy and local trade sectors, which leads to an increase in PAD from the non-tourism sector.

2.4 Human Resource Development to Strengthen Service Branding

Human resource development is a key factor in building effective service branding. Without trained human resources, strong branding will not translate into a quality customer experience. Based on findings by Pizam and Ellis (2014), human resources who have competence in the fields of tourism and customer service will be able to provide services that match the image they want to build in a brand. Therefore, continuous training and development of human resources are very important in supporting the success of service branding.

Several studies suggest the importance of synergy between strong branding and human resource development to improve service sector performance. Homburg et al. (2015) argue that branding success depends not only on image but also on customer experience which is shaped by the quality of service provided. In this case, trained human resources are an important link between branding and positive customer experience.

On the contrary, according to Palmatier et al. (2013), although HR has an important role in providing good service, the impact of branding on visitors is not always proportional to the quality of HR. This leads to a debate about whether human resource development or branding itself is more significant in increasing regional income. Some researchers, such as Chen et al. (2016), emphasized that human resource development is the main key because the quality of human resources can strengthen or damage the image built by branding. This shows the importance of a more balanced approach in utilizing both simultaneously.

In the Banjarbaru context, human resource development in sectors related to tourism, such as hotels, restaurants, and transportation, can improve the quality of services provided, which leads to increased customer satisfaction and loyalty. The results of research by Lee and Shen (2017) show that well-trained human resources not only increase customer satisfaction but can also improve the reputation of a tourism destination, which has an impact on increasing tourist visits and regional PAD.

2.5 Synergy between Branding, Human Resources, and Regional Economy

The synergy between strong branding and quality human resource development is very important in creating a positive impact on the regional economy. A study by Getz and Page (2016) emphasized that successful tourist destinations do not only rely on strong branding but are also supported by human resources who are trained and able to provide services that meet visitor expectations. In this case, in-depth human resource development can strengthen the branding strategy implemented, improve the quality of the tourist experience, and increase the level of visits which ultimately has an impact on increasing PAD. According to Fitzgerald et al. (2006), implementing branding strategies in the service sector often encounters challenges due to a mismatch between long-term goals and limited resources, both in terms of human resources and budget. Research by Lark et al. (2018) shows that in many cases, optimal human resource development can be hampered by a lack of investment or attention on the part of local governments, leading to gaps between policy and implementation in the field. This has the potential to hamper the positive contribution of branding to PAD, especially in cities that have not yet fully integrated these two aspects strategically.

At the policy level, many studies show that successful branding and HR development in the service sector can be achieved if there is strong coordination between the public and private sectors. Research by Mair et al. (2017) indicates that local governments must facilitate human resource training and create an environment that supports the development of the tourism sector. Policies that support investment in infrastructure and human resources, such as those implemented by local governments in Bali and Yogyakarta, have been proven to increase PAD from the tourism sector (Suhartanto & Cahyanto, 2020). However, a big challenge remains, namely how regions with limited resources, such as Banjarbaru, can utilize these theories practically and efficiently. A study by Choi et al. (2015) suggests that developing human resources and branding does not have to require large investments but can be started by exploiting local potential and actively involving the community in destination development.

3. METHOD

The research method used in this study is a qualitative approach with a case study design. This approach was chosen because the research aimed to understand the phenomenon in-depth and explore the experiences, perceptions, and views of various parties related to Human Resources (HR) development, service branding, and its impact on Regional Original Income (PAD). This study focuses on Banjarbaru City as a research object that has unique dynamics related to the tourism sector and regional economy.

3.1 Qualitative Approach

Qualitative research is an approach used to explore a deep understanding of a social phenomenon flexibly and openly (Creswell, 2013). This approach allows researchers to understand the perspective of research subjects through direct interaction and exploration of phenomena in a broader context. With the aim of this research to examine human resource development, service branding, and its impact on PAD, a qualitative approach was deemed suitable to explore the various dimensions and complexities involved. Creswell (2013) states that qualitative research can involve various data collection techniques, including in-depth interviews, focus group discussions, and observation. This method gives researchers the freedom to capture the nuances and meaning of social interactions that occur in the field. In this context, in-depth interviews with stakeholders such as local government, tourism industry players, and local communities will provide insight into how service branding and human resource development is implemented in Banjarbaru, as well as its impact on the regional economy.

3.2 Case Study

A case study was chosen as a research design because of this method's ability to explore phenomena in detail in a particular context (Yin, 2014). In this research, Banjarbaru City was chosen as a case study because it is a developing area with tourism sector potential that has not been fully exploited. This city also faces challenges in managing branding and developing human resources which can strengthen the position of regional tourism and increase PAD. Yin (2014) explains that case studies provide space for in-depth exploratory research in a particular context, as well as allowing researchers to identify clearer causal relationships between the variables studied.

In this study, researchers will use multiple case studies involving several locations and related sectors in Banjarbaru, such as hotels, restaurants, transportation, and tourist attractions. This approach makes it possible to understand the diversity of experiences and practices that occur in various sectors and how each sector can contribute to better branding and human resources to increase PAD.

3.3 Data Collection Techniques

To collect data relevant to this research topic, researchers will use the following data collection techniques:

3.3.1 In-depth Interview

Interviews with various relevant parties, including local government officials, tourism managers, local entrepreneurs, and tourists, will be the main source of data. According to Kvale (2007), in-depth interviews allow researchers to explore detailed information and understand the subjective meaning of the informants' experiences. This interview process will be carried out semi-structurally by asking possible open questions informant to explain their opinions in more depth.

3.3.2 Participatory Observation

Researchers will also conduct participatory observations to understand conditions in the field and interactions between human resources and tourists. This method provides insight into service quality, branding management, and its impact on the tourist experience. Through direct observation, researchers can assess the implementation of branding and HR development in a more real and operational context (Angrosino, 2007).

3.3.3 Secondary Data Documentation and Analysis

Apart from interviews and observations, researchers will also collect secondary data in the form of annual reports, local government policies, tourist visit statistics, and PAD data. This secondary data is useful for providing an overview of the development of the tourism sector and regional economy as well as supporting findings from interviews and observations.

3.4 Data Analysis Techniques

Data obtained from interviews, observations, and documentation will be analyzed using thematic analysis techniques. Thematic analysis is an approach often used in qualitative research to identify and categorize patterns that emerge from data (Braun & Clarke, 2006). Researchers will identify main themes related to human resource development, service branding, and their impact on PAD. This thematic analysis process will be carried out through several stages, starting from data coding, developing themes, and interpreting the results which are connected to the theory and research framework.

Apart from that, researchers will also use triangulation techniques to ensure the accuracy and validity of collected data. Triangulation will be carried out by comparing the results of interviews, observations, and secondary data obtained from various sources (Denzin, 2012). By using triangulation, researchers can obtain a more comprehensive picture of the phenomenon under study.

3.5 Validity and Reliability

In qualitative research, validity, and reliability are essential to ensure that research results are trustworthy. According to Lincoln and Guba (1985), validity in qualitative research can be achieved through triangulation techniques, providing different points of view on the same phenomenon. To increase reliability, researchers will use an audit trail or audit trail that records each stage in the research process, from data collection to analysis and interpretation.

Besides that, member checking will be used to ensure the accuracy and credibility of research findings. This process involves providing a copy of the interview transcript to the informant to check whether the researcher's interpretation matches what they intended (Maxwell, 2013). This will help the researcher to ensure that the research results accurately reflect the informants' views.

3.6 Research Ethics

This research will follow strict ethical guidelines to ensure that the rights of research participants are respected. All informants will be given a clear explanation of the purpose of the research and their rights, including the right to withdraw from the research at any time without negative consequences. In addition,

all data collected will be kept confidential, and the identities of informants will be disguised to protect their privacy.

4. RESULT

In this section, the researcher will present the results of research findings obtained from interviews, observations, and analysis of secondary data regarding Human Resources (HR) development, service branding, and its impact on Regional Original Income (PAD) in Banjarbaru City. The discussion will focus on the influence of these three variables and how the elements involved interact with each other to influence the regional economy.

4.1 *Human Resource Development and Service Branding in Banjarbaru City Human Resource Development in the Tourism Sector*

Human resource development in the Banjarbaru City tourism sector has become one of the most prioritized aspects in efforts to improve the quality of service and competitiveness of the regional tourism sector. Interviews with local government officials and tourism industry players show that although there are several training programs to improve the technical and interpersonal skills of service sector workers, these programs are still limited. Most of the training provided focuses more on basic skills, such as customer service and marketing, without integrating deeper aspects of leadership or managerial development (Kim et al., 2013). This reflects the gap between human resource development potential and the resources available at the regional level. In line with these findings, a study by Boxall and Macky (2009) revealed that human resource development in the service sector can improve service quality which ultimately influences customer satisfaction and loyalty, which leads to increased revenue. Therefore, to increase Banjarbaru's competitiveness as a tourist destination, it is important to strengthen training programs that not only focus on technical skills but also on developing leadership and managerial abilities, which can facilitate the creation of higher-quality tourism experiences. This research confirms that sustainable human resource development in Banjarbaru City still needs to be improved to create a more consistent and professional service quality in the tourism sector.

Branding services in Banjarbaru City have their challenges, even though this city has great potential in the tourism sector, such as natural and cultural tourism. The interview results show that although there are efforts to promote Banjarbaru as a tourist destination through social media and various promotional activities, the branding that has been built has not fully communicated the unique values and advantages of the area. Research by Morgan, Pritchard, and Pride (2011) shows that effective branding must be able to communicate the values that differentiate a tourist destination from others. Research by Mair and Jago (2017) emphasized that in the tourism industry, effective branding must be able to differentiate a destination from its competitors and create a positive image that attracts tourists.

In Banjarbaru, the existing branding is still general and does not prioritize the local character or specific uniqueness of the city. This limits the city's potential to attract a wider range of tourists. Despite efforts to build an attractive image through social media and marketing campaigns, this branding has not been able to create strong differentiation between Banjarbaru and other surrounding cities. Therefore, a branding strategy is needed that focuses more on local identity and the unique culture and nature of Banjarbaru to attract the attention of more tourists and improve the image of the region at the national and international levels.

4.2 *The Impact of Service Branding on Regional Original Income (PAD) Increase in Tourist Visits and Its Effect on PAD*

Stronger service branding can attract more tourists, which will ultimately have an impact on increasing PAD through increased tourist visits and spending. Secondary data obtained shows that there are fluctuations in the number of tourists coming to Banjarbaru every year, which largely depends on promotional efforts carried out by the government and local entrepreneurs. Based on research by Dube et al. (2010), a well-branded tourism sector can generate higher tourist visits, which contributes to increasing regional income through taxes and levies.

Observation results show that although the number of tourist visits has increased, the quality of infrastructure and public facilities in Banjarbaru is still inadequate to support an optimal tourist experience. However, although stronger branding has the potential to bring in more tourists, the impact on PAD in Banjarbaru is not yet significant. This is influenced by other factors, such as limited infrastructure and service quality that still need to be improved, which reduces tourists' positive experiences and limits their spending levels while in Banjarbaru City (Bigné et al., 2012). Research by

Kotler et al. (2017) also emphasizes the importance of the quality of customer experience in the tourism sector to encourage higher spending per tourist, which has a direct impact on PAD.

The impact of branding on PAD can also be seen through related sectors such as hotels, restaurants, and transportation. These sectors benefit from increased tourist visits, although their contribution to PAD is still not optimal. This shows that there is great potential in this sector which has not yet been fully optimized, either through improving service quality or developing more attractive tourism products (Bigné, Sánchez, & Andreu, 2012). The transportation and accommodation sectors, which are the two main sectors in the tourism industry, require more attention in terms of service quality and more professional management to support Banjarbaru's branding as a leading tourist destination.

Customer satisfaction plays an important role in creating a positive image for a destination and, in turn, can increase tourist loyalty. The results of interviews with hotel and restaurant managers show that although the level of customer satisfaction with basic services is quite high, there are still complaints regarding facilities and comfort that do not match the expectations built by the Banjarbaru branding. This is in line with the research findings of Zeithaml et al. (2018) who stated that branding that is not supported by appropriate service quality can cause a mismatch between customer expectations and experience, which ultimately risks damaging the destination brand image.

In the long term, HR development that focuses on improving customer service skills will have a positive impact on tourist satisfaction. Research by Kim et al. (2013) shows that high customer satisfaction can encourage them to return to visit and recommend the destination to others, which will increase tourist visits and ultimately increase regional PAD.

4.3 Optimization of Related Sectors to Increase PAD

Related sectors such as hotels, restaurants, and transportation in Banjarbaru have great potential to support increased PAD. However, research results show that these sectors have not been fully optimized to support regional economic goals. One of the main obstacles is the lack of coordination between local governments and private sector actors in terms of developing products and services that are by the branding they want to build (Mair et al., 2017). In this case, better cooperation between the public and private sectors is needed to create a tourism ecosystem that supports each other, which can strengthen Banjarbaru's branding as a competitive tourist destination.

Research by Fournier et al. (2016) emphasizes the importance of collaboration between related sectors in optimizing tourist experiences, which can ultimately increase tourist spending and their contribution to PAD. In Banjarbaru, strengthening the tourism sector does not only depend on branding promotions but also on improving infrastructure and the quality of services offered by related sectors.

Based on the findings above, there are several policy implications that the Banjarbaru City government needs to pay attention to to increase the impact of service branding on PAD. First, the government needs to strengthen human resource development in the tourism sector, not only in technical skills but also in leadership and managerial development. Second, Banjarbaru's branding strategy needs to focus more on uniqueness and local identity to create clearer differentiation from other tourist destinations. Third, improving infrastructure and service quality in related sectors is very important to create a satisfying tourism experience for tourists, which in turn will increase PAD.

Aspect	Existing Model	Recommendation Model
HR Development	Training is limited to basic technical skills.	More comprehensive training, including managerial and management experience.
Service Branding	Branding does not emphasize local uniqueness and main attractions.	Focus on branding that highlights local uniqueness, nature, and culture.
Infrastructure and Facilities	Infrastructure and facilities are limited and need improvement.	Improving tourism infrastructure and adequate tourist facilities.
Inter-Sector Collaboration	Collaboration between government, private sector and society is minimal.	More integrated collaboration between the public and private sectors to support tourism.
Regional Original Income (PAD)	PAD from tourism is still limited due to the lack of tourist visits and spending.	Optimizing PAD through tourist taxes, levies and developing culture-based tourism products.

Source: Data processed

The existing model in Banjarbaru City shows that there is potential that has not been fully exploited, both in terms of human resources, branding, infrastructure, and collaboration between sectors. Therefore, implementing a recommendation model that involves more holistic human resource development, branding improvements, infrastructure improvements, and stronger collaboration between sectors is expected to strengthen Banjarbaru's tourism sector, increase tourist visits, and contribute to a significant increase in PAD.

5. CONCLUSION

This research aims to explore the relationship between Human Resources (HR) development in the service sector, service branding, and its impact on Regional Original Income (PAD) in Banjarbaru City. Based on findings from interviews, field observations, and secondary data analysis, it can be concluded that although Banjarbaru City has great potential in the tourism sector, several main challenges need to be overcome to maximize the contribution of this sector to the regional economy.

5.1 *Human Resource Development Not Yet Optimal*

Human resource development in the service sector, especially in tourism, is still limited to basic and technical skills training, while the development of managerial and leadership skills needed to effectively manage the tourist experience is inadequate. This has an impact on service quality which is still below expectations, which has the potential to reduce the level of tourist satisfaction and their loyalty to the Banjarbaru destination. For this reason, strengthening more comprehensive and integrated training programs in this sector is very necessary.

5.2 *Service Branding That Isn't Differentiating Enough*

Even though there have been efforts to develop Banjarbaru's branding as a tourist destination, the existing branding has not been able to create strong enough differentiation from other surrounding cities. The main factor causing this is the lack of emphasis on local uniqueness, both in terms of culture and nature. Therefore, improvements are needed in the branding strategy that is more focused on Banjarbaru's unique identity to attract more tourists and create a strong image in the tourist market.

5.3 *The impact of branding on PAD is not yet optimal*

Effective service branding can indeed increase the number of tourist visits, but its impact on Banjarbaru City PAD is still limited. Even though there is an increase in the number of tourists, the tourism sector has not been able to make a significant contribution to PAD. This shows that apart from branding, improvements in service quality and infrastructure, as well as optimization of related sectors such as hotels, restaurants, and transportation are very necessary to boost tourist spending and support PAD growth.

5.4 *Customer Satisfaction as a Key Factor*

Customer satisfaction is proven to have a close relationship with tourist loyalty and repeat visits. Even though tourists appreciate the natural beauty and friendliness of the people of Banjarbaru, existing facilities still need to be improved, especially in the accommodation and transportation sectors. This is a challenge for Banjarbaru to continue to improve service quality to maintain and increase tourist satisfaction, which will ultimately have a positive impact on increasing PAD.

5.5 *Optimization Related Tourism Sectors*

Related sectors such as transportation, hotels, and restaurants must be optimized to support successful branding and increase their contribution to PAD. The research found that despite efforts to improve these sectors, results have been limited. Better collaboration between local governments, the private sector, and the community is needed to create an ecosystem that supports more sustainable tourism development.

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