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**Human Resource Management in Improving  
the Performance of Religious Education Tourism Managers  
in Loning Purworejo Village**

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Received: 14 March 2023, Accepted: 27 May 2023, Published: 29 June 2023

**Abstract**

*The existence of the Tuan Guru Tomb and the Loning Mosque to become religious educational tourism is very important and has the potential to be developed. However, managers have not been able to carry out the development of these tourist attractions properly due to a lack of knowledge of resource management. This study aims to analyze the performance problems of managing religious education tourism in Loning Village, Kemiri District, Purworejo Regency. This was done for 45 days in Loning Village. This study uses qualitative methods with data collection techniques of observation, interviews, and documentation. The collected data is tested by the settlement method when collecting data. The results of this study indicate that human resource management (HR) assistance can help overcome the problems of managing religious educational tourism at the Tuan Guru Loning Tomb and Mosque in Loning Village. Managers of religious education tourism in Loning Village can understand and implement optimal and optimal management of the resources incorporated in it.*

**Keywords:** Management, Human Resources, Religious Education Tourism, Loning Village

**INTRODUCTION**

The potential for religious education tourism at the Tuan Guru Loning Tomb and Mosque in Loning Village, Kemiri District, Purworejo Regency has not been properly optimized by Pokdarwis and tourism managers. So that it has implications for not maximizing the positive impact on socio-economic development and improvement as well as community religious education. Whereas an organization should have a positive impact (Rossi Evita, 2021) great for people's lives (Ambarwati, 2019). Even though this tourist spot has a strategic location because it is directly integrated with the culinary tourism of Sate Winong, Purbayan Waterfall and Silumut Waterfall (Yudatya, 2020). Tuan Guru Loning's tomb is the tomb of one of the eighteenth-century Islamic propagator figures in Purworejo Regency, Central Java.

Tuan Guru Loning's tomb is often visited by local pilgrims in Purworejo, regionally by the people of Central Java and on a national scale by pilgrims from outside the province and outside the island of Java such as Sumatra, Kalimantan, Sulawesi and others. In fact, according to one

informant, not a few pilgrims came from abroad, such as Malaysia, Sarawak and Brunei Darussalam (Eka, 2022). The momentum of special months such as the month of Ruwah before the month of Ramadan is an important moment for pilgrims to visit Tuan Guru Loning's grave. Moreover, in the tomb complex there is also a mosque known as the Loning Mosque which is a relic of Tuan Guru Loning. This is evidence of Islamization in the Loning Purworejo area (Abdul Aziz d., 2021).

The high potential of the Tuan Guru Loning Tomb and Mosque to become a target market for local and foreign tourists is in reality not accompanied by increased knowledge of tourism managers related to HR management in it. According to the Head of Loning Village, the management of religious tourism at the Tomb of Tuan Guru Loning has not been covered by a management team that is specifically tasked with managing tomb tourism. But so far it is still based on the Loning Mosque Takmir (Lush, 2022). This is understandable considering the Tuan Guru Loning Mosque and Tomb are in the same complex. The management of tomb tourism should be set aside so that it can autonomously develop and improve religious education tourism services for pilgrims or tourists.

The absence of a special manager does not mean that there is no Tourism Awareness Group (Pokdarwis) in Loning Village. There is a Pokdarwis which has been formed by the Loning Village Government in 2021 (Abdul Aziz d., 2021) actually able to overshadow the management of the religious education tourism object Tuan Guru Loning Tomb and Mosque. However, from the side of the heirs or the descendants of Tuan Guru Loning and the mosque management, they are not pleased if the Village Government intervenes in the management of religious tomb tourism (Nashruddin, 2022). In a sense, if all grave tourism assets must be handed over to the Government, they will not agree. Then the Chairman of the Loning Mosque Takmir gave a recommendation that the cemetery manager be merged with the mosque takmir. This is to unite shared perceptions and ideas in building and developing the religious educational tourism area of the Tuan Guru Loning Tomb and Mosque (Basuki, 2022). The idea of unifying the managers of the tombs and mosques under the auspices of the Loning Mosque Takmir is a quite strategic idea considering the condition of the people who still feel safe without government intervention.

This is in line with the theory of civil society which operationally seeks to build independence through social and religious organizations, associations, and certain interest groups. They are more able to distance themselves and show an autonomous attitude towards the state (Hadi, 2010). The independence of the management of religious education tourism at the Tomb of Tuan Guru Loning under the auspices of the Loning Mosque Takmir structure is something that the Head of Loning Village must think about. Because on the one hand, if the tourism manager is included in the organizational structure of the mosque management, then the Loning

Mosque Takmir Decree will also be signed by the Head of Loning Village who incidentally is part of the government element. This is the problem with the managers of the religious education tour of the Tuan Guru Loning Tomb and Mosque. They are confused about how their legal umbrella is in managing this potential tourism object.

On the other hand, after the formation of a tourism object manager under the auspices of the mosque takmir organizational structure, where and what is the position of the Pokdarwis that has been formed by the Village Government to manage tourism objects in Loning Village. How is the perception of the Tuan Guru Loning family as *zuriyah* in responding to the management of the grave under the auspices of the Loning Mosque Takmir Organizational Structure which was approved by the Loning Village Government. Here is another problem that needs to be resolved. According to the Head of Loning Village, the managers of religious education tours who are members of the mosque takmir also still don't know what their actual duties and functions are. So that the Loning Village Government took the initiative to improve the performance of tourism managers through human resource management (HR) assistance for religious education tourism managers.

Based on the background above, it is important to conduct research specifically to analyze performance problems managing religious education tourism in Loning Purworejo Village. This research will examine how human resource management improves the performance of religious education tourism managers in Loning Village? The purpose of this research is to analyze the performance problems of managing religious education tourism in Loning Village, Kemiri District, Purworejo Regency. This was done for 45 days in Loning Village. This study uses qualitative methods with data collection techniques of observation, interviews, and documentation. The collected data is tested by the settlement method when collecting data.

## **RESULT AND DISCUSSION**

### **Opportunities for Development of Religious Education Tourism**

The root of the problem of Indonesia's development difficulties is caused by the low development of villages. Therefore, through Law Number 6 of 2014 (Indonesia, 2014) quite successful in encouraging villages in Indonesia to become strong, advanced, independent, and democratic villages. This law restored the village's trust in the government (Suhendar, 2019). Villages in Indonesia are given positions which is strategic as well as great authority in managing its territory accompanied by adequate village fund support. Thus, there is no reason for the village government to have difficulties in building a village of higher quality (Yarmi, 2014). Likewise, Loning Village, Kemiri District, Purworejo Regency has great opportunities and potential in

developing its village. Various problems related to the management of religious education tourism in Loning Village can be resolved through an analysis of the opportunities and potential that exist.

Loning Village itself is one of the villages in Kemiri District, Purworejo Regency. Loning Village was established in 1931. There are many versions regarding the origins of Loning Village. The first version is that it is said that before the existence of Loning Village the land became a place for hermitage and kanuragan training, because to become a place for hermitage a calm, quiet and deserted land was needed so that the land was named Loning led by the first village head named Cokrodiwiryo. Another version is that the origin of the name Loning Village was that long ago when Simbah Tuan Guru Loning was about to perform the midday prayer he looked for water around the mosque but could not find it, he saw a large tree (see tree) and was stabbed and clear water came out, so the village it is called Loning (Chalimy, 2022).

The reign of the Head of Loning Village began with: 1) Cokrodiwiryo; 2) Dipomenggolo; 3) Sopyan; 4) Warno; 5) Somali era 1942-1990; 6) Idhin in the 1990-1997 era; 7) Nur Khasani in the 1998-2012 era; 8) Fertile in the 2013-present era (Loning, 2021). Loning Village is divided into 4 hamlets, 2 RWs and 9 RTs. The boundary of Loning Village is to the north of Turus Village, to the east of Sutoragan Village and Winong Village, to the south of Pucangagung Village and Tursino Village, to the west of Rebug Village and Kedunglo Village (Chalimy, 2022). Meanwhile, institutions in Loning Village include BPD (Village Consultative Body), LPMD, Karang Taruna, PKK, RW, RT and KPMD.

Loning Village has an area of 300,101 km<sup>2</sup> which is divided into 4 hamlets, 2 RWs and 9 RTs. This village is led by a village head who is assisted by 10 village officials (Lush, 2022). Loning is a lowland area with the livelihood of its inhabitants, including farmers. This can be seen from the extent of the rice fields in Loning Village. Around 374 people in Loning Village have a livelihood as farmers, gardening, convection and making MSME handicrafts (Loning, 2021). Besek is a basket made of thinly sliced bamboo and then woven to form a container accompanied by a cover (Komang Adiputra, 2018), besek is generally used for food containers. Apart from besek, SMEs in Loning Village also have batik, sale of plant seeds, banana chip industry and other creative economies.

The potential for several creative economies and MSMEs in Loning Village is a distinct advantage for this village for the integration of development with tourism there. Basically, tourism cannot run alone without a creative economy (Feng Lv, 2020). The two have a mutually beneficial relationship (Bella Novitasari, 2015). So that if the opportunity for religious education tourism in Loning Village can be put to good use, it will indirectly improve the welfare and prosperity of the people there.

Opportunities for the development of religious educational tourism at the Tuan Guru Loning Tomb and Mosque in Loning Purworejo Village can be carried out by optimizing tourism management integrated with Pokdarwis. So that it has implications for socio-economic development and improvement as well as community religious education. This tourist spot is located in Kemiri District, the only sub-district that has its own uniqueness compared to other areas in Purworejo Regency. Kemiri District is about 25 kilometers from the city center via Kutoarjo. It has an area of 85 km<sup>2</sup> with a population according to the Central Statistics Agency (BPS) in 2020 of 58,230 people (Statistics, 2020).

On the other hand, Purworejo Regency is divided into 16 districts and 494 villages/wards (Eka, 2022). If you look at population data at BPS for Central Java, East Java, West Java, DKI Jakarta, Banten and other provinces in Indonesia, with this number of villages, Purworejo Regency is included in the category of Regency/City with the most villages in Indonesia (Statistics, 2020). Looking at these data, the existence of a religious education tourist spot in Loning Village has the potential to become one of the busiest tourist destinations visited at least for local tourists. Purworejo Regency is one of the districts that has continued to experience an increase in tourist attractiveness from 2016 to 2020 (Statistics, 2020). This is in line with the results of the study (Setiawan, 2020) that with the existence of the new Yogyakarta International Airport in Kulonprogo, Purworejo Regency has further strengthened its attractiveness.

### **Management of Religious Educational Tourism Management Resources**

Management of religious education tourism in Loning Village is an urgent thing to do in order to develop the various tourism potentials and opportunities that exist there. Religious educational tours to the Tuan Guru Loning Tomb and Mosque in Loning Village also have a strategic location (Abdul Aziz MN, 2022) because it is directly integrated with culinary tourism Sate Winong, Curug Purbayan and Curug Silumut (Yudatya, 2020). Tuan Guru Loning's tomb is the tomb of one of the eighteenth-century Islamic propagator figures in Purworejo Regency, Central Java. Tuan Guru Loning has the real name Raden Mas Mansyur or KH. R. Muchyidin Ar-Rofi'i, the son of a well-known Javanese scholar, RM. Sandeyo or KH. R Nur Iman Mlangi. He is a teacher of Purworejo Islamic figures, namely KH. Imam Puro, a cleric spreading the Syattotiyah order in Purworejo Regency (Abdul Aziz d., 2021).

So, the Loning Village Government is empowering the community who are members of the management of the religious education tour of the Tuan Guru Loning Tomb and Mosque (Lush, 2022). The implementation of this empowerment focuses on human resource management material for managers of religious education tours. The Loning Village Government has partnered

with academics from the Nahdlatul Ulama Islamic College in Purworejo. Human resource management is one of the keys to achieving organizational goals (Faroman Syarief, 2022). It is only natural that the theme of human resource management becomes an important mentoring material in optimizing an organization, be it government, community, religious organizations, including tourism management organizations.

So, the Loning Village Government in collaboration with the Nahdlatul Ulama Islamic High School (STAINU) Purworejo held a human resource management assistance activity for managers of religious education tourism in Loning Village which was carried out for 45 days. This mentoring activity aims to improve the performance of religious education tourism managers. This assistance also involved the management of the Loning Village Pokdarwis, the 'Takmir of the Jami' Ar-Rofi' Loning Mosque, the management of 'Tuan Guru Loning Tomb, Islamic Organizations, the Loning Village Government and other community leaders. This involvement as a form of optimizing Pokdarwis functions to invite and foster local communities so they can develop their tourist destinations independently and creatively so as to create a sense of belonging. Eventually,

Determining the theme of HR management as the focus of assistance is based on an analysis of opportunities and potential that has been carried out by the Loning Village Government together with Purworejo academics. As one of the villages in Purworejo, Loning Village has a lot of tourism potential, one of which is the Silumut Waterfall nature tour and KH. RM Mansyur Muchyidin Ar-Rofi, known as Tuan Guru Loning. However, in the course of their development, the two tourism potentials are still not well managed and organized, so they are not widely known by the wider community. This is of particular concern to the Loning Village Government and Academics from STAINU Purworejo to provide assistance with a focus on HR management for tourism managers.

The Head of Loning Village welcomed this assistance well. He said that a good tourism management requires organized management. However, in reality the management of tourism in Loning Village is still not as stated. He hopes that after carrying out the HR management assistance activities, tourism managers can implement their knowledge to change tourism management performance management for the better (Lush, 2022). HR management reform is indeed needed to improve the quality of service to the community (Fathya, 2017). HR is a key factor in economic reform (Aky, 2014) and tourism in order to create quality and highly competitive resources (Pajriah, 2018).

In addition to money capital, technology and strategies or methods for operating, human resource management is the most important element (Priyono, 2010). Management itself can be interpreted as an art of obtaining results through various activities carried out by other people.

Management consists of planning, organizing, implementing, directing, monitoring and evaluating processes. In short, management is the art of organizing or managing a group or organization in a systematic manner. In the Islamic religion has the view that everything must be done neatly, correctly, orderly and orderly. Each process, the steps must be done regularly and well. Sayyidina Ali bin Abi Talib once said that Islam would not be upright and victorious unless it was fought for in a congregation or in an organization. Likewise, the organization will not be solid to achieve its goals unless there is leadership. And leadership is meaningless or effective without the obedience of the congregation. Even Mustafa Shabri Afandi (d. 1373 H/1954 AD), a Turkish scholar, said that unorganized truth will be defeated by organized falsehood.

Human resource management is used as an important theme in assisting religious education tourism managers in Loning Village because it is the most important element in tourism development. HR is the core of running a management. It can be said that HR is the engine of the organizational management system. As in Guest theory (Priyono, 2010) said that the policies taken by the organization in managing its human resources were directed at uniting organizational elements, employee commitment, organizational flexibility in operations and achieving maximum quality work results. Some of the HR management carried out to improve the performance of religious education tourism managers in Loning Village are as follows:

First, the human resource planning stage. At this stage a presentation was made regarding the importance of resource management reform for managing religious education tourism in Loning Village. This needs to be done bearing in mind that realistically, the presence of Pokdarwis has not been able to optimize the performance and management of tourism objects. This is caused by a lack of trust in the family descended from Tuan Guru Loning's tomb to the administrators who are under the Government. So that the community needs to be given an explanation regarding the importance of management reform for managing religious education tourism.

In the planning stage, they also offered to the community whether they agree if they want to create another tourism management organization on behalf of the foundation to make it more autonomous. With the hope of being able to overshadow all existing elements starting from Islamic educational institutions, madrasah diniyah, mosques and tombs. This is in accordance with the recommendations from the results of previous research and service (Abdul Aziz MN, 2022). However, the prospective administrators were not pleased because creating a foundation was considered too heavy and technically long. In fact, they appreciated the idea of redesigning and reforming the management of religious education tourism managers in Loning Village to become an integrated foundation. Of course, this will make them more confident, easy, safe and systematic in developing tourism objects in the long term. However, looking at the condition of the existing

human resources, it doesn't feel ready to set up a foundation in the near future.

On the one hand, prospective tourism administrators also refuse if tourism objects are fully managed under the auspices of the Government. Meanwhile, the Loning Village Government is actually trying to legalize the religious education tourism object area of the Tuan Guru Loning Mausoleum and Mosque to become a superior tourist area through integrated management. The Village Government sees a difference in perception between the management of the Village-Owned Enterprise (BUMDes) which oversees the Pokdarwis and the zuriyah or families descended from Tuan Guru Loning and Takmir Masjid Loning. So to mediate the problem, an approach is taken through deliberation and reconciliation. This activity resulted in an agreement that the management of religious education tourism would be made integrated under the auspices of the Takmir Jami' Ar-Rofi'i Loning Mosque. The tour manager is directed to develop short-term plans,

Second, the stage of organizing human resources. At this stage, candidates for tourism managers were selected which were initially separated into Pokdarwis and Takmir Masjid Loning, then united into a unified organizational structure. Of course, before the organizing process must go through the process of finding superior HR candidates. The principles of superior HR include he who has a personality that is not easily discouraged, has a diligent, creative and innovative attitude, good time management skills, teamwork, flexible to existing changes, able to negotiate and has effective communication skills (Dayo Akinlade, 2017).

After the selection was made, a special division was created for the candidates for managing religious education tourism, namely the Coordinating Section for the Cemetery consisting of the Locksmith, Chairperson and Deputy Chairperson under the auspices of the Takmir structure of the Jami' Ar-Rofi'i Loning Mosque. Meanwhile, the secretary and treasurer unite in the takmir of the mosque. Apart from the Cemetery Coordinating Division, they also reformed the Da'wah and Education divisions and added women's and youth divisions. The reform of the organizational structure through the unification of the management of the Tuan Guru Loning Mosque and Mausoleum will certainly make it easier to manage the tombs and mosques. While Pokdarwis, which incidentally is under BUMDes, is coordinative with the manager of religious education tours who are members of the mosque takmir structure.

Tourism managers also collaborate with cooperation partners as part of collaboration as well as being a supporting capital for the development of tourism objects. Among the cooperation partners are from several figures, communities and organizations. Elements of figures, for example, the manager cooperates with zuriyah, or the family descended from Tuan Guru Loning, the family descended from KH. Nur Iman Mlangi and the Yogyakarta and Surakarta Palace. They

also partner with Islamic organizations such as NU, Muslimat, GP Ansor and Fatayat for collaborative tourism management. Meanwhile, from the community, the tourism manager cooperates with a community of observers of Islamic history and local culture, a community of Prince Diponegoro lovers and a community of youth tourism developers. Academics from STAINU Purworejo are also tourism management partners.

Third, the stage of implementation of HR. In its implementation, the tomb coordinating division together with the structural ranks of the mosque takmir have a focus on the task of managing religious educational tours of the Tuan Guru Loning Tomb and Mosque. With this integrated management model, it is expected to be able to facilitate tourism object managers to work more optimally, effectively and efficiently. Pokdarwis also plays an important role in tourism development. Because he as a partner is needed in terms of material and non-material support. Material support in terms of tourism development capital through BUMDes. While non-material development can be supported through coaching, tourism management guidance to increasing the capacity of tourism managers through training, workshops and comparative studies coordinated by BUMDes through Pokdarwis.

Through the implementation of structured and directed tourism management, it will support the realization of superior Loning Village human resources in the future. The Indonesian government's program regarding superior Indonesia or golden Indonesia in 2045 requires people to have high human resources. So, the future of Loning Village must be arranged from now on. The direction of the Indonesian Government's program is to build village community human resources through optimizing BUMDes and village funds to improve community welfare. The future of Indonesia from the village. One way to improve the local economy is through tourism. So that in this case HR is the spearhead of tourism management, namely through tourism managers.

The religious education tour of the Tuan Guru Loning Tomb and Mosque by the tourism manager that has been formed is oriented as an educational tour that is able to bring in more frequent, more and more consistent visitors every day, no longer every month or year. So that tourism managers adjust to the needs of tourist attractions in accordance with what the wider community wants. They study similar tourism objects that already exist and have been running in Central Java, for example tourist attractions for the saint's tomb at the Great Mosque of Demak, Sunan Kalijaga, Sunan Muria and Sunan Kudus. While examples of quite large similar tourist objects in the Kedu Residency are the Gunungpring Magelang Tomb and the Tomb of Syekh Anom Sidokarso Petanahan Kebumen. If you already know what the community wants,

The implementation of the development of religious educational tourism at the Tuan Guru

Loning Tomb and Mosque by the tourism manager is also directed as a center for community activities and needs. Center of activity means that this tourist object is the center of social-religious activities of the community. Religious activities are centered in tourist complexes, such as Islamic education centers, places of Al-Qur'an education, Islamic boarding schools, madrasah diniyah, taklim assemblies, recitations, education, training, cadres and the Loning museum to add insight into Islamic history, biography, struggles and traces Lord Master Longing.

While social activities, namely as markaz and regular meetings of Islamic community organizations such as Nahdlaul Ulama, Ansor Youth Movement, Fatayat, Muslimat, Pagar Nusa, IPNU, IPPNU as well as a center for managing zakat infaq and alms (LAZIS). In terms of management of LAZIS, for example those related to mosque and community programs such as managing charity infaq alms for social service, compensation for orphans, mass circumcision, even for tourism maintenance and development; management salaries, village business income, maintenance of tourist complexes to the development of dzurriyah Islamic boarding schools.

Apart from being a center for social and religious activities, religious education attractions in Loning Village are also oriented to become a center for community needs. Whatever the community needs, starting from daily needs such as food, drink, clothing, grocery stalls, pulses, internet and other shopping centers according to the needs and needs of the community. If there is a center for needs, surely there will be someone who visits every day. The visitor consists of two models; first, visitors for social-religious activities and/or pilgrimage purposes; secondly, just to meet the needs, which sometimes in the end stop by for a pilgrimage.

Fourth, surveillance stage. HR. At this stage of supervision, the management of religious education tourism in Loning Village seeks to consistently conduct periodic monitoring of tourism management. This monitoring is carried out through open suggestions from visitors, the Village Government and other collaboration partners. This is done to control and ensure that the implementation of the management of religious education tourism in Loning Village can actually be carried out according to plan. This supervision phase is also carried out to ensure that the performance of religious education tourism managers works according to their respective duties and functions. Thus, tourism management can be carried out optimally.

Fifth, HR evaluation stage. In the evaluation stage, the management of religious education tourism in Loning Village is always carried out periodically. Because the manager is coordinated with the management of the mosque's takmir, the evaluation is always carried out every week, precisely on Friday. This is done after the implementation of Friday prayers. To provide an opportunity for all visitors to submit suggestions for improvement, the tour manager arranges a special column for suggestions in the guest book and creates suggestion boxes at several points in

the tourist complex. Once a year, the tourism manager also evaluates through a satisfaction survey with a Google form to stakeholders, cooperation partners and some visitors.

The objects being evaluated are matters related to the management of tourist complexes such as facilities, accessibility and services (Rikiyama Anugrah Wijaya Fujiyama, 2020). Infrastructure facilities consist of places of worship, rest areas, parking facilities, trash cans, clean water, toilets, electricity, stalls and children's playgrounds or child-friendly facilities, pregnant and lactating mothers. Meanwhile, in terms of accessibility, the evaluation includes signboards, road conditions and public transportation. And from the service side, the objects being evaluated include janitorial services, picket officers, secretariat, parking attendants to caretaker services.

In addition to this, the manager also evaluates marketing techniques, administration, finance and other services. Social media such as Facebook, Instagram, YouTube and Tik Tok are also opened as a medium for conveying suggestions and evaluating religious educational tourism objects in Loning Village. Evaluation is carried out in order to make improvements and improve the management of tourism objects in the future. Thus, religious education tourism in Loning Village can become a superior tourist attraction at the local, regional and national levels.

## CONCLUSION

Based on the explanation above, it can be concluded that human resource management (HR) assistance can help overcome the problems of managing religious education tours of the Tuan Guru Loning Tomb and Mosque in Loning Village, Kemiri District, Purworejo Regency. Managers of religious education tourism in Loning Village can find out about the steps and principles in managing tourism management resources. So that they can quickly implement it properly. This can be proven that after mentoring, tourism managers are able to work more optimally, directed and organized. By optimizing tourism management resources in Loning Village through management assistance, it is expected to be able to improve the quality of management and service of tourism objects. So that it has an impact on increasing social, economic, educational and religiosity values for the people of Loning Village.

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