

STRATEGY TO PREVENT DETERIORATION OF PANCASILA VALUES IN THE INDONESIAN TOURIST GUIDE ASSOCIATION MEMBER

STRATEGI UNTUK MENCEGAH PENURUNAN NILAI-NILAI PANCASILA PADA ANGGOTA HIMPUNAN PRAMUWISATA INDONESIA

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Abstract – The focus of warfare has transformed from traditional armed forces to asymmetric warfare, resulting in the rise of extremism across various layers of society. This research explores the decline of Pancasila values among Indonesian Tourist Guide Association members. This study aims to formulate appropriate strategies that uphold Pancasila values within the framework of the tourism industry. The study employs a rigorous library research methodology, reviewing various academic literature, including books, training material, and prior research. Additionally, observational analyses of the tourist guide training process are conducted to determine its correlation with contemporary violence involving tourist guides. The study recommends that relevant institutions adapt the existing training curriculum by integrating additional instructional material on Pancasila values and their practical application within the nuanced context of the tourism industry. Addressing this issue, the study particularly within the Indonesian Tourist Guide Association, contributes significantly to the scholarly discourse on countering extremism and violence.

Keywords: *Asymmetric warfare, Pancasila values, strategy, prevention, tourist guide*

Abstrak – Fokus peperangan telah berubah dari angkatan bersenjata tradisional menjadi peperangan asimetris, yang mengakibatkan meningkatnya ekstremisme di berbagai lapisan masyarakat. Penelitian ini mengeksplorasi kemunduran nilai-nilai Pancasila di kalangan anggota Himpunan Pramuwisata Indonesia. Studi ini bertujuan untuk merumuskan strategi yang tepat guna menjunjung tinggi nilai-nilai Pancasila dalam kerangka industri pariwisata. Studi ini menggunakan metodologi penelitian perpustakaan yang ketat, meninjau berbagai literatur akademis, termasuk buku, materi pelatihan, dan penelitian sebelumnya. Selain itu, analisis observasional terhadap proses pelatihan pemandu wisata dilakukan untuk mengetahui korelasinya dengan kejadian kekerasan kontemporer yang melibatkan pemandu wisata. Penelitian ini menawarkan rekomendasi bagi lembaga-lembaga terkait untuk mengadaptasi kurikulum pelatihan yang ada dengan mengintegrasikan materi pengajaran tambahan tentang nilai-nilai Pancasila dan penerapan praktisnya dalam konteks industri pariwisata. Dengan mengatasi isu ini, studi ini, khususnya di dalam Himpunan Pramuwisata Indonesia, memberikan kontribusi yang signifikan terhadap wacana ilmiah dalam melawan ekstremisme dan kekerasan.

Kata Kunci: Perang asimetris, nilai-nilai pancasila, strategi, pencegahan, pemandu wisata.

Introduction

A tourist guide is an individual who guides guests in their preferred language, interpreting the social and natural

heritage of a specific region. This role requires area-specific expertise typically issued or recognized by the appropriate authority (World Federation of Tourist

Guide Associations, 2003). Tourist guides are expected to work professionally, serving as representatives of their country, as they are often the first people foreigners encounter (Rabotic, 2019). Their role is crucial, as the country's perception depends on their behavior. Positive conduct enhances the country's image, while misbehavior may lead to a negative perception.

Tourist guides play a pivotal role as cultural ambassadors and interpreters of natural and social legacies, significantly shaping visitors' perceptions of a destination. Recognizing their substantial influence, *Himpunan Pramuwisata Indonesia* (HPI), also known as the Indonesian Tourist Guide Association (ITGA), with over 9000 licensed members, is crucial for maintaining the country's positive image. These guides, recognized for their professionalism and competence, undergo rigorous training and examination processes mandated by local governments and Badan Nasional Sertifikasi Profesi (BNSP) or the National Professional Certification Agency (the House of Representatives of the Republic of Indonesia, 2009). Their geographical dispersion across Indonesia amplifies their impact on society.

Tourist guides, whether catering to foreigners or locals, play a pivotal role in providing comprehensive assistance to their guests. Professionally, their responsibilities extend beyond navigation; they are tasked with ensuring the well-being and satisfaction of tourists. Acting as direct representatives of the country, they shape visitors' perceptions and contribute significantly to Indonesia's image: lucrative income, well-maintained tourism facilities, and a robust education and training system back this expectation. Recognizing the need for enhanced skills among tourist guides, the government is actively formulating a comprehensive plan.

Indonesian tourist guides' professionalism and global competence have made significant contributions, evidenced by the country's improved position in the international Travel and Tourism Competitiveness Index (TTCI) in 2021 (Ministry of Tourism and Creative Economy, 2021a). However, recent incidents, such as the Labuan Bajo fraud case in 2022 (Taris, 2022) and a violent act against a tourist in Labuan Bajo, have posed severe challenges. These incidents underscore the immediate need for strategic interventions to safeguard the values of Pancasila, particularly its second

precept, and maintain the positive trajectory of Indonesia's tourism industry.

This research is situated within the context of the current challenges confronting Indonesian tourist guides, specifically the erosion of Pancasila values and its significant repercussions for the tourism industry. Unlike previous literature and research, which generally discuss challenges faced by tourist guides without delving into ethical codes or incorporating Pancasila values into their training, this study seeks to address this gap by focusing on the specific ethical dimensions and values that play a pivotal role in the training of tourist guides.

Rini and Firdaus (2022) and Syaifullah and Andriani (2021) concur on the importance of the English language for tourist guides. Both studies underscore that solid communication skills, especially in English, are fundamental to being a practical tourist guide (Nuryadina et al. Firdaus, 2022; Syaifullah & Andriani, 2021).

In 2019, Pratiwi, Saleh, and Sentanu emphasized the significance of obtaining a tourist guide license, a point reinforced by the findings of Syaifullah and Andriani in 2021. To achieve the license, tourist guides must undergo comprehensive

training and examinations, underscoring the importance of completing all required assessments to improve the overall quality of their services.

Unfortunately, a conspicuous gap persists in comprehending how the specific deterioration of Pancasila values impacts their daily responsibilities. Though studies offer overarching perspectives, a more focused exploration is warranted to unravel the intricate interplay between Pancasila values and the professional conduct of tourist guides. Recent incidents underscore the urgency of addressing this knowledge gap. For instance, in July 2023, a tour guide from Bali was arrested for smuggling cocaine from Spain (Tristiawati, 2023). A separate fraud case was also reported by a tour guide in Bandung (Helen & Zahra, 2023).

These incidents underscore the critical need to examine how deviations from Pancasila principles impact the roles and responsibilities of tourist guides who serve as cultural ambassadors in Indonesia. This research endeavors to bridge this gap by delving into the nuances of the relationship between Pancasila values and the professional conduct of Indonesian tourist guides to provide targeted interventions to

preserve the industry's ethical fabric in the face of contemporary challenges. The phenomenon of violent acts requires a universal war strategy that requires the participation of all components of the nation to defend the sovereignty of the state and nation, including defending the ideology that has been agreed upon by the nation's founders.

This research is motivated by a dual objective. Firstly, it aims to comprehensively examine the impact of deviations from Pancasila principles on Indonesian tourist guides' roles and responsibilities as cultural ambassadors. The study focuses on the ethical dimensions embedded in their training, seeking to unravel the specific ways in which Pancasila values shape the professional conduct of these guides.

Secondly, the research addresses a notable gap in the existing literature by delving into the intricate interplay between Pancasila values and the daily responsibilities of tourist guides. Through a focused exploration, the study aims to identify potential areas of vulnerability and proposes targeted interventions to preserve the ethical fabric of the tourism industry amidst contemporary challenges. This approach becomes particularly relevant in light of recent

incidents, such as the arrests of tour guides involved in smuggling and fraud. The research emphasizes the urgency of addressing the knowledge gap related to the specific deterioration of Pancasila values and its discernible impact on the conduct of tourist guides.

This research has a dual objective. Firstly, it seeks to comprehensively examine the impact of deviations from Pancasila principles on the roles and responsibilities of Indonesian tourist guides, who serve as cultural ambassadors. By focusing on the ethical dimensions inherent in their training, the study aims to understand the specific ways in which Pancasila values influence the professional conduct of these guides. Secondly, the research addresses a notable gap in the existing literature by delving into the intricate interplay between Pancasila values and the daily responsibilities of tourist guides. Through a focused exploration, the study aims to identify potential areas of vulnerability and propose targeted interventions to preserve the ethical fabric of the tourism industry in the face of contemporary challenges. In responding to recent incidents, such as arrests of tour guides involved in smuggling and fraud, the research underscores the urgency of

addressing the knowledge gap regarding the specific deterioration of Pancasila values and its impact on the conduct of tourist guides.

Through a detailed examination of the complex interplay between Pancasila principles and the responsibilities of tourist guides, this study aims to craft precise strategies that uphold Pancasila values within the framework of the tourism industry.

Research Method

This research employs a comprehensive approach, integrating library research, participant observation through active engagement with the Indonesian Tourist Guides Association (ITGA), and interviews. The library research entails a thorough analysis of pertinent literature, including books, training materials, prior research, and documents relevant to optimizing Pancasila values in the training of tourist guides (Hamzah, 2020).

In selecting interviewees, the criteria included 30 individuals who are members of ITGA representing diverse regions across Indonesia. This intentional selection aims to gather comprehensive insights from experienced tourist guides serving as ITGA representatives, ensuring

a broad geographical representation. The goal is to capture varied perspectives and experiences within the association, enriching the study's depth and applicability.

This method provides a structured framework with specific instruments, rules, and procedures, contributing to a systematic inquiry into the subject matter (George, 2020). While at times unpredictable and challenging, this method proves fulfilling as it allows for a comprehensive examination of findings, with the researcher infusing personal insights to construct a compelling narrative.

The literature study employs diverse data collection techniques, encompassing a thorough review of existing literature, training material, and document reports of the identified problems (Kothari, 2004). This process involves meticulously evaluating training patterns, curricula, and strategies to yield suggestions and insights for developing training programs. The methodological steps include topic selection, information exploration, research focus determination, data source collection, data presentation preparation, and report preparation. Data sources revolve around the identified problem areas, and

the collection technique involves an extensive search for documents and data related to the topics under discussion, organized through a material classification checklist.

Simultaneously, participant observation, facilitated by the researcher's affiliation with the Indonesian Tourist Guides Association (ITGA) since 2019, presents a unique and invaluable perspective. This sustained involvement allows for an immersive understanding of the challenges tourist guides face and the intricate dynamics within the association. The observational process entails a meticulous selection, comparison, combination, and sorting of data and information related to identified issues. This approach enriches the analysis through firsthand experiences and insights gained within the association.

The researcher engages in observations approximately twice a year, aligning with the frequency of training sessions within ITGA. This strategic alignment enhances the study's comprehensiveness, providing nuanced insights into the challenges and practices observed within the association. The researcher's prolonged engagement ensures a deep understanding of the

context, allowing for a more accurate and informed analysis of the issues faced by tourist guides.

This participatory observation approach, grounded in the researcher's affiliation with ITGA, contributes a dynamic and contextually rich layer to the study. By actively participating in the association's activities and observing interactions and practices, the researcher aims to offer a well-rounded perspective on the challenges and dynamics affecting tourist guides and the association (Babbie, 2008).

In addition to library research and participant observation, interviews with key stakeholders, including experienced tourist guides and ITGA representatives, will be conducted to offer a comprehensive understanding of Pancasila values in tourist guide training and inform strategic recommendations for improvement (Kothari, 2004)

Result and Discussion

Overview of Pancasila Awareness Among ITGA Members

The Pancasila values hold paramount importance for the Indonesian Tourist Guide Association (ITGA), serving as the guiding principles that shape the conduct and role of tourist

guides. As cultural ambassadors, these guides are pivotal in presenting Indonesia's rich diversity to visitors. During the interview, one of the representatives of ITGA also said that professionalism in the ITGA is maintained through the observance of tour guide ethics, rooted in the foundational values of Pancasila. Despite this commitment, some individuals deviate from these ethical standards, negatively impacting the image of tour guides in Indonesia. An instance of this is the disregard for local culture, influencing tourists to mimic the behavior of their guides.

A recent incident involving a tourist guide has illuminated the need for more awareness among specific guides regarding the imperative implementation of Pancasila values.

This extremism, or this violent act in Indonesia, is categorized as asymmetric warfare. Advances heavily influence asymmetric warfare in science and technology, but war is still conventional (Defense Ministry of the Republic Indonesia, 2015). According to Clausewitz, cited in Kornberger's research, asymmetric warfare aims to win every battle. It is essential to know changes in topography, distance, cost, control, opportunity, and triumph to

realize this triumph (Kornberger, 2013). This regrettable occurrence underscores a perceptible lacuna in understanding and adherence to the principles of Pancasila within this professional cohort. As the incident unfolded, it became evident that the guide's conduct ran counter to the ethical framework anchored in Pancasila, thereby accentuating the pivotal necessity for a more profound comprehension of these foundational values. The episode serves as a poignant reminder of the ongoing imperative to cultivate an enhanced appreciation for Pancasila among all tour guides, engendering a heightened sense of responsibility and cultural sensitivity within the tourism industry in Indonesia.

Factors Contributing to the Deterioration of Pancasila Values

External Influences

The observed deterioration of Pancasila values among Indonesian Tourist Guides (ITGA) is significantly influenced by evolving external factors. Globalization, with its interconnectedness and exposure to diverse cultural perspectives, has introduced new and sometimes conflicting ideologies. This influx of external influences challenges the

traditional values embedded in Pancasila. The findings remain consistent with the earlier study by Wardani et al. (2022), indicating that globalization substantially impacts a nation's life, including Indonesia. This impact encompasses both positive and negative aspects.

As ITGA engages with an increasingly globalized tourist community, they are exposed to a myriad of cultural norms and value systems, which may inadvertently dilute their commitment to the core principles of Pancasila. Moreover, the impact of international media, social platforms, and popular culture further contributes to a shifting landscape where traditional values may be susceptible to reinterpretation or erosion. This finding is also supported by Devi et al. (2020), who stated that one of the external factors that influence the deterioration of Pancasila values is social media.

Internal Organizational Factors

As a participant observer within the ITGA, the researcher discerns internal organizational factors that contribute to the deterioration of Pancasila values. Notably, the inconsistent enforcement of cultural guidelines and standards within the ITGA becomes apparent. As part of

this organizational structure, the researcher recognizes a risk of ITGA deviating from the prescribed cultural norms without a uniform and stringent adherence to these guidelines. This can lead to gradually eroding Pancasila values in their professional conduct.

Additionally, as an insider, the researcher is privy to the nuances related to the availability and quality of training programs for ITGA. The varying levels of commitment among ITGA members observed through the researcher's lens as a participant observer underscore the importance of addressing these internal challenges for a holistic preservation strategy. This unique perspective allows for a more nuanced analysis of the challenges faced by ITGA in upholding Pancasila values. It informs the development of strategies that are not only comprehensive but also tailored to the intricacies of the internal dynamics within the association.

Development of a Total War Strategy

In response to the discerned erosion of Pancasila values within the Indonesian Tourist Guides Association (ITGA), the proposed Total War Strategy constitutes a nuanced and comprehensive initiative designed to

fortify the cultural integrity of tourist interactions. This multifaceted approach meticulously addresses the observed challenges through three interrelated pillars.

Total war, in this case, may be a shape of resistance of all the people who mobilize all national strength and assets to maintain state sovereignty, territorial integrity, and the security of the country from other countries that undermine or possess the region of the Unitary State of the Republic of Indonesia (Prabowo, 2009). Total war in facing this extremism does not only prevent ideology from other countries, but it also has to prevent the threat within the country. War to face such conditions requires a particular non-military strategy. The strategy for dealing with it uses ends, ways, and means (Hughes, 2019). The aim is to eliminate radicalism that runs in government circles. The method taken is using curriculum-based training to strengthen Pancasila values. The facilities used are essential tourist guide training facilities in the Ministry of Tourism.

Training Programs

Recognizing the inherent diversity in comprehension levels among ITGA members, the strategy's inaugural facet

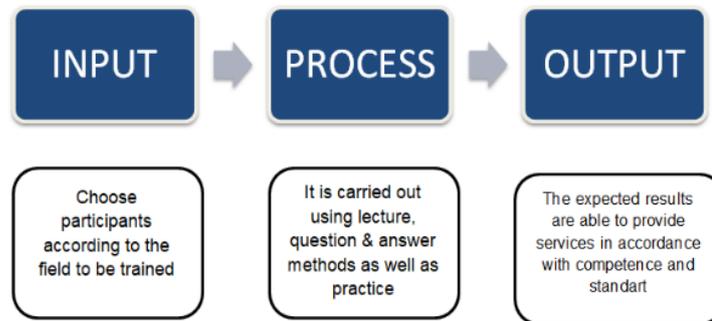
centers on implementing rigorous and continuous training programs. These initiatives are meticulously tailored to accommodate the varying degrees of comprehension within the association. It is also supported by the research of Maisyaroh et al. (2023), who stated that the impact of implementing school strategies in strengthening student character is inherent in students' daily lives, both in the environment where they live and in their school environment, and continues to carry over into adulthood (Adha et al., 2020; Maisyaroh et al., 2023).

The researcher believes that through dynamic platforms such as interactive workshops, seminars, and immersive cultural experiences based on Pancasila values, ITGA members will acquire nuanced insights into the practical application of Pancasila principles. Incorporating contemporary e-learning modules ensures adaptability and facilitates ongoing education, equipping ITGA members with the necessary cultural sensitivity to navigate the dynamic landscape of tourist interactions.

Competency training aims at tourism business actors with work competencies, including knowledge, skills, and attitudes. This competency is

needed to provide excellent service to their customers. With the increasing quality of service, customer satisfaction is

also expected to increase. The models developed in this training are:



Picture 1. Training Model Scheme 1
Source: Processed by the researcher, 2023

Business actors selected to be training participants will be provided with training for three days with material on product diversification and tourism knowledge, *Sapta Pesona*, competence in each field, understanding of *Standar Kompetensi Kerja Nasional Indonesia* (SKKNI) or Indonesian National Work Competency Standards, and how to serve. After the training, they can implement and provide examples and influence other communities to maintain and develop attitudes of service, respect jointly, and empathy with others, maintaining cleanliness and the image of destinations in their respective regions (Ministry of Tourism and Creative Economy, 2021b).

Implementing this training is focused on immediately developed

sectors, and the quality of their services is improved because it will directly impact tourism development in their respective regions. Participants are actors in the tourism industry who need knowledge, understanding, and competence to have the minimum competencies needed in their occupation or position. Regency/City OPD must be able to record which business actors need and need to be trained so that it is hoped that, in the future, they can become agents of change and will pass on their knowledge and competencies to other communities. Regency/City regional governments must cooperate with industry to select potential participants. Suggested participants are highly committed to self-development and implementing it in their workplaces. The curriculum structure

implemented during the training is the starting point for optimizing the national character, which can later actualize Pancasila values.

The Pancasila values outlined in the material curriculum must be more profound and comprehensive. However, they are sufficiently following their field of work as the objective of the training output. Through these Pancasila values, the training participants can get to know the character of the Indonesian nation. Characters extracted from ancestors can characterize the identity of a nation. Identity, according to Suparlan (2005), is an introduction or recognition of someone who belongs to a group that is carried out based on a series of characteristics that constitute a unified and comprehensive unit and marks it so that it can be included in that group (Abidin et al., 2014).

The identity will recognize a person or group of characters or identities. The identity of a nation always reflects its daily behavior that practices cultural values as a group. The practice of cultural values as group identity is entirely social and cultural for two reasons; first, the view of how one should be is a cultural question; for example, individualism is a

characteristic of modern society, especially the West.

Second, the resources that form the material for the identity project are language and cultural practices with social characteristics. The implementation during the training to become a tour guide also provides this intention. Although not comprehensively, it can be seen in each teaching material formed from the curriculum structure.

The training curriculum is about something other than the orientation of state defense or the agenda for habituation, as explained in the research by Prakoso and Risman (2021). It is also strengthened by instilling the values of Pancasila in each tour guide's competency material.

According to the Indonesian Ministry of Manpower, a standard should be followed to create a training curriculum for the competency needed in the field. Those standards are Law Number 9 of 1990 concerning Tourism, Law Number 13 of 2003 concerning Manpower, Government Regulation Number 38/2007 4 Government Regulation Number 23 of 2004 concerning the National Professional

Certification Agency, Ministerial Decree Number KM 082/PW/PW.102/MPPT88 concerning Tour Guides and Tour Arrangers, Regulation of the Minister of Manpower and Transmigration of the Republic of Indonesia Number: Per.21/Men/X/2007 Concerning Procedures for Establishing Indonesian National Work Competency Standards (Indonesian Ministry of Manpower, 2009).

The training curriculum is structured to aid participants in mastering all competencies outlined in the *Standar Kompetensi Kerja Nasional Indonesia* (KKNI) or the Indonesian National Work Competency Standards. This curriculum is categorized into three key groups: general competency unit groups, core competency unit groups (functional), and specific supporting competency unit groups.

The general competency unit groups encompass five materials, focusing on collaboration with colleagues and tourists, adaptability to different social environments, first aid, conflict resolution skills, and the continuous development and updating of tourism knowledge.

For the core competency unit groups related to the role of a tourist guide, there are 11 competency units. These units cover essential knowledge such as ethical codes, leadership, interpretation, general knowledge of Indonesia, understanding local cultures, and promoting sustainability.

Additionally, the specific supporting competency unit groups consist of eight competencies, addressing skills like phone communication, administration procedures, computer proficiency, and more. This comprehensive structure aims to equip participants with a well-rounded skill set for their roles as tourist guides (Indonesian Ministry of Manpower, 2009).

Policy Integration

The strategy's core objective is centered on the integration of Pancasila principles into the foundational policies of the Indonesian Tourist Guides Association. This integration is envisioned as a pivotal step towards aligning the organization with the ethical and moral values encapsulated in Pancasila. Collaborative efforts with ITGA leadership and stakeholders are paramount in this process.

Through these collaborative endeavors, the strategy seeks to refine existing policies by explicitly incorporating Pancasila values. This entails a comprehensive examination of current policies, identifying areas for enhancement, and ensuring that the principles of Pancasila are seamlessly woven into the fabric of ITGA's operational framework.

A vital element of the strategy involves the establishment of unambiguous guidelines. These guidelines will serve as a roadmap, delineating the expected conduct aligned with Pancasila principles. The intention is to provide a robust framework that guides the actions and decisions of ITGA members, fostering a culture deeply rooted in Pancasila values.

Partnerships

Recognizing the profound impact of collaborative initiatives, the third dimension of the strategy focuses on establishing strategic partnerships with governmental bodies, educational institutions, and cultural organizations. Collaborating with government tourism departments is essential to integrate Pancasila values seamlessly into national tourism policies. This collaboration aims

to foster a unified and coherent approach to cultural preservation, ensuring the alignment of national tourism goals with the ethical and cultural principles embedded in Pancasila.

This collaborative approach is necessitated by the researcher's need for increased collaboration and partnership between the Indonesian Tourist Guides Association (ITGA) and the government during the data collection. Insights gained from an ITGA member during an interview highlight the organization's robust collaboration with stakeholders within the tourism sector. However, the absence of government support is a significant challenge, hindering ITGA's ability to enhance tour guides' competence effectively.

Educational institutions play a crucial role in this context, contributing to the third dimension by implementing the *Tri Dharma* of higher education. They can achieve this by developing specialized curricula and training modules focused on Pancasila values tailored for aspiring tourist guides. This educational partnership aims to equip future tour guides with a deep understanding of Pancasila principles, ensuring these

values are integrated into their professional practice.

Additionally, collaborative efforts with cultural organizations and non-governmental organizations (NGOs) specializing in cultural preservation extend the reach and impact of the Total War Strategy. This broader collaboration creates a robust network of support that transcends the confines of the ITGA, contributing to the preservation of Pancasila values on a broader scale.

The Total War Strategy, intricately woven with threads of education, policy reform, and strategic collaboration, envisions a resilient framework for preserving and promoting Pancasila values within the ITGA. Addressing internal challenges through training and policy recalibration and forming strategic external alliances, the strategy aspires to elevate ITGA members into paragons of cultural stewardship. Through their authentic representation, ITGA members will contribute to a richer, more culturally sensitive tourist experience, reflecting Indonesia's diverse heritage with scholarly pride and precision.

Conclusion, Recommendation, and Limitations

The Total War Strategy, proposed by the Indonesian Tourist Guides Association (ITGA), offers a comprehensive approach to address the observed decline in Pancasila values. Through the integration of rigorous training programs, policy reforms, and strategic partnerships, the strategy aims to strengthen the cultural integrity of ITGA members, positioning them as exemplary ambassadors of Indonesia's rich heritage. The holistic nature of this approach acknowledges the necessity for internal and external initiatives to preserve and promote Pancasila values effectively.

In the future, it is advised to implement the Total War Strategy gradually, commencing with targeted pilot programs in regions where the decline of Pancasila values is most evident. This step-by-step approach allows strategy refinement based on each region's specific dynamics, ensuring adaptability and effectiveness. Establishing a continuous feedback mechanism is crucial to collecting insights from ITGA members, stakeholders, and local communities. The integration of feedback facilitates real-time adjustments, contributing to the

continuous enhancement and relevance of the strategy. Additionally, ongoing collaboration with government bodies, educational institutions, and cultural organizations is essential to sustain the impact of the strategy over the long term.

Despite the comprehensive nature of the proposed Total War Strategy, it is crucial to recognize specific limitations. The strategy's effectiveness heavily depends on the willingness and commitment of ITGA members to actively participate in training programs and adhere to newly integrated policies. Potential resistance to change or inadequate buy-in from some members may hinder the strategy's success. External factors, such as evolving global trends and political dynamics, could impact the outcomes of the strategy. The generalizability of the findings may be constrained to the specific context of the ITGA, and caution should be exercised when extrapolating the strategy to other cultural or professional settings. Financial and logistical resource constraints may also present challenges for the full-scale strategy implementation. These limitations emphasize the importance of continuous evaluation, adaptation, and a realistic assessment of the strategy's

feasibility within the existing organizational and cultural landscape.

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