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MORALITY BEFORE KNOWLEDGE

Forecast analysis of the impact of remote workers visa policy on the resilience of the tourism economy: A geographical and economic perspective

Nurina Noviarini[1]*, Palupi Lindiasari Samputra[1]

[1] *First Immigration Analyst, Immigration Office-North Jakarta;*

[2] *School of Strategic and Global Studies (SKSG), Universitas Indonesia, DKI Jakarta, 10430, Indonesia.*

*Correspondence: noviarini03@gmail.com

ABSTRACT

Background: The tourism sector is most vulnerable to economic risk due to the impact of the COVID-19 pandemic in Bali. As a continuation of the discourse on a particular digital nomad visa in 2022, the Remote Worker Visa is designed to mitigate economic risk. This study aims to analyze the impact of the Indonesian Remote Workers Visa on regional economic resilience in the tourism sector. **Method:** This study uses a Delphi analysis approach consisting of two stages: a qualitative method with expert interview techniques and a quantitative method with a questionnaire technique. **Finding:** At this stage, the results of the analysis are based on the results of the consensus of expert sources with standard deviation parameters (<1.5) and Interquartile (<2.5). Seven expert sources were from the Ministry of Tourism and Creative Economy and academics. The study results show that the tourism sector in Bali has not fully recovered even though there is a remote worker visa, and regional economic resilience has not been able to pass the recovery phase. **Conclusion:** The tourism sector is said to be able to avoid losses (vulnerability, resilience, and resilience) from the impact of the COVID-19 pandemic with the support of remote worker visas. **Novelty/Originality of this article:** This study provides a novel analysis of the Indonesian Remote Worker Visa's impact on Bali's tourism resilience, using Delphi analysis to assess its effectiveness in mitigating post-pandemic economic risks.

KEYWORDS: delphy analysis; regional economic resilience; remote workers visa; tourism.

1. Introduction

The tourism sector is a strategic one in national development and has thus been designated a development driver in Indonesia (Marlinah, 2017). Before the pandemic, international tourist arrivals increased, making tourism the second-largest contributor to national export revenues after coal (Adiwilaga et al., 2022). According to a report from Bank Indonesia, foreign exchange earnings related to tourism and the creative economy in 2019 reached USD 18.7 billion, or approximately 8.5% of the total export revenue from goods and services, which amounted to USD 220.1 billion (Adiwilaga et al., 2022). Since the COVID-19 pandemic, the tourism trend has shifted towards digitalization (Sharma et al., 2021). The Ministry of Tourism and Creative Economy (Kemenparekraf, 2022) has made various preparations to support this shift, including developing telecommunication and information technology infrastructure in five Super Priority Destinations (DSP) and tourist villages in

Indonesia (Kemenparekraf, 2021). Enhancing internet services has been a critical effort to optimize the growing trend of digital nomad tourism in Indonesia.

The term "digital nomad" has become a new trend in tourism after the COVID-19 pandemic (Saadah et al., 2023). Linguistically, digital nomad refers to "digital wanderers," or location-independent remote workers who simultaneously engage in leisure travel while continuing to work digitally (Zhou et al., 2024). Digital nomads adopt a hybrid lifestyle that combines work and leisure simultaneously. The distinction between ordinary workers, regular tourists, and digital nomads lies in the length of stay and level of engagement with the destination (Zhou et al., 2024). Digital nomads are known to stay longer in one destination than conventional tourists. Bali has become the most popular destination for digital nomads in Indonesia. The island of Bali is recognized as a tourist-friendly destination among global travellers (Prabawati, 2020). According to Nomadlist.com, in 2019, Canggu Village was the favourite destination for digital nomads, giving it significant market potential to be positioned as a primary destination for digital nomad tourists in Indonesia (Hamel, 2023; Nomadlist, 2019).

Since the outbreak of the COVID-19 pandemic, digital nomad tourists have been considered drivers of Bali's tourism economy, which had slowed down due to national and international travel restrictions. Data from the Bank Indonesia Institute shows that in 2020, international tourist arrivals in Bali decreased by 83.26% compared to the previous year (Adiwilaga et al., 2022). Research conducted by Rakhmadi (2022) indicates a potential relationship between digital nomads and economic recovery through the tourism sector (Wang et al., 2019). Rakhmadi highlights that digital nomads could be an alternative to reviving Bali's tourism, as nomad-based tourism can attract more visitors (Rakhmadi, 2022). This aligns with research by Hooper & Benton (2022), which notes that the remote working trend brought by digital nomads serves as an essential engine for economic growth and stimulates tourism to recover from the setbacks caused by the COVID-19 pandemic (Stefański, 2022). This is further supported by data from the Ministry of Tourism and Creative Economy, where from January to August 2022, 3,017 tourists visited Bali as digital nomads.

Entering 2023, Bali's economy, driven by the tourism sector, has begun to recover. This is marked by tourism revival in Bali, with international tourist arrivals increasing by 194.33% from January to October 2023 compared to the same period in 2022 (BPS Bali Province, 2023). In other words, there is significant potential for the influx of digital nomad tourists to bolster tourism and local economic activities in post-pandemic Bali. The revitalization of local economic activities, driven by the arrival of digital nomads, signals that digital nomads have become one of the pillars supporting Bali's economic resilience during the pandemic. Economic resilience is reflected in the ability of a country to create economic independence with a high level of competitiveness and to achieve fair and equitable prosperity for its people (Marlinah, 2017; Sutton & Arku, 2022). Economic resilience lies in a region's ability to withstand and overcome all external and internal Threats, Challenges, Obstacles, and Disruptions/*Ancaman, Tantangan, Hambatan, dan Gangguan* (ATHG) to ensure the continuity of its economy (Marlinah, 2017). During the pandemic, Bali's economy experienced a sharp decline, reaching -12.4% (yoy) in the third quarter of 2020 (Adiwilaga et al., 2022). In this case, the COVID-19 pandemic represented an ATHG for Bali's tourism sector.

This study will focus on the regional level within a country and will primarily discuss regional economic resilience. Previous research has explored the relationship between tourism and regional economic resilience (Faggian et al., 2018; Meng et al., 2022; Pascariu et al., 2021; Sutton et al., 2023; Trippl et al., 2023; Wibowo & Hariadi, 2022; Wang & Li, 2022). Based on previous research, the researcher believes that the increasing flow of digital nomads as virtual workers, occurring internationally and not just in Indonesia, necessitates specific regulations concerning immigration policies. As mentioned earlier, the Directorate General of Immigration has launched a visa specifically for remote workers or those engaged in virtual jobs like digital nomads. Therefore, this study focuses on analyzing

the impact of Indonesia's Remote Workers Visa from the perspective of regional economic resilience in the tourism sector, with the scope of research centered on Bali Province.

2. Methods

This study employs a mixed methods design, combining qualitative and quantitative approaches. The choice of mixed methods is considered appropriate for gaining a more comprehensive understanding of diverse data in alignment with the research objectives. Previously study argues that mixed methods allow researchers to obtain more robust data. This approach is particularly relevant as the researcher is not an expert in this field, and integrating two forms of data in a specific research design is seen as more credible.

The analytical approach used in this study is the Delphi technique. The Delphi technique is a group process used to conduct surveys and gather expert opinions in a particular field. The involvement of a group in the interaction between the researcher and experts is selected based on backgrounds and criteria relevant to the specific discussion topic using questionnaires (Yousuf, 2007). The Delphi method aims to achieve consensus through information-gathering processes by collecting primary data through qualitative interviews and quantitative data analysis.

In this study, the Delphi technique is implemented in two rounds of data collection. The first round involves an open discussion with resource persons. To ensure a clear understanding of the research objectives, the researcher provides a research guide in the form of a video presentation, facilitating the participants' comprehension of the study's purpose in a short time. The second round involves gathering opinions through a questionnaire administered to seven respondents, consisting of bureaucrats and academics related to tourism. The questionnaire uses a Likert scale ranging from 1 to 9, based on the importance of the instrument. After data collection, the next stage involves interpretation through statistical analysis (quantitative). Following the statistical tests, conclusions are drawn based on the assessment results.

In the data analysis stage, simple quantitative methods are employed using Microsoft Excel. The responses from all participants are analyzed statistically to assess convergence or consensus. Convergence or consensus is the final outcome of the Delphi technique. To determine whether the instruments have converged, statistical analysis is conducted using the standard deviation (with a value <1.5) and the interquartile range (with a value <2.5).

The selection of informants follows the principles of appropriateness and sufficiency. Appropriateness means that informants are chosen based on their knowledge of the inputs, processes, and outputs relevant to the research topic. Sufficiency refers to the number of informants selected, which is adjusted according to the type and depth of information needed. Informants are selected using purposive sampling, a technique in which participants are chosen based on specific criteria aligned with the research theme because they are deemed to have the necessary information for the study (Creswell, 2007). In line with Pill (1971) and Oh (1974), experts for the Delphi technique are selected based on their background and expertise, ensuring that they can articulate and discuss the issues effectively.

Secondary data collection is conducted through a literature review, which follows three stages: (1) editing process, which involves reviewing the data to ensure completeness, clarity, and consistency of meaning; (2) organizing process, which involves structuring the data according to the required framework; (3) finding process, which involves further analysis of the organized data using the predetermined rules, theories, and methods, leading to conclusions that answer the research questions.

For primary data collection, the researcher conducts interviews with seven experts relevant to the research field. The data collection process includes several methods, such as in-person interviews, interviews via Zoom, or communication through WhatsApp and email to maintain the anonymity of each participant. The following is the list of selected respondents for this research: (the list would follow here).

Table 1. List of research sources

No	Institution	Position	Name
1	Ministry of Tourism and Creative Economy	Director of Strategic Studies	Agustini Rahayu, S.T., M.Si
2	Ministry of Tourism and Creative Economy	Minister's Expert Staff for Crisis Management	Fadjar Hutomo, S.T., MMT., CFP
3	Ministry of Tourism and Creative Economy	Adyatama Tourism and Creative Economy Main Expert	Nia Niscaya, S.H., MBA
4	Bali Provincial Government Bali Provincial Tourism Office	Chair of the Tourism Destination Development Team/ Adyatama Tourism and Creative Economy Young Expert	Ni Wayan Esti Ekarini Rahayu, S.S., M.Hum.
5	STP Trisakti Tourism Master's Program Department	Professor in Tourism Economics	Prof. Dr. Myrza Rahmanita, S.E., M.Sc.
6	Department of Tourism Management, Padjadjaran University	Head of the Master of Tourism Study Program	Dr. Evi Novianti, M.I.Kom
7	Department of Tourism Management, Padjadjaran University	Master of Tourism Lecturer	Dr. Cipta Endyana, S.T., M.T.

3. Results and Discussion

3.1 Overview of remote workers visa policy

At the beginning of 2024, Indonesia launched a visa for remote workers, known as the Remote Workers Visa, with the visa index E33G (Ministry of Law and Human Rights Directorate General of Immigration, 2024). This is stipulated in the Minister of Law and Human Rights Regulation No. 11 of 2024 concerning Amendments to Minister of Law and Human Rights Regulation No. 22 of 2023 on Visas and Residence Permits, specifically Article 33, paragraph (2) letter (j), which states that a limited stay visa may be granted to foreign nationals for conducting second-home activities, one of which is as a remote worker employed by a company outside the territory of Indonesia.

Furthermore, according to the official website Molina. Immigrate.go.id, foreign nationals applying for the Remote Workers Visa may select the E33G visa index, with a fee of USD 150 + IDR 2,700,000 for a maximum stay of one year. In addition to the administrative requirements, critical conditions include proof of a bank account showing that the foreign national has an annual income of at least USD 60,000 and a work contract with a company operating outside Indonesian territory.

3.2 Qualitative research findings

Expert opinions were gathered through open interviews with seven key informants in the qualitative research phase. They believe digital nomads can be a promising new tourism alternative for Bali's post-pandemic tourism sector. This can be observed from their tendency to stay longer in one place than conventional tourists. Additionally, digital nomads tend to have a higher purchasing power than conventional tourists, leading to more lavish spending on accommodation, food, and other tourism-related activities. Therefore, digital nomads could contribute significantly to the local economy.

Digital nomads gained prominence early in the pandemic due to regular tourists, who typically have shorter stays, being unable to visit because of border closures.

"At that time, concerns arose among various parties that digital nomads could disrupt the social order in destinations, such as fears of cultural value shifts, job competition, security issues, and so on." (Expert-1)

They stated that national-scale digital nomad regulations need to be addressed first, particularly regarding entry policies and other matters supporting digital nomads' existence. As a destination, Bali should also be empowered to regulate its territory as a supportive ecosystem for digital nomads.

Regarding the vulnerability dimension, they stated,

"When the COVID-19 pandemic hit, tourism was among the most affected. The sensitivity level of the tourism sector is very high. Workers demanded support and security guarantees, while businesses expected policies to sustain their operations. The local government had to act quickly to protect the community and restore the tourism sector." (Expert-1)

On the resistance dimension, they said,

"The local government's response to the pandemic went through several phases, starting with initial denial and delays, followed by adaptation and responsiveness, and finally the recovery and new adaptation phase." (Expert-1)

They expressed optimism concerning the robustness dimension, stating,

"Some tourism workers and companies have shown a high capacity for adaptation post-pandemic." Finally, regarding the recoverability dimension, they mentioned, *"Based on visitor data recorded by the Bali Statistics Agency/Badan Pusat Statistik (BPS), the number of tourists visiting Bali has increased significantly compared to the pandemic period, up until mid-2024. This indicates that Bali's tourism is gradually recovering and ready to welcome tourists. If I were to estimate, the recovery rate of Bali's tourism, particularly foreign visitors, is about 80%."* (Expert-1)

Expert 2 was interviewed in person on June 28, 2024, at the Minister's Expert Staff Room in the Sapta Pesona Building, Ministry of Tourism and Creative Economy. According to them, there is a trend where, with the comfort of digital infrastructure, people can work anywhere as long as there is a good internet connection, giving rise to the concept of "working while vacationing."

Regarding the vulnerability dimension, they stated,

"Tourism has not yet fully revived; it may not have reached pre-pandemic levels. Could the Remote Worker Visa improve this? Perhaps it could." (Expert-2)

Regarding robustness, they remarked,

"During the pandemic, due to the restrictions on community activities (PPKM and PSBB), tourism in Bali was extremely quiet, as tourism activities are highly dependent on people's mobility. When there were no activities, workers and companies in the tourism sector had to adapt. Adaptation could be done through efficiency or finding alternative sources of income." (Expert-2)

They also criticized Bali's local government's management of the tourism sector, commenting on over-tourism:

"There are many factors, including issues with spatial planning and the structure of the local social conditions." (Expert-2)

Concerning the remote workers visa policy, they acknowledged its economic benefits due to the increase in digital nomads but emphasized the potential negative impacts of an influx of tourists.

> *"In addition to over-tourism, issues like plastic waste accumulation (leading to environmental degradation), crime, and foreign nationals causing problems. If viewed holistically, is this gain aligned with the losses incurred? Fundamentally, tourism must also be seen as a system that works sustainably."* (Expert-2)

Their view on the focus between increasing foreign or domestic tourists:

> *"Both should be the focus; there is no need to choose. Foreign tourists are important because of the foreign exchange they bring. However, it cannot be denied that having higher spending by fewer tourists is preferable to a high number of low-spending tourists. Resilient tourism is about quality and sustainability, not just increasing tourist numbers."* (Expert-2)

Expert 3 participated in a Zoom interview. They commented on the definition provided by Law No. 10 of 2009, which states that tourism involves individuals traveling for no more than one year and not categorized as working.

> *"According to this definition, digital nomads do not qualify as tourists because they are earning money (working). However, when considering their nomadic activities, there is indeed an impact on tourism components such as accommodation, food, and souvenirs. In terms of spending patterns and amenities, digital nomads can be considered tourists."* (Expert-3)

In the vulnerability dimension, they noted,

> *"Bali's GDP was the worst in Indonesia during the pandemic. Following the pandemic, there was a program called Balikerti, which emphasized that Bali should not solely rely on tourism during that period, reminding the local government to diversify the economy."* (Expert-3)

Regarding the resistance dimension, they stated,

> *"The local government's response depended on the national government's actions, particularly concerning the issuance of standard operating procedures, vaccination, and the opening and closing of borders. I believe the Bali government reacted appropriately to all these factors. Workers also demonstrated a high survival mode during the pandemic."* (Expert-3)

In terms of robustness, they added,

> *"Workers and companies in the tourism sector were quite adaptive during the pandemic, utilizing technology for the tourism industry and adhering to health protocols."* (Expert-3)

Expert 4 participated in an indirect interview on June 30, 2024. They indicated that digital nomads could serve as an alternative and diversify the tourism sector in Bali if managed strategically and effectively. The presence of digital nomads has a positive impact as they support the local economy by increasing demand for local services and products, ranging from accommodation to food and entertainment, which are primarily managed by local small and medium-sized enterprises (SMEs).

"There have been promotional efforts and campaigns initiated by the Bali local government in response to the influx of digital nomads. The Bali Provincial Government is actively promoting Bali as a trustworthy destination for tourism activities. Several major events held in Bali (such as the G20 and the World Water Forum) serve as proof to the international community that Bali has recovered and is safe for visits." (Expert-4)

During the pandemic, the local government took steps to ensure that the tourism industry in Bali met the necessary standards for visitors, implementing the New Era Life Order/*Transisi Kebiasaan Era Baru* (TKEB) certification in collaboration with tourism industry associations (Maharani & Mahalika, 2020). This initiative was complemented by the central government, which also introduced the Clean, Healthy, Safe, Environmentally Sustainable, and Resilient (CHSE) certification for the tourism sector. They added,

"In addition, the Bali local government has increasingly focused on attracting domestic tourists to explore local destinations through attractive tour packages, especially given the minimal number of international tourists visiting Bali during that time." (Expert-4)

Expert 5 conducted an indirect interview on July 14, 2024. Similar to previous experts, they agreed that digital nomads have a positive impact through their spending on accommodation, food, and beverages while staying in Bali.
Regarding vulnerability, they stated,

"*Overall, the sensitivity of workers, companies, and local governments regarding tourism during the pandemic has been assessed positively. Companies have tried adjusting prices, target markets, and strategies during the pandemic (Christiansen et al., 2023). Meanwhile, the local government has supported the tourism industry with various policies, including promoting digital nomads."* (Expert-5)

Regarding robustness, they noted,

"The adaptations made have been swift in government governance. This is evidenced by establishing a Task Force for Accelerating Tourism Governance to restore the positive image of tourism in Bali." (Expert-5)

Furthermore, the Bali government has implemented digital transformation in spatial planning, integrating all aspects to create an ecosystem where technology supports inclusive and sustainable policies. In the dimension of recoverability, they remarked that by the end of 2023, the condition of the tourism service industry was beginning to approach pre-pandemic levels.

"Bali's economic growth rate (5.71%) has surpassed the national growth rate in 2023. This indicates a rapid resurgence of the tourism sector in Bali, although it is still at an early recovery level and has not yet fully returned." (Expert-5)

Expert 6 conducted an indirect interview on June 22, 2024. They noted that digital nomadism has become an increasingly popular trend, particularly in Bali, where natural beauty and adequate infrastructure are significant attractions.

"With the introduction of the Remote Workers Visa, there is significant potential for this sector to become a promising new alternative for tourism post-pandemic. Digital nomadism has great potential to serve as a promising alternative tourism model in Bali, contributing to regional economic resilience through economic diversification, stable income, and improved infrastructure." (Expert-6)

Expert 7 conducted an indirect interview on July 19, 2024. They expressed that digital nomads could represent a promising new alternative for the tourism sector in Bali post-pandemic.

> *"Digital nomads tend to have more stable expenditures than regular tourists and can extend their stay in Bali. This can help stabilize the tourism industry in Bali, which has been affected by the pandemic."* (Expert-7)

In terms of vulnerability, they noted,

> *"At the onset of the pandemic, the sensitivity levels of workers and companies in the tourism sector, as well as the local government in Bali, were assessed as very high. Travel restrictions and temporary closures of the tourism sector resulted in many workers losing their jobs, while companies and the local government experienced significant revenue declines."* (Expert-7)

Regarding resistance, they assessed that the local government reacted effectively to the tourism sector.

> *"The Bali local government has sought to enhance regional economic resilience through various policies, such as providing incentives and fiscal stimulus to companies in the tourism sector."* (Expert-7)

From the first round of the Delphi technique, which involved open interviews, the gathered opinions were synthesized, concluding that 16 assessment instruments were identified across four dimensions: vulnerability, resistance, robustness, and recoverability. Subsequently, the experts reevaluated the assessment instruments from these two aspects in the second round of the Delphi process, which utilized a rating questionnaire.

Table 2. Qualitative research results

Dimension	Variable	Questions
Vulnerability	X1	Workers, Companies and Regional Governments had a high level of sensitivity when the COVID-19 pandemic began in Bali
	X2	The Remote Workers Visa policy can help increase open access to potential foreign tourists in the face of vulnerabilities at the start of the pandemic
	X3	The high number of digital nomads arriving in Bali at the start of the pandemic
	X4	Bali's GDP was low at the start of the pandemic
Resistance	X5	The regional government intervened to provide economic stimulus to the tourism sector in the middle of the pandemic
	X6	The Remote Workers Visa policy has an impact on the functioning of the tourism sector in Bali in the middle of the pandemic
	X7	The Remote Workers Visa policy can help business actors avoid business losses in the Bali regional tourism sector
	X8	The number of digital nomads arriving in Bali in the middle of the pandemic is still significant
	X9	Bali's GDP in the middle of the pandemic is still low.
Robustness	X10	Pemerintah daerah telah melakukan adaptasi dalam pengelolaan sektor pariwisata regional Bali pasca pandemi
	X11	The Remote Workers Visa policy has a significant impact on the regional government's management strategy for Bali's regional tourism sector post-pandemic
	X12	Workers and companies are adapting to business models in the Bali tourism sector after the pandemic

	X13	Workers and companies are adapting to business models in the Bali tourism sector after the pandemic
	X14	Bali's GDP after the pandemic has seen a significant increase
Recoverability	X15	Currently (in 2024) Bali's regional tourism sector is in the recovery stage
	X16	The Remote Workers Visa policy can help restore the tourism sector in Bali

3.3 Quantitative research results

In the second round of the Delphi analysis, the expert respondents were provided with a questionnaire designed to assess their agreement with statements across each identified dimension, using a 1-9 Likert scale. The Likert scale was defined as follows: 1 = strongly disagree; 2 = very disagree; 3 = disagree; 4 = somewhat disagree; 5 = neutral; 6 = somewhat agree; 7 = agree; 8 = very agree; 9 = strongly agree. The respondents in the second round of the Delphi questionnaire were the same individuals as in the first round. The questionnaire data were then processed using Microsoft Excel to calculate the mean, mode, standard deviation, interquartile range, and range. This statistical analysis allowed for the assessment of the level of consensus among the experts. A consensus was considered achieved when the standard deviation was <1.5 and the interquartile range was <2.5. The results of the data processing are as Appendix 1.

The results of measuring the convergence of the regional economic resilience aspects include four identified dimensions. Out of the 16 variables presented to the expert respondents, nearly all were found to be convergent, with only one variable exhibiting a standard deviation >1.5, indicating a lack of convergence (consensus not achieved), specifically the variable related to the number of arrivals at the onset of the pandemic (X3). Upon further confirmation, the respondent who provided the low rating indicated that they did not wish to change their assessment

3.4 Dimensions of vulnerability

3.4.1 Workers, companies, and local governments exhibited high sensitivity at the onset of the COVID-19 pandemic in Bali

This statement received an average rating of 7.14, with a mode of 7. The majority of expert respondents agreed with this assertion, while only one chose a neutral stance. When the COVID-19 pandemic struck, the tourism sector was one of the most affected. Workers experienced the most significant impacts, facing direct losses in income and the termination of employment contracts. Companies in the tourism industry also suffered severely, experiencing a drastic decline in international tourists due to border closure policies. This led many businesses to lay off employees or even shut down.

In the dimension of vulnerability, it is essential to examine the sensitivity of economic actors in tourism to economic shocks resulting from the COVID-19 pandemic. Sensitivity refers to how these economic actors reacted at the onset of the economic disruption, starting from the highest level, which is the local government as the highest institution in the region, down to the workers. As we know, during the COVID-19 pandemic, the central government implemented policies such as the Enforcement of Community Activity Restrictions (PPKM) and Large-Scale Social Restrictions (PSBB), which significantly limited public mobility and travel (Prayana & Darma, 2023). To help curb the spread of COVID-19, local governments automatically enforced these policies according to mandates from the central government.

In an article by Suastika (2021), the Bali Provincial Government issued Governor Regulation No. 46 of 2020 on the Implementation of Discipline and Enforcement of Health Protocols as an Effort to Prevent and Control Coronavirus Disease 2019 in the New Era of Life. Additionally, the Bali provincial government released several circulars, including

Circular No. 3355 of 2020 on the Implementation of the New Era of Life; Circular No. 487/GugusCOVID-19/IX/2020, dated September 17, 2020, on Strengthening Prevention and Control of COVID-19 in Bali; Circular No. 15243 of 2020 regarding Requirements for Domestic Tourists Visiting Bali; and Circular No. 10925 of 2020 on Control of People's Travel at Entry Points to Bali and Acceleration of COVID-19 Management (Suastika, 2021). With mobility severely restricted, tourism activities and income from the tourism sector were almost nonexistent. The sensitivity or reaction of local governments during the pandemic was reflected in these policy measures.

3.4.2   *The remote workers visa policy can enhance access to foreign tourists in addressing vulnerabilities at the onset of the pandemic*

This statement received an average rating of 5.86, with a mode of 6. The responses from expert respondents varied; however, the average rating indicated a slight agreement. Respondent AR viewed the Remote Workers Visa policy as a measure to help address vulnerabilities in Indonesia's tourism sector, particularly in Bali. This assessment was supported by respondents NN, ER, CE, and EN, while respondents FH and MR expressed some skepticism but acknowledged potential benefits.

Most experts who agreed with the statement believed that attracting digital workers from abroad to live and work in Bali could create a stable source of income. These digital workers will require housing, dining options, and high-speed internet access, thereby opening new opportunities for businesses in accommodation, restaurants, and cafes. Furthermore, they will need supporting facilities such as coworking spaces and entertainment services, fostering new economic growth in Bali. In other words, the Remote Workers Visa policy could help open alternative markets for the tourism sector in Bali.

However, respondent AR emphasized that this policy would not be effective if implemented in isolation. The Bali government must ensure adequate infrastructure, including reliable and fast internet connections in various locations, as well as public amenities that are friendly to digital workers (Bali Provincial Government, 2021). Additionally, effective promotional campaigns to attract digital workers to Bali are crucial. Through collaboration with technology companies and travel agencies, Bali can offer attractive packages that position it as a top destination for digital workers worldwide. With the right measures, the Remote Workers Visa could be key to revitalizing Bali's tourism and creating a brighter, more sustainable future.

3.4.3   *The high number of digital nomads arriving in Bali at the onset of the pandemic*

The statement regarding the high number of digital nomads arriving in Bali during the pandemic was disputed by several expert respondents, resulting in a divergence (lack of consensus) on this variable. At the beginning of the pandemic, the temporary policy from the Directorate General of Immigration allowed foreign tourists seeking long stays (digital nomads) to use the B211A visa for social and cultural purposes. According to data provided by an expert from the Strategic Policy Directorate of the Ministry of Tourism and Creative Economy, from January to August 2022, a total of 3,017 long-stay foreign tourists arrived in Indonesia, primarily from Europe, including Russia, the UK, and Germany, with Bali as their main destination.

This Fig. 1 of 3,017 was considered low by tourism policymakers, as it pales in comparison to conventional foreign tourists, who numbered in the millions at their peak. In other words, the experts who assigned lower ratings did so due to differing assumptions regarding the impact of digital nomads compared to traditional tourists.
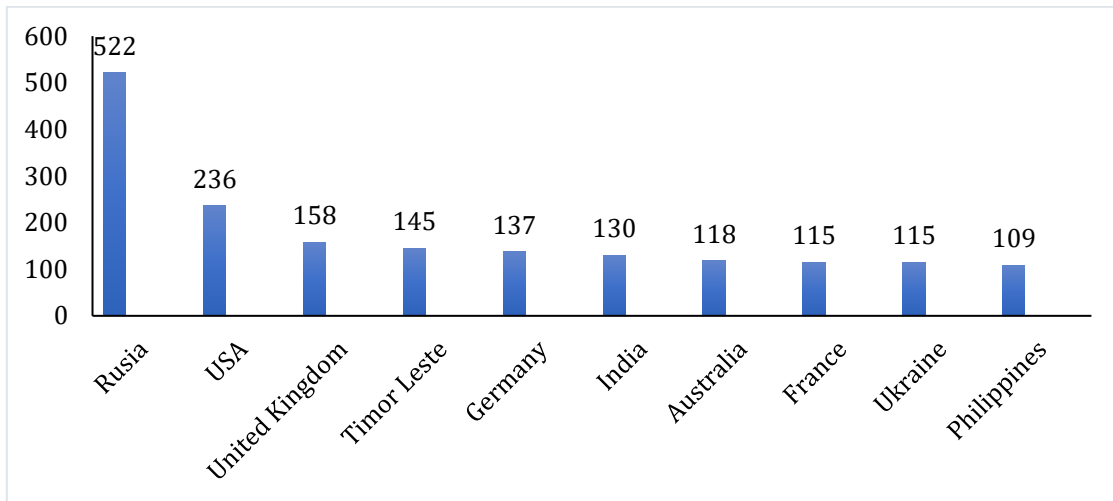
Fig. 1. Graph of longstay tourists to Indonesia
(Directorate of Strategic Policy, Ministry of Tourism and Creative Economy, Processed by
Researchers, 2024)

Based on Fig. 1, The majority of long-stay foreign tourists used the B211A Visa**,** which allows a maximum total stay of six months. The B211A Visa served as an alternative for long-stay foreign tourists, as there was no specific visa policy designated for digital nomads at the time.

3.4.4   The low GRDP of Bali at the onset of the pandemic

Almost all expert respondents agreed with this statement, with only one respondent remaining neutral. The average rating for this variable was 7.14, with a mode of 7. The overall consensus among the respondents indicated that the regional Gross Regional Domestic Product (GRDP) was among the lowest in Indonesia during the pandemic.

Field data shows that Bali's economy experienced a drastic decline. The Central Bureau of Statistics (BPS) recorded a national economic growth rate of -2.07% in 2020, while Bali's economy contracted by -9.31% during the same year (Bali Provincial Government, 2021). The total economy of Bali in 2020, measured by the Gross Regional Domestic Product (GRDP) at current prices, amounted to 224.1 trillion IDR. When compared to the same period in the previous year (year-on-year), Bali's economy in the fourth quarter recorded a negative growth rate of -12.21% (Bali Provincial Government, 2021).
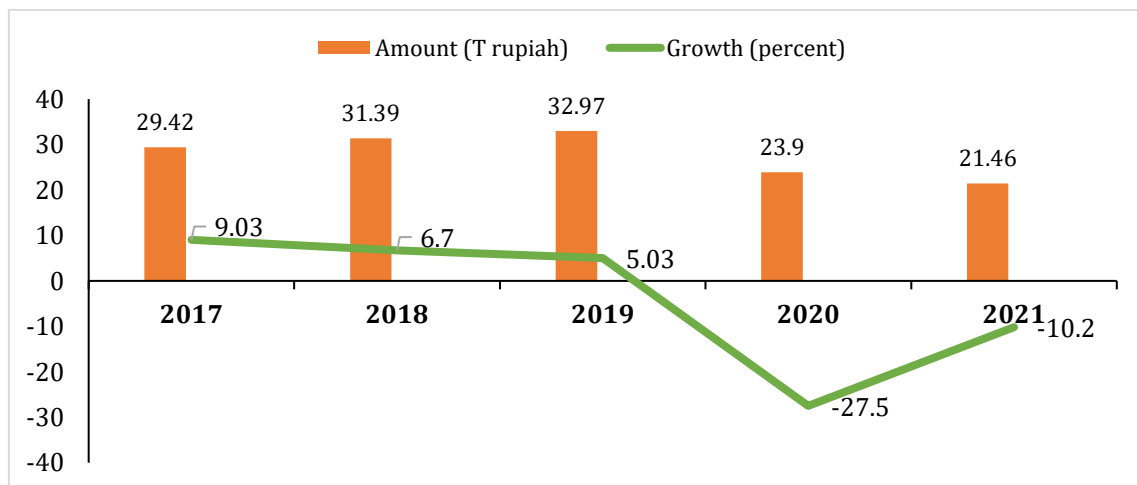

Fig. 4. GRDP graph for accommodation and food and drink provision in Bali
(BPS Bali Province, 2021)

According to the Report from the Regional Government of Bali Province, Bali's economic structure in 2020 (see Fig. 4) was dominated by the Accommodation and Food & Beverage Provision sector. This indicates that Bali's economy was still heavily reliant on the tertiary sector (services). The COVID-19 pandemic led to restrictions on sectors with a high capacity to attract crowds, including tourism, due to the implementation of Large-Scale Social Restrictions (PSBB) and Community Activity Restrictions (PPKM) at the regional level in Bali. As a result, the regional economy experienced a decline.

3.5 Dimensions of resistance

3.5.1 The regional government intervened to provide economic stimulus to the tourism sector in the middle of the pandemic

This statement received an average rating of 6.71, with a mode of 7. The convergent expert respondents agreed with this statement. In the dimension of resistance, the depth of the reactions undertaken by economic actors, particularly policymakers during the shock, is an important evaluation criterion. Expert respondent AR noted that, similar to the central government, the Bali Regional Government initially went through a phase of denial, doubting the serious impact that the COVID-19 virus would have on all sectors, not just tourism. Many policymakers considered the pandemic a temporary issue that would not significantly affect the tourism sector, leading to delays in implementing strict health protocols and limiting tourist arrivals. AR emphasized that this delay resulted in Bali being slow to anticipate the pandemic's effects, making the tourism sector vulnerable and leading to substantial losses.

As COVID-19 cases increased and the impact on Bali's tourism sector became evident, the regional government reacted more swiftly. The implementation of PPKM (Community Activity Restrictions and PSBB (Large-Scale Social Restrictions at the regional level was viewed as a response to the pandemic. Health protocols were enforced more rigorously at tourist destinations, while efforts were made to develop virtual tourism as an alternative during the pandemic. The regional government also provided social assistance to affected communities and encouraged training programs to enhance workers' skills. Expert respondent CE added that, in general, the regional government sought to enhance regional economic resilience through various policies, including: 1) providing incentives and fiscal stimuli for tourism sector companies, 2) promoting business diversification and differentiation of tourism products, 3) strengthening partnerships with the private sector and communities to revive tourism, and 4) improving the quality of digital infrastructure to support technology-based tourism.

3.6 Robustness

3.6.1 The regional government has adapted its management of the Bali tourism sector post-pandemic

This statement received an average rating of 7.00, with a mode of 7. All expert respondents agreed with this statement, with only one providing a neutral rating. In the dimension of robustness, the aspect evaluated is the ability of companies, institutions, and workers to adapt and adjust to shocks. This variable indicates that the regional government, as part of the mentioned institutions, has adaptive capacity in the tourism sector. According to Longstaff (2010), adaptive capacity is the ability of a community to reorganize its resources to optimize functions during or after disturbances (Longstaff et al., 2010).

As discussed in the earlier chapters, Bali Province has a high dependence on the tourism sector. This was evident during the concerning conditions experienced during the pandemic. Adapting to the post-pandemic situation is essential for the tourism sector to recover, at least to the level seen before the pandemic. Expert respondent EC outlined several adaptations made by the regional government, including: 1) adjustments to

regulations and health protocols, 2) providing incentives and facilitation for business operators, 3) enhancing coordination and partnerships with other stakeholders, such as industry associations, to design effective recovery strategies, and 4) encouraging diversification of tourism products and services to make them more innovative and competitive. Many of the points raised by respondent EC align with Longstaff et al.'s theory of adaptive capacity, which includes knowledge and experience, innovation based on lessons learned from the situation, and involvement in relationships both within and outside the community.

4. Conclusions

The economic resilience of the tourism sector in the Bali region can be evaluated based on five dimensions. First, vulnerability, where the initial response from both the central and local governments was crucial, including policy interventions and regulations to support the situation at the onset of the pandemic. Companies responded by diversifying and increasing efficiency, while workers shifted jobs or started independent businesses to survive. Second, resistance, marked by the continued intervention of the government through economic aid/stimulus for the tourism industry, allowing tourism companies and workers to gradually restart their operations. Third, robustness, in which local governments adapted their tourism management by adjusting regulations to diversify tourism products and services, while companies and workers adapted their business models with flexibility, innovation, and increased use of technology. Lastly, the fourth dimension, recoverability, refers to the current process of recovery in the tourism sector, moving towards pre-pandemic levels. This outcome is seen as a positive indication of Bali's tourism resilience, demonstrating its ability to bounce back.

The remote workers visa policy has shown a significant impact on the dimensions of vulnerability, resistance, and robustness by increasing the potential for attracting digital nomads or remote workers, who tend to stay longer and spend more, thus helping to revitalize Bali's tourism sector. However, in the dimension of recoverability, expert opinions remain divided, with some expressing doubt about the policy's effectiveness in this regard. Overall, the Remote Workers Visa policy indirectly contributes to strengthening the economic resilience of Bali's tourism sector. The direct impact is evident from the increased spending by digital nomads and remote workers. Therefore, the provision of infrastructure to support the presence of digital nomads and remote workers in Bali needs to be improved to increase the number of visits to Bali.

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Biographies of Authors

Nurina Noviarini, First Immigration Analyst, Immigration Office-North Jakarta.
- Email: noviarini03@gmail.com
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N/A
- Homepage: N/A

Palupi Lindiasari Samputra, School of Strategic and Global Studies (SKSG) Universitas Indonesia, DKI Jakarta, Indonesia 10430.
- Email: palupi.ls@ui.ac.id
- ORCID: 0000-0002-4453-5715
- Web of Science ResearcherID: N/A
- Scopus Author ID: 57222902196
- Homepage: https://sksg.ui.ac.id/team-members/dr-palupi-lindiasari-samputra-s-pi-m-m/

Appendix 1. Convergence measurement results

Dimensions	Variable	Respondent							Mean	Mode	STDEV	Q1	Q2	Q3	IR	Evaluation	
		1	2	3	4	5	6	7								STDEV	IR
Vulnera bility	Initial pandemic sensitivity level	9	5	7	8	6	8	7	7.14	7	1.35	6.5	7	8	1.5	kon	kon
	RWV helps confront vulnerabilities	4	6	6	7	4	6	8	5.86	6	1.46	5	6	6.5	1.5	kon	kon
	Early pandemic arrival numbers	3	5	7	4	6	6	7	5.43	7	1.51	4.5	6	6.5	2	div	kon
	Regional GDP numbers at the beginning of the pandemic	8	5	7	9	7	7	7	7.00	7	1.21	7	7	7.5	0.5	kon	kon
Resis tance	Local government reaction in the midst of a pandemic	7	6	7	8	6	7	6	6.71	7	0.76	6	7	7	1	kon	kon
	RWV has an impact in the midst of a pandemic	4	5	6	4	6	7	7	5.57	4	1.27	4.5	6	6.5	2	kon	kon
	RWV helps LGUs avoid business losses	4	6	6	4	6	7	7	5.71	6	1.25	5	6	6.5	1.5	kon	kon
	The number of arrivals during the pandemic	6	4	7	4	6	6	7	5.71	6	1.25	5	6	6.5	1.5	kon	kon
	Total regional GDP in the midst of the pandemic	7	4	7	4	6	6	6	5.71	6	1.25	5	6	6.5	1.5	kon	kon
Robus tness	Local governments have adapted	7	5	8	8	7	7	7	7.00	7	1.00	7	7	7.5	0.5	kon	kon

	post-pandemic governance																
	RWV has a significant impact on the adaptation process	5	5	8	4	6	7	7	6.00	5	1.41	5	6	7	2	kon	kon
	Workers and companies have high adaptation	7	6	8	7	7	7	7	7.00	7	0.58	7	7	7	0	kon	kon
	Number of post-pandemic arrivals	7	5	6	4	7	7	7	6.14	7	1.21	5.5	7	7	1.5	kon	kon
	Post-pandemic regional GDP figures	7	6	7	8	7	6	6	6.71	7	0.76	6	7	7	1	kon	kon
Recoverability	2024 will be at the recovery stage	8	6	8	9	6	6	6	7.00	6	1.29	6	6	8	2	kon	kon
	RWV can help recover	5	6	7	4	5	6	7	5.71	5	1.11	5	6	6.5	1.5	kon	kon