

# Designing a Model for Human Resource Development in the Tourism Industry

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## Abstract

*Tourism is now widely recognized as a fundamental aspect of human existence that has direct effects on the economic, social, cultural, and personal development of any nation. Human resources (HR) are generally recognized as intangible assets in the service-based industry, implying that they require special attention. Thus, Indonesia and a number of other nations are faced with the issue of developing human resources for tourism; however, little research has been conducted on this topic and its related policies. In light of this, there is a need for additional tourism human resource development models to increase tourism's international and domestic competitiveness. In order to improve the quality of services offered in the tourism industry and boost its competitiveness, this research was conducted to develop a model for tourism human resources. There were a total of 140 participants in this survey-based study. They worked in hotels, restaurants, and other tourist destinations and were purposively chosen. They ranged in age from 20 to 50, with a minimum of two years of experience and a maximum of fifteen. Data were collected using a questionnaire. The formative Structural Equation Model Partial Least Squares (SEM-PLS) model was used to design a human tourism human resources model in order to improve the quality of services provided in the tourism industry and boost its competitiveness. Two tests were conducted: the outer model test and the inner model test. The findings indicate that the most influential factor in determining service orientation is the ability. In addition, it was found that service orientation partially mediated the relationship between knowledge, skill improvement, and emotional intelligence and the performance of tourism sector employees. Finally, the implications and recommendations for future research follow the study's findings.*

**Keywords:** Tourism; Human Resources, Service Orientation, Development Model

## 1. Introduction

It is widely accepted that tourism is now a fundamental element of human existence that has direct effects on the economic, social, cultural, and individual growth of any nation [1]. It is one of the leading contributors to the increase in Indonesia's foreign exchange earnings between 2015 and 2019. In 2015, the contribution was 175.71 trillion rupiahs, and in 2019 it was observed to have climbed to 280 trillion rupiahs [2]. This is, however, still a minor amount compared to the contributions recorded by the sector in Thailand and Malaysia [3].

Human resources (HR) are widely acknowledged to be intangible assets in the service-based sector, implying that they require special attention [4]. Those working in the tourism industry must be aware of tourist expectations, create memorable experiences for visitors [5], and play a key role in deciding service quality, satisfaction, customer loyalty, and organizational performance [6], [7]. They also contribute to a long-term competitive advantage in the global tourism industry [8]–[11]. Meanwhile, the tourism industry has a significant shortage of trained personnel with the necessary formal education [12], and this is one of the reasons why the Indonesian tourist sector has a worse competitiveness score than that of

Singapore, Malaysia, Vietnam, Thailand, and the Philippines [3]. Therefore, there is a need for quality improvement to match the high requirements connected with worldwide tourism products and services, as well as the sector's rivalry [13], [14]. It is essential to note, however, that the sector standardizes services according to the personality, attitude, behavior, and abilities of the human resources [15].

Thus, Indonesia and a number of other nations are today confronted with the issue of developing human resources for tourism, but only a small amount of research has been conducted on this topic and its associated policies [16]. In light of this, there is a need for more tourism human resource development models in order to boost tourism competitiveness internationally and domestically. Therefore, this research was conducted to design a human tourism human resources model to improve the quality of services supplied in the tourism industry and enhance its competitiveness.

## 2. Literature review

### 2.1. Tourism human resources

Human resources are defined as employees' knowledge, experience, abilities, and commitment to an organization [11]. They also include the accumulation of an organization's assets and human capital [13]. The source is essentially a phrase used to characterize persons in the workplace [17]. Furthermore, professionals must exhibit four competencies: business competence, professional and technical knowledge, integration competence, and the ability to handle change [18]. Other required criteria include knowledge, skills, individual abilities, and individual performance [13]. In addition, the Resource-Based View notion demonstrates that human resources with superior knowledge, skills, attitudes, and behaviors are one of the internal resources that contribute to the development and maintenance of a company's competitive advantage [19]. This indicates that human resources are the primary providers of the services required by tourists, and the major challenges currently facing human resource managers in the Indonesian tourism industry include the prevalence of unskilled and untrained workers, seasonality, part-time work, low wages, and a lack of employer commitment [13].

## 2.2. Tourism human resources development

To compete efficiently and profitably, every organization must develop its human resources. In the hospitality sector, training relates to the improvement of the hard skills required to do a job effectively, whereas development relates to the enhancement of soft skills [20]. Numerous programs for the development and management of human potential, such as education and ongoing development, motivation and rewards, are a direct result of effective implementation [21]. This indicates that tourism training and education is the state's primary strategy for ensuring the success of tourism businesses and boosting the competitiveness of tourist destinations [5]. A combination of theoretical and practical expertise is required, especially when interacting directly with guests [22]. Additionally, local, provincial, and central governments contribute considerably to the tourism industry by optimally recruiting, managing, and developing the required

human resources [23]. A prior study by Wickramasinghe and Fonseka [4] employed 20 indicators categorized into six groups to measure human resources. These indicators were workforce profile, competence and training, employee compensation, employee absence and turnover, employee productivity and performance, and human resource investment. In another study, 29 indicators, such as the adoption of human resource planning, profit-sharing programs, and employee training and development, were employed to measure this notion [24].

## 2.3. Tourism competitiveness

Companies in the hospitality and tourism business prioritize competitiveness [5]. It is essential to emphasize, however, that human resources have a substantial impact on the sustainability and competitiveness of these enterprises on the global market [8], [10]. The influence of human capital (education, skills, abilities), organization and technology is dominant, so it is the most important parameter that determines the competitive position of countries and companies [25], despite the fact that very few businesses have been observed to use these factors for competitive advantage [11]. Moreover, this notion is usually measured with two indicators, including labor productivity as the primary indicator and employment by age, education level, and type of contract as the additional indicators [8], [26].

According to the literature, the competence and abilities of employees in the services and tourism sector to increase the competitiveness of tourist destinations in Russia demonstrated the need for management and marketing skills among the country's professionals [5]. It was also found that recruitment and reward systems, training, and skills development for human resources might increase competitive advantage [27]. Moreover, a study on the planning and development of human resource tourism indicated that a lack of tourism-related knowledge and skills has a substantial impact on the sector's potential benefits [28]. Therefore, this literature review and previous research findings served as the basis for the development of the following research model in the current study (see Figure 1).

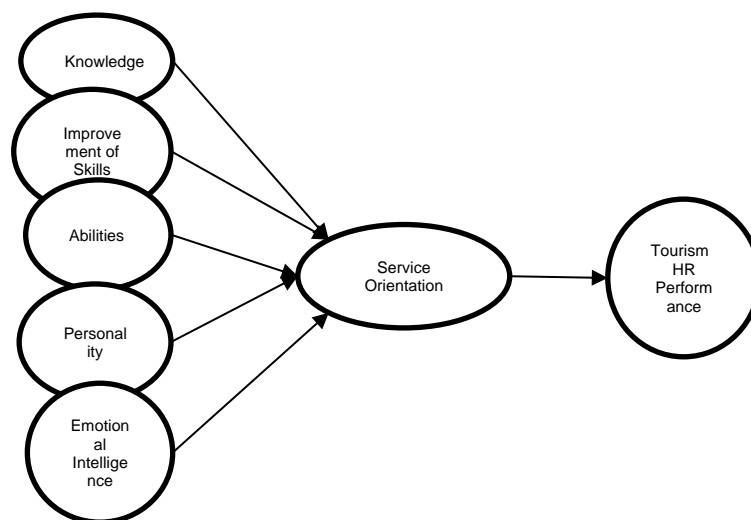


Fig. 1: Research conceptual model

Thus, the following assumptions were developed based on this model:

- H<sub>1</sub> : Knowledge positively impacts service orientation.  
 H<sub>2</sub> : The improvement of skills has a favorable influence on service orientation.  
 H<sub>3</sub> : Abilities impact service orientation positively.  
 H<sub>4</sub> : Personality influences service orientation positively.

- H<sub>5</sub> : Emotional intelligence influences service orientation positively.  
 H<sub>6</sub> : Service orientation has a positive effect on HR tourism performance.

# GENERAL MANAGEMENT

## 3. Methodology

A total of 140 individuals participated in this survey-based research. They worked in hotels, restaurants, and other tourist destinations, and were purposively chosen. They ranged in age from 20 to 50, with the least amount of experience being two years and the most being fifteen. 37% worked in hotels, 20% in restaurants, and the rest were members of tourism communities who were actively involved in tourism, such as travel agents and tour guides. More than half of them were high school graduates, and 45% have professional tourism training certificates. They were provided with a thorough explanation of the purpose of the current study and were assured of their anonymity and confidentiality. By completing and returning our research instrument, they gave us permission to use collected data for this research.

Based on the items described in the previous section, a survey questionnaire was developed. Our students assisted us with questionnaire distribution. The formative Structural Equation Model Partial Least Squares (SEM-PLS) model shown in Fig. 1 was used to design a human tourism human resources model to

improve the quality of services provided in the tourism industry and to increase its competitiveness. In so doing, two tests were conducted: the outer model test and the inner model test. The former refers to testing the validity of constructs comprised of the value of factor loading, the average variance extracted (AVE), and the value of cross-loading, which indicates discriminant validity. While the latter was carried out to evaluate the path coefficient and  $R^2$  value.

## 4. Results

### 4.1 Outer model test results

The outer model in SEM-PLS is the measurement model, while the inner model is the structural model [29]. The outer model was conducted by testing the construct's validity based on the value of factor loading, the average variance extracted (AVE), and the value of cross-loading, which indicates discriminant validity. Table 1 presents the results for both the validity and reliability tests conducted at this point.

Variable	Convergent validity (AVE)	Conclusion	Cronbach's alpha	Construct Reliability (CR)	Conclusion
Knowledge	0.57	Valid	0.81	0.87	Reliable
Skills	0.57	Valid	0.81	0.87	Reliable
Proactive Personality	0.55	Valid	0.73	0.83	Reliable
Ability	0.59	Valid	0.82	0.88	Reliable
Emotional Intelligence	0.74	Valid	0.88	0.92	Reliable
Service Orientation	0.52	Valid	0.70	0.81	Reliable
Performance	0.64	Valid	0.81	0.88	Reliable

Table 1: Results of validity and reliability tests

The study's 31 indicators had loading factors greater than 0.5, cross-loading values greater than 0.70, and average variance extracted (AVE) greater than 0.50, as determined by the study's findings. This indicates that all constructs and indicators are legitimate. In addition, the construct reliability was determined using the Cronbach alpha value and the composite reliability value, and the results indicated that both values are greater than 0.70, indicating that the constructs are reliable.

### 4.2 Inner model test results

Examining the path coefficient and  $R^2$  value [29] was how the inner model test was conducted. It is important to note that a path coefficient value near 1 indicates a strong path, whereas values near 0 indicate a weak path [30]. The results are, therefore, presented in Table 2.

Path Relationship	Path coefficient	t-statistics	P-value	Decision
Direct influence				
Knowledge -> service orientation	0.196	2.206	0.028	Supported
Skills -> service orientation	0.096	0.959	0.338	Not supported
Proactive Personality -> service orientation	-0.131	1.317	0.188	Not supported
Ability -> service orientation	0.501	4.603	0.000	Supported
Emotional intelligence -> service orientation	0.192	2.164	0.031	Supported
Service orientation -> Performance	0.740	19.358	0.000	Supported
Indirect influence				
Knowledge -> service orientation -> Performance	0.145	2.179	0.030	Significant
Skills -> service orientation -> Performance	0.071	0.952	0.341	Insignificant
Proactive Personality -> service orientation -> Performance	-0.097	1.327	0.185	Insignificant
Ability -> service orientation -> Performance	0.371	4.618	0.000	Significant
Emotional Intelligence -> service orientation -> Performance	0.142	2.122	0.034	Significant

Table 2: Results of the direct and indirect effect

Table 2 displays two unsupported and four supported hypotheses, while the service orientation constructs were found to

have partially mediated the effect of knowledge, ability, and emotional intelligence on performance. In addition, it was found that the service orientation variable could be explained by 51.7% of the knowledge, skills, proactiveness, ability, and emotional intelligence variables, whereas the performance variable could be explained by 54.8% of the service orientation variable. In addition, the service orientation variable was identified as the mediator influencing the relationship between the knowledge, ability, and emotional intelligence variables and the performance variable. Knowledge has a positive effect both directly on service orientation and indirectly on service performance, indicating that employee knowledge is typically reflected in customer-oriented and positive behaviors [31]. Consequently, the service performance is enhanced [32], [33].

## 5. Discussion

The results demonstrated that skill improvement has no effect on service orientation or service performance, confirming the findings of [34]. This also suggests that skill improvement cannot boost performance in the absence of authority, trust, and strong teamwork [35]. In contrast to previous findings, it was discovered that a proactive personality has no effect on service orientation and performance [36]. This may be due to the fact that the respondents of this study are employees who follow the rules, perform routine tasks, and favor the status quo, whereas individuals with proactive personalities dislike pressure, oppose the status quo, and influence the environment to change [37]. For example, in the financial services industry, proactive personalities can be used to help build and maintain long-term relationships with customers [38].

An ability-related increase in service orientation and performance was also found, which is consistent with [39]. There are three factors that contribute to a person's ability, clarity of roles and work motivation [40]. Service industry places

great importance on the ability of employees to meet or exceed customer expectations [41], [42]. Moreover, It was found that emotional intelligence had an impact on service orientation and performance, which is consistent with the findings of a previous study by [43] showing that emotional intelligence was found to have an impact on service orientation. In terms of empathy and emotional control, however, this is relevant [43].

According to previous research, service orientation had a positive and significant impact on performance [34], [44]–[46]. This means that service orientation can have an impact on the quality of interactions between employees and customers [47]. According to previous studies, people in service roles tend to be more trustworthy, reliable, and knowledgeable about the company's policies, procedures, and standards. They also tend to be more effective at making the organization more efficient [31], [48]–[50].

## 6. Conclusion

According to the results and discussion above, the ability is the most influential factor in determining service orientation. In addition, it was found that service orientation partially mediated the effect of knowledge, skill improvement, and emotional intelligence variables on the performance of tourism sector employees. Therefore, a number of implications follow from the findings of this study. There is a pressing need for Indonesia's tourism industry to be more competitive. Workers in the tourism industry have a significant impact on the services they provide and their individual performance if their abilities are improved. Thus, government regulations and policies are needed to help the country's tourism workforce acquire more knowledge, skill sets, abilities, emotional intelligence, and service-oriented mindset. The inclusion of leadership factors in tourism human resource development is an important part of future research.

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