



## Identification of HR management best practices in marketing tourism production and services: scientific proof of progress in tourism destinations in several provinces in Indonesia

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### ABSTRACT

Finding best practices in human resource management, especially in advancing global tourism, both services and goods, is an exciting topic, mainly when much scientific evidence has been investigated in various advanced provinces in the tourism industry. To obtain valid data to support this research question, we collect several publications which are scientific evidence in the field and analyze them using a phenomenological approach which includes, among others, in-depth data coding systems, in-depth evaluation, and data synthesis and interpretation to obtain valid findings to answer the research problem. We electronically scoured many literary data sources for our data. Next, we made a descriptive qualitative report, in which we looked at various points of view with findings including that the key to tourism success, as in several provinces in Indonesia, lies in the skills and excellence of government and private human resources in managing tourism to make their province the best tourist destination. Those are some reviews from various studies that are scientific evidence to answer this study question. Hopefully useful for further studies.

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## INTRODUCTION

Recently, the tourism industry has emerged as an area where a country's economy could benefit. Planning and developing the tourism industry is rarely a top priority for the government in many countries worldwide (Scheyvens & Momsen, 2020). In many countries, discussing the human resources necessary to adequately and successfully support tourist operations requires increased focus during tourism planning and development. In certain circumstances, they are entirely ignored.

As a result, local communities have been barred from participating in tourist-related economic activities, causing significant challenges in the tourism business. This discussion will identify and formulate the meaning of human tourism resources, their types and classification, their role in developing the tourism industry, their competitive position, and future requirements to obtain a clearer picture of the role and condition of human resources in the tourism industry. The presence of human resources is critical to the success of the tourism industry (Darsana & Sudjana, 2022).

Tourism HR includes both tourists and workers. HR can function as employees in government institutions, as entrepreneurs (entrepreneurs) who decide worker happiness and quality, and as specialists and professionals who watch, manage, and enhance the quality of tourism and the community (Hermawati et al., 2020). Surrounding locations not in the previous categories influence tourists' comfort and happiness. Tourism-related human resources are described as "different sorts of tourism activities supported by various facilities and services given by the community, businesses, government, and local government" in Law Number 10 of 2009. Tourism, on the other hand, is defined as all multidimensional and multi-disciplinary tourism activities that emerge as a manifestation of each person's and country's needs, as well as interactions between tourists and the local community, fellow tourists, the government, regional governments, and entrepreneurs (Jaelani et al., 2019).

Even though it is "a collection of tourism businesses that are interconnected to produce goods and services to meet the needs of tourists in the implementation of tourism," the tourism industry is "a collection of tourism businesses that are interconnected to produce goods and services to meet the needs of tourists in the implementation of tourism." Tourism HR refers to all human factors that support tourism activities – both tangible and intangible – that strive to fulfill demands, promote visitor satisfaction, and have a beneficial influence on the economic, welfare, environmental, and cultural sustainability of a tourist region tourism as a business is dependent on people's existence. Tourism is realized via the interplay of individuals who travel and act as producers – those who supply products and services linked to tourism – and people who travel and act as consumers – those who travel for tours or tourism. Consequently, that is one of the human aspects of a nation that maintains the tourist business (Buzinde, 2020).

One factor that contributes to the expansion of the tourism industry is human resources. Human resources (HR) are essential in the tourism industry because people are a crucial resource in most businesses. According to Richey et al., (2011) human resources are essential for successful performance, particularly in service-based organizations. In several industries, the human factor is an essential success factor. Businesses, like the tourism industry, have a direct, intangible relationship with customers who heavily rely on the ability of individual employees to pique their interests and make them feel good and at ease. Like tourist attractions, a tourist destination's point is its people, which determines whether visitors (tourists) will return (Widayati et al., 2020). Presently, global issues necessitate solutions that transcend national, regional, and continent boundaries for the tourism industry's development of human resources. One solution that must be pursued is improving the quality of appropriate education and training to improve the competence of a nation's human resources, including Indonesia. HR plays several vital roles in the tourism industry, as described above. These include being a driving force for industry continuity, the primary player behind creating the core tourism product (experience), and one factor determining an industry's level of competition (Masriyah & Hermawan, 2022).

## RESEARCH METHOD

Identifying best practices in human resource management, especially in advancing world tourism, both services and products, is a fascinating study, especially by reviewing several scientific pieces of evidence that have been studied in several provinces that are advanced in the tourism sector (Boella & Goss-Turner, 2013). In order to obtain valid data to support this research question, we have collected several publications which constitute field scientific evidence and analyzed them under a

phenomenological approach which, among other things, involves an in-depth data coding system, in-depth evaluation, and synthesis of data and interpretation to obtain valid findings to answer study problems (Green et al., 2015). We searched our data electronically on several literature data sources. Then we designed the report in descriptive qualitative, where we saw several best practices successfully implemented in Indonesia. This makes the findings for similar studies to advance tourism related to the strategy of human resource management in an attempt to maximize. That is, among other things, how we carry out this study, which we begin by identifying the core of the problem and looking for data. We analyze it and report it in a qualitative descriptive form as a literature review (Abner et al., 2017).

## RESULTS AND DISCUSSIONS

### Human Resource Management

Companies or organizations in human resources always want good human resources who meet the competency requirements to realize the vision and accomplish medium- and short-term objectives. Human resources must be developed and maintained so that all organizational functions can operate in balance to achieve the stated goals of human resource management. Human resource activities are steps taken to achieve organizational goals and are a part of the most critical human resource management process (Anwar & Abdullah, 2021). Utilizing management functions will ensure that these activities run without incident. Planning, organizing, directing, and controlling are the first category of human resource management functions. The second category is a management function. Second, all organizational functions include labor acquisition, development, compensation, integration, maintenance, and termination of employment (Hidayah & Farhan, 2023).

Management has a role that can support and assist in its implementation in order to be able to carry out their responsibilities and fulfill their roles correctly. According to some experts, there are four functions or activities in Management: Planning determines how well the workforce will meet the organization's needs and contribute to achieving goals effectively and efficiently. Anfajaya & Rahayu, (2020) said that the goals and strategies for achieving those goals, and plans to integrate and coordinate activities are all developed when managers plan." Defining goals, developing strategies to achieve these goals, and creating plans to integrate and coordinate several activities are all parts of planning, a management function. The planning process for HR managers entails determining the progress of an HR program that will assist the company in achieving its objectives. In the form of an organizational chart, organizing manages employees by determining the division of labor, work relations, delegation of authority, integration, and coordination (Alshammari, 2020).

A well-organized team will make it easier to achieve objectives. Training employees to encourage them to cooperate and work effectively and efficiently to help the organization achieve its objectives is known as briefing (Abualoush et al., 2018). Leaders are the ones who carry out orders, and they will instruct workers to carry out all of their responsibilities appropriately with the help of their leadership. The procurement withdrawal, selection, placement, orientation, and induction phases are used to find employees who meet the organization's requirements. Good procurement will assist in achieving the objective. Control is directing workers to follow instructions and abide by company policies. Corrective and improvement actions are taken in the event of deviations. Employee control includes attendance, discipline, cooperative behavior, and work environment maintenance. The operational function in human resource management is the foundation for effective and efficient HRM implementation in achieving organizational or corporate goals. The operations that are carried out by human resource management follow the functions that they have. Human resource management functionally has several functions that are interrelated with one another (Stone et al., 2020).

Based on Ivanov et al., (2019) study, human resource management has six primary responsibilities, which are as follows: Procurement Procurement is the first operational function of HR management. Acquiring the kind and quantity of workers required to accomplish organizational

objectives are connected to the procurement function. In addition to the recruitment, selection, and placement of work, this function is connected to the method for determining the requirements of human resources. The workforce must undergo development once it is obtained. Developments about the significance of training-based skill enhancement for job performance. This activity is significant and will continue to grow due to technological advancements, job reassignments, and increasing managerial tasks' complexity. Providing workers with adequate and reasonable wages in exchange for their contributions or services to the organization's goals is referred to as compensation—integration/Unification. The company still faces the challenge of "integration/unification" despite having hired, trained, and compensated its workers adequately. In this instance, each employee is tasked with changing the views, behaviors, and attitudes that have so far been detrimental to the company in order to achieve the company's objectives. Care and maintenance, attempting to maintain and enhance existing conditions, is maintenance. Separation/discharge/retirement if the primary responsibility of HR management is to safeguard employees, then the secondary responsibility must also fall under this category (Alshammari, 2020).

The government's publication of Law Number 10 of 2009 Concerning Tourism in 2009 was a significant catalyst for the expansion of Indonesian tourism. This national regulation governs the general provisions of this law; principles and goals, principles of tourism administration, tourism development, strategic areas, tourism business, and other tourism-related issues (Tang et al., 2016). In 2011, improvements were once more made. This year, Indonesia also changed its slogan from "Visit Indonesia Year" to "Wonderful Indonesia." This change was made public at the 14th ASEAN ministerial meeting on January 17, 2011, simultaneously with the ASEAN Tourism Forum in Phnom Penh. As the thematic wonder experience attached to various Indonesian tourism products, Wonderful Indonesia was built on five pillars. The first is natural wonders, which discusses how Indonesia's mountains, forests, sea, and natural resources are so abundant. The second category is "sensory wonders," which refers to the numerous entertainment, health, and culinary options. The noble cultural heritage of Indonesia is referred to as cultural wonders. Modern wonders depict urban life and advancements in transportation and information technology (Shafiullah et al., 2023).

#### **Best Practices in several provinces on tourism development**

##### **North Sumatera**

Susilawati et al., (2020) examined the limitations of strategies and policies in managing conservation tourism for the Sumatran orangutan in Bukit Lawang, Langkat Regency, North Sumatra. They say the North Sumatra government provides alternative policy options to overcome management challenges by using a systems approach involving orangutan conservation tourism experts, forestry experts, tourism practitioners, WKOB managers, and other important people related to the research subject. Data analysis was based on identifying experts, which were then analyzed using an Interpretative Structural Modeling (ISM) approach to assess management constraints and build institutions. The Analytical Hierarchy Process (AHP) to determine management strategies. The economic value of the Orangutan conservation area is set at Rp. 1,721,082,350, and a cost-benefit analysis reveals a positive NPV after the tenth year, with an IRR of 20.2%. The main challenges in managing WKOB include entry fees and costs, weak WKOB infrastructure, lack of facilities and infrastructure, and many entry points. With a weight of 0.419 (41.9%), the alternative policy plan is integrated. Professional tourism management and the fourth and fifth choices are marketing and disseminating tourism information (0.097) and developing attractions and goods (Zhang et al., 2014).

Pardede & Suryawan, (2016) determined that Samosir is the isolated island in Lake Toba, one of North Sumatra Province's major lakes, in a study of the management plan for Samosir district as a natural tourism destination. As a result, to assess Samosir Island's potential as a natural tourism destination in North Sumatra Province and how the management plan applies SWOT analysis methodologies. Based on the findings of an analysis of the strategic plan for the management of Samosir Island as a natural tourism destination in the province of North Sumatra, it may be defined as follows Conduct training in the form of training or training to improve human resource

performance and public knowledge about tourism; increase tourism promotion in print and online media, in collaboration with travel or travel agencies; and improve and improve the maintenance of facilities and infrastructure to increase tourist visits (Hajar, 2022).

As a way or pattern designed to respond to strategic issues and to achieve the agency's vision, Mission, goals, and objectives, strategy is more like a grand design (agenda) than anything else. To put it another way, strategy is a pattern or method for achieving the goals of the Mission. In addition to responding to strategic issues, the North Sumatra Province Culture and Tourism Office's strategy accommodates the Regional Development Strategy, which is the medium-term regional development strategy for the North Sumatra Province, as stated in the North Sumatra Province RPJMD 2013-2018. Policies are basic rules made by the Culture and Tourism Office of North Sumatra Province to help make programs/indications of activities easier to make and work together to achieve goals, objectives, and the vision and Mission. They also serve as guidelines or instructions for how to do so. To respond to strategic issues and development prospects for 2013-2018, follow-up strategies and policies must be based on the established vision and Mission (Esti, 2021).

From 2013 to 2018, the North Sumatra Province's Culture and Tourism development strategy is as follows; 1) improving cultural and historical heritage management to a higher standard. 2) fostering an increase in the development and preservation of traditional values and local wisdom. 3) enhancing the quality of the arts' protection, development, and use. 4) enhancing the quality of promotional materials to boost tourism promotion through innovative and efficient marketing. 5) Implementing tourism awareness and Sapta Pesona supports improving the quality of tourism product diversification. 6) enhancing the capabilities of cultural and tourism human resources and strengthening and developing cooperative institutions among the community, actors in the tourism industry, and the government. 7) enhancing the quality of apparatus services as well as the quality of data and information. 8) fostering community innovation and creativity through media, arts, science, and technology design (Hajar, 2022).

In addition to the Strategy, North Sumatra Province's Culture and Tourism are supported by the following policies from 2013 to 2018; 1) preserving regional culture in greater detail, 2) improvement of the community, tourism industry, and regional economy through developing marketing strategies using information technology systems, 3) The creation of competitive destinations and the development of a tourism industry that is sustainable, 4) enhancing sector-wide cooperation and strategic coordination, 5) putting good governance into practice. 6. bolstering tourism by increasing and cultivating new entrepreneurs based on the creative economy (Amanah et al., 2018).

### **Bangka Belitung**

Ratnaningtyas et al., (2022) provide additional findings, focusing on how the Tourism Village's strategy and management policies are to Boost Visitor Visits to the Eggplant Creative Tourism Village, Sijuk District, Belitung Regency. The findings of the Eggplant Creative Tourism Village SWOT analysis indicate that the most successful strategy produced is the SO strategy, with the highest score of 3.70 in position I, which has a strategy that must be taken to support aggressive growth plans. Expansion strategy). To carry on this approach in the future, the Eggplant Creative Tourism Village must maintain customs and culture, enhance tourist attractions, promote tourism through cultural arts performances, and partner with MSME artisans to produce items (Sujarwo, 2019).

The Eclipse Tourism Awareness Group in Terentang III Village, Central Bangka Regency, developed a development strategy by Pokdarwis to enhance extended beach tourism. It employed James S Coleman's rational choice theory to propose that actors and resources are two essential parts of this theory and that actors select behaviors that are reasonable, helpful, and lead to a goal. The study included 13 interviewees from the Tourism Awareness Group and the tourist service. The major conclusions were to explore the development plan, tourism development with an economic

touch, and the problems of the Eclipse Tourism Group as a tourism player (Wardhani & Valeriani, 2016).

### **Special Province of Jakarta**

Rearranging the Cikini neighborhood in Central Jakarta is one of the attempts undertaken by the Jakarta Provincial Government to enhance tourist visitors. The layout was realized by implementing the notion of an Urban Tourist Area. This was done to promote tourism in urban areas. Tourism development is a strategy, technique, or method for integrating diverse tourist resources, incorporating all factors outside of tourism that is directly or indirectly relevant to continuing tourism development (Nurlatifah, 2019). This research suggests actions to increase the number of visitors to Kota Tua by 2000 per day. The KBLI is the foundation for the Tourist Value Chain (Accommodation, Food & Beverage, and Tourism Assets). Rebranding conventional hotels as halal / Sharia hotels, speeding halal hotel certification, synergies with the Islamic capital sector, and synergies with Islamic boarding schools are recommended. Digital tourism is one of the key strategies, which involves arranging museum collections, door-to-door advertising, increasing the intensity of museum performances, and extending museum service programs (Budi, 2015).

According to Widodo & Dasiah, (2021), intelligent tourism development in Jakarta is in good shape, with the value position in the quadrant first. The strategic step that needs to be strengthened is the use of information technology, particularly mobile applications, involving all elements of society in providing positive feedback on social media and government policies, both regulatory and financial, that support the long-term viability of smart tourism (Mularsari, 2022). In the New Normal Era, an analysis of tourism development strategies in the field of Hotel Rooseno Plaza Jakarta services is conducted. Based on the previous chapters, this study provides conclusions. It is envisaged that the improvements in the new average period would enhance the growth of the tourist industry, which had dropped owing to the COVID-19 viral pandemic, and that hotels will increase visitor numbers by implementing a CHSE-based health process plan (Cleanliness, Health, Safety, and Environmental Sustainability). To reduce the pace of the rise of Covid-19 virus infections, the hotel is employing 3M, which includes wearing a mask, washing hands, and keeping a distance. The Rooseno Plaza hotel is undertaking tight, disciplined health practices to restore public health and safety.

### **Surabaya East Java**

East Java Province has a high tourist potential, with a tourism-based development pattern that might boost the region's economy. In broad strokes, the East Java government's role in tourism development and management is to provide infrastructure (not just physical infrastructure), expand various facilities, coordinate activities between government officials and the private sector, and regulate and promote tourism to other regions abroad. Tourism development has many benefits, not just economically because it may enhance local revenue, provide job possibilities, increase family/community income, and stimulate regional growth, but also socio-culturally. Irsyad et al., (2017) studied the Surabaya Zoo Tourism Development Strategy as a Tourist Destination in Surabaya. Data was gathered through interviews and documentation about the execution of tourist development initiatives. Three tactics were implemented; 1) developing KBS tourism attractions or goods by paying attention to animal ethics and welfare. 2) marketing KBS as being oriented toward effectiveness, efficiency, and goal accuracy. 3) maximizing different efforts to enforce and expand the collaboration network.

The six programs created to implement strategies were Tourism Attraction Development, Structure, Infrastructure Development, Service Quality Improvement, and Structural and Infrastructure Development.

Wahyuni et al., (2015) investigated the growth of mangrove ecotourism in Wonorejo, Rungkut District, Surabaya. Ecotourism in Surabaya's mangrove woods is gaining traction. An adequate development plan is required to ensure that this development does not harm the environment or resources in mangrove forests. Based on this, this research was carried out to

ascertain the present tourist potential and establish a plan for growing mangrove ecotourism in Wonorejo, Rungkut District, Surabaya. As a result, data on ideas, opinions, and public perceptions are gathered. A questionnaire collected data from visitors, local populations, and ecotourism managers. The questions concern perception, involvement, tourism attractiveness, and growth. SWOT subsequently analyzes the data. The diversity of mangroves and birds connected with them, as well as the natural beauty of the Wonorejo mangrove ecotourism region, contribute to the tourist potential of the Wonorejo mangrove ecotourism area. The concept of a mangrove ecotourism development strategy is to develop mangrove conservation and rehabilitation as a tourism program, increase tourism community participation and empowerment, strengthen law enforcement and regulations to maintain the function of mangrove ecosystems, and strengthen the concept of ecotourism in the Wonorejo mangroves ecotourism area (Idajati et al., 2016).

### **Bali Province**

Nggini, (2019) investigates tourism growth in Bali, an essential aspect of the nation and state. Bali is a popular tourist destination for international visitors due to its distinct culture and beautiful landscape. The Bali Province, Tourism Development Policy, strives to boost people's economic prosperity while preserving nature and local community culture. The SWOT (Strengths, Weaknesses, and Opportunity Threats) study of the Bali Provincial Tourism Development Policy focuses on initiatives to integrate the community, which may actualize tourism development and enhance the local community's economic earnings. The four categories of SWOT analysis are as follows: Tourism Destination Development Policy, Tourism Marketing Development Policy, Tourism Resources Policy, and Tourism Resources Policy. A tourism promotion strategy will be created. Halim & Baroroh, (2021) researched Halal tourism by comparing Kosher hotels in Yogyakarta and Bali. The hotel business has emerged as a significant participant in the halal industry's expansion in recent years. As a result, hoteliers are racing to provide exceptional service to Muslim visitors. In response to this incident, the government issued Minister of Tourism and Creative Economy Regulation No. 2 of 2014 guidelines for creating a sharia hotel corporation. This study examines how hotels in Yogyakarta and Bali reacted under ministerial oversight. According to the study's findings, hoteliers in Yogyakarta respond to these laws by establishing a sharia hotel or hotel management following Islamic provisions.

### **Special Province of Jogjakarta**

The Special Province Yogyakarta Development Vision in 2025 includes developing tourist activities defined in the Mission required to accomplish creative and innovative tourism. This objective exemplifies Yogyakarta's long-term development strategy. Yogyakarta's basis is the tourist industry, which has several tourism potentials, such as beach, cultural, gastronomic, historical, spiritual, educational, Merapi, etc. Also, tourism is one of the city's distinguishing features.

The findings of Ramadhan & Khadiyanto, (2014) in their study "Community Participation in supporting Tourism Activities in the Bejiharjo Tourism Village, Gunungkidul, Yogyakarta" was to analyze the forms and levels of community participation in supporting tourism activities in the Bejiharjo Tourism Village Area. Using quantitative research techniques, Their descriptive identification identifies and analyzes the pattern of tourism management by the community and how the form of partnership between the government and the community makes tourism development activities run optimally, focusing on the level of partnership, where the position of the community and the government in authority is equal, and the form of community participation, namely participation in the implementation stage by becoming a toucan. Rai Utama et al., (2020) also investigate the Special Province Yogyakarta Government's Smart Tourism plan in the New Normal Era. In partnership with the Office of Communication and Informatics, this research looks at how the Department of Tourism optimized the Visiting Jogja and Jogja Pass as an online application to help Yogyakarta become an intelligent tourism destination.

## CONCLUSION

We repeat that the main objective of this study is to identify best practices in human resource management to promote tourism in Indonesia by utilizing data as scientific evidence that has been published. Through a review of various sources, we have found that the best practice of human resource governance, especially in advancing tourism in several provinces, has been proven through scientific data presentation. Several publications that we reviewed for each province have proven to be able to advance the province into a tourist area, such as North Sumatra, by utilizing several policies and strategies to advance tourist areas, all of which are well laid out to get quite good foreign exchange income from the tourism sector. Likewise, several other provinces such as Bangka Belitung, DKI Jakarta, Surabaya or East Java, Bali province, and several other provinces, all of which have proven to be crucial to tourism progress supported by strategies governed by human resources in each province with an emphasis on tourism as one of the regional potentials to increase local government foreign exchange.. we realize that these findings have limitations and weaknesses, therefore the participation of constructive criticism and correction is highly expected for the sake of improving the quality of carrying out similar studies in the future.

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