

Human resource development for rural tourism: a green tourism approach

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Abstract: This study aimed to analyze the current human resource (HR) condition in more established tourist villages in Bali, Indonesia, as well as developing a human resource development model that could assist the villages in developing HR for tourism. The research is a qualitative study using 2 sample groups the Community-based Tourism (CBT) management in 5 developed CBT villages in Bali, and the Academics who conducted community services in the villages. The results show that the human resources available are in various stages depend on the phase and the maturity of the CBT village. The 7 training modes suggested in the model could be carried out as a standalone or combined training methods as required that could be carried out by some parties. For a maximum result, these parties that assist villages should work in synergy to contribute in developing rural tourism. The green HR requirement revolves around understanding and practicing 'green' in daily life as well as at workplace and profession aiming for achieving the ultimate goal of making the Earth as a safe living place for many generations to come. It is expected that the results of the study could assist villages in developing rural tourism and be used as a reference for personals and officials conducting community service in villages.

Keywords: rural tourism, green tourism, CBT- product elements.

History Article: Submitted 12 August 2022 | Revised 25 October 2022 | Accepted 8 November 2022

How to Cite: Ernawati, N. M. ., Arjana, I. W. B., Puspita, N. P. L. A. ., Voda, M. ., & Hazra, S. (2022). Human resource development for rural tourism: a green tourism approach . International Journal of Green Tourism Research and Applications, 4(2), 50–57. <https://doi.org/10.31940/ijogtra.v4i2.50-57>.

Introduction

One of the challenges in developing rural tourism is the scarcity of human resources (HR) who have knowledge, tourism HR traits and skills to support tourism activities (Ernawati et al., 2018; Weaver, 2005). This is a common occurrence considering that the main economic activity in the village is agriculture, and the younger generation who study in higher education institutions located in cities to obtain competence in various fields, usually do not return to the village, but stay and look for works in the city.

Nowadays, tourism is one of the tools used to develop rural areas in Indonesia, both to achieve economic and social progress. It is expected that this will reduce the flow of urbanization, as well as an effort to more evenly distribute the welfare of the urban and rural areas. However, villages need assistance in various fields to be able to develop tourism, for example expertise in the field of tourism business development and management, capital, infrastructure development and facilities needed by tourist villages, and no less important is competent human resources (HR) supporting the

operational of tourism entrepreneur to yield customer satisfaction and business sustainability (Damanik, 2012; Middleton & Clarke, 2001; Yoeti, 1996; Middleton, 1989). In response, various efforts have been made by the Indonesian government, social institutions, individuals, the private sector, and universities through one of the Tri Darma (Three Duties), namely Community Service to assist the villages.

Human resources in the village usually are not ready to manage and operate tourism. As a part of Green Tourism or Sustainable Tourism, the concept of Community-based Tourism (CBT) mandates that the human resources involved in the management and operation of tourism villages come from the local community. This is in line with the purpose of developing local human resources as one of the goals in developing rural areas. Related to problems of HR supporting tourist villages, and the high expectations from tourism village development, it is necessary to conduct a study to formulate a model of human resource development supporting rural tourism a green tourism approach. The research was held in 5 developed tourism villages in Bali, namely: Ekasari - Palasari and Pohsanten (Jembrana Regency), Penglipuran (Bangli Regency), Pinge and Jatiluwih (Tabanan Regency).

Green Tourism as a construct, there are 3 school of thoughts that have different perspectives on it: Group 1 represents the classic stream of thought opines that green tourism is understood as natural and ecologically friendly tourism (Gibson et al, 2003; Graci & Dodds, 2008; Furqan, 2010; Lee et al, 2016). Whilst, a more extreme view of green tourism argues that the two elements of sustainability which are economic and socio cultural are managed and dedicated solely for the purpose of the environment. The third group believes that Green Tourism is Sustainable Tourism (Goodall & Stabler, 1997; Andreopoulou et al, 2014; Stabler, 1997; UNWTO, 2013).

The term CBT is used to describe an alternative form of tourism that emphasizes community participation in the planning and operational processes of tourism development (Ernawati, 2018). CBT aims to conserve culture and nature, and becomes a medium for community development and a means of improving people's welfare (Hamzah & Khalifah, 2009) . Associated with the escalating need of environmental and social responsibility in tourism, CBT is also increasingly popular as part of conservation and development strategy (Lama, 2000). Under the umbrella of alternative tourism, CBT has the following characteristics (Weaver, 2005): 1) Market features-Allocentric, low volume, free independent travel (FIT) arrangements, long stay, non-seasonal and no dominant market. 2) Attraction features include existing, moderately commercialized, local and tourist oriented, authentic culture and history; natural tourist attractions in the context of the uniqueness of the destination and enabling interaction with local residents. 3) Business and accommodation features: small scale, local community ownership and small businesses. 4) Space features include scattered pattern and low-level density. 5) Architectural features include unobtrusive and vernacular natural style. 6) Economic features include low income from tourists, linked to the local sector, low leakage rate, high multiplier effect, and tourism as an additional economic activity. 7) Regulatory features include high control of the local community, public intervention, prioritizing community welfare, and long-term orientation.

Once established, CBT needs to have a formal long-term development framework. Business in common including CBT should perform 4 vital functions, namely production, finance, marketing and human resources (Middleton, 1989). In addition to the aspect of Administration, one of the essential elements to operate CBT seamlessly is the presence of professional human resources. This underlies the proposal of this research in order to develop a 'Green Human Resources Development' Model that supports the smooth operation of the tourist villages.

The real basis of a business success is no longer solely determined by a large production process or the availability of various types of products, rather on the quality of the people behind the business or activities (Harjanti, 2004). Human resource management practices that are used by companies to manage human resources by facilitating the development of company-specific competencies, establishing complex social relationships and shaping organizational knowledge in order to maintain or achieve competitive advantage.

Employees are considered the most valuable company resource and human resource management (HRM) is often regarded as one of the most important assets that a company can have (Barney & Wright, 1998). HRM is a key factor in creating competitive advantage (Albrecht et al., 2015) and a key feature that distinguishes successful companies from unsuccessful ones (Marchington et al., 2005). Boxall & Purcell (2016) provide a more detailed definition and describe HRM as the process by which management builds a workforce and tries to create the human performance that the organization needs. Human resource management is a bridge between employers and employees (Vardarlier, 2016) which focuses on the relationship between employees and the company and contributes to the company's success in terms of improving financial performance (Boselie, 2014). The role of HRM is to develop policies, practices and systems in the company in relation to its strategic objectives that affect employee behavior, attitudes and performance.

To conduct a study on human resources supporting rural tourism, it is important to know the products provided by tourist villages as a form of community-based tourism; so that mapping can be conducted in relation to the required human resources and the products/services offered. In general, industry is defined as a group of companies that produce similar goods or services and have the same process (Bafadhal, 2018). He further explained that the tourism industry is a collection of various businesses that produce complementary products and services to meet the needs of tourists on an ongoing basis. Meanwhile, the Indonesian Regulation No. 10, 2009 on Tourism states that the tourism industry is a collection of interrelated businesses to produce goods and/or services to meet the needs of tourists during their trip. Furthermore, Buhalis & Costa (2006) explain that tourism business consists of 5 components: attractions, accommodation, food and beverage, transportation, and events.

Arjana et al., (2018) have conducted research using 6 elements as the basis for studying community-based tourism products in the context of geo-tourism; the 6 elements and their explanations are as follows: 1) Travel services include travel arrangements and information sources; 2) Transportation/Access in the villages: to the villages; transportation mode; 3) Accommodation: types of accommodation, Facilities required, Services, Cleanliness; 4) Food and Beverage (F&B): types of dining place, types of food; F&B health & hygiene, Service; 5) Souvenirs/Merchandise: types of souvenirs; size and its raw material, labeling and wrapping; souvenir selling technic; 6) Product packaging: length of stay, pricing, variation of attractions, and products/service. This research focuses on identifying the human resources needed in delivering products in tourist villages both at the operational and managerial levels, which in the field of: Travel services, Transportation, Accommodation, Food and Beverage, Souvenirs, IT and Marketing.

Methodology

Research on the 'Human resources development supporting rural tourism operations: a Green Tourism approach' was carried out in 5 Tourism Villages in Bali,

namely: Ekasari/Palasari and Pohsanten (Jembrana Regency), Penglipuran (Bangli Regency), Pinge and Jatiluwih (Tabanan Regency), using a qualitative approach. The number of research informants is defined by data saturation in which data collection is terminated if there is no new data or only a small amount of new data is collected. Two groups of respondents are used, namely a group of academics and community service people from universities to identify 'green HR'; the other group is the CBT Management in the sample villages to gather data on HR in the tourist villages, there are 19 informants from the villages are used for this research.

The data collected in the form of primary data identifies the required HR competencies based on the 5 elements of the tourism industry which are a part of the elements identified by Arjana et al., (2018) in their study 'Geo-tourism products industry element: A community approach', which consists of: 1) travel services, 2) transportation, 3) accommodation, 4) food and beverage, 5) souvenirs; while two other elements were added, namely administration, IT and marketing. This study also explored the level of mastery of existing HR competencies, as well as identify the human resources needed and the method used to develop human resources to support the ideal tourist village operation. Meanwhile, the green HR aspects was examined using a group of academics and community service people from universities identifying the 'competencies' and 'actions' of green HR in 3 areas of sustainability, namely environment, socio-cultural and economic.

Primary data related to existing HR competencies were collected by filling out qualitative questionnaires, which were then analyzed using Descriptive Analysis (Creswell, 2010; Sugiyono, 2014). The results of the analysis are used as the basis for developing the Green Tourism Village HR Development Model.

Results and discussions

Results

The data analysis was conducted following the sequence of data tabulation data sorting and classification and finally inferences were drawn from the results. The finding of the research is developed into a model presented in the following section.

Existing Community-based Tourism HR

Over the years of operating the Community-based Tourism, currently the management of the rural tourism are reasonably competent in managing tourist villages incorporating the local advantage - unique to a particular village for example: CBT is managed by integrating 'desa adat' (the traditional village structure), or 'desa dinas' (a part of the government structure); assisted by church, tourism association or education institution. Nonetheless, few weakness areas are identified that required further actions. For transportation and guiding, the required services are reasonably fulfilled; using locals who currently work or previously worked in tourism in the country or overseas. Transportation is also provided by travel bureaus who brought the visitors to the villages or the tourists rent a self-drive vehicle.

The standard accommodation in the village is made available through various modes, these for example fulfilled by the locals in the form of homestay, organize by church, or accommodation facilities managed by CBT Management. A more advance village offers accommodation and homestay at different quality standard. The competency at managerial level such as marketing the homestay by the house owner, recording of guests' data and payment administration are still limited. Training at operational level such as room preparation has been conducted, however the

competency at managerial level still needs to be developed; meanwhile, the marketing and sales is assisted by the CBT Management.

Food and beverage to serve tourists needs in the tourism villages are supplied by various ways, restaurants are available in some tourist spots – viewing point for example; accommodation at villages usually provides F&B services; and some community members coordinated by the CBT Management also provide catering for groups having events or visit at villages. The F&B Vendors provide services base on the request from the CBT management, or serve guests randomly come to their outlets. Various F&B Package are available in a more advance CBT Village, at the other places request could be made based on the requirement and the budget. Cooking is also one of attraction packages offered by the CBT Villages.

The availability of souvenir is in various stages, at some village souvenirs unique to the village are available for example coffee, brown rice tea, etc. At some other villages, the souvenir is not available yet.

At some less established CBT the administration is still not yet organized and well carried out, most are managed manually using excel program, still to fulfill its minimum functionality. At a well-developed village such as Penglipuran, wherein the village tourist is owned by the traditional village and is managed by the village members; at CBT Jatiluwih staff are recruited following a selection process conducted by an HR agent, which is an advance mode of HR recruitment.

Marketing and IT are moderately established, as it is expressed 'there is no real expert in managing this (IT) yet, still outsourcing'; for instance, the sales and marketing are assisted by guides or education institutions. At some other villages the online marketing communication is well managed on part-time basis by the locals who work in tourism industry or work at education institutions.

The discussion of the results is presented in the following section along with the human resource development model presented in a graph form.

The CBT Human Resource Development Model

The model of 'Human Resource Development for Tourism Villages with a Green Tourism Approach' shown in the following chart considers several aspects, namely:

- A. There are 5 types of human resources needed, namely: 1) CBT Management, Travel services, Transportation & Guiding, Accommodation, Food and Beverage, Souvenirs, IT, and Product development & Marketing; 2) Specific competency based on the request of the CBT management for example: Homestay training - housekeeping; F&B for Homestays; Management - the role of stakeholders; The essence of sustainable tourism in CBT; Marketing and sales - digital marketing; Standardization - CHSE, Foreign language - at least 1 level at a time; 3) Skillful local youth; 4) The recruited staff done by an agent, followed by a paid training on specific area as necessary; 5) Professional local tourism products/services vendors.

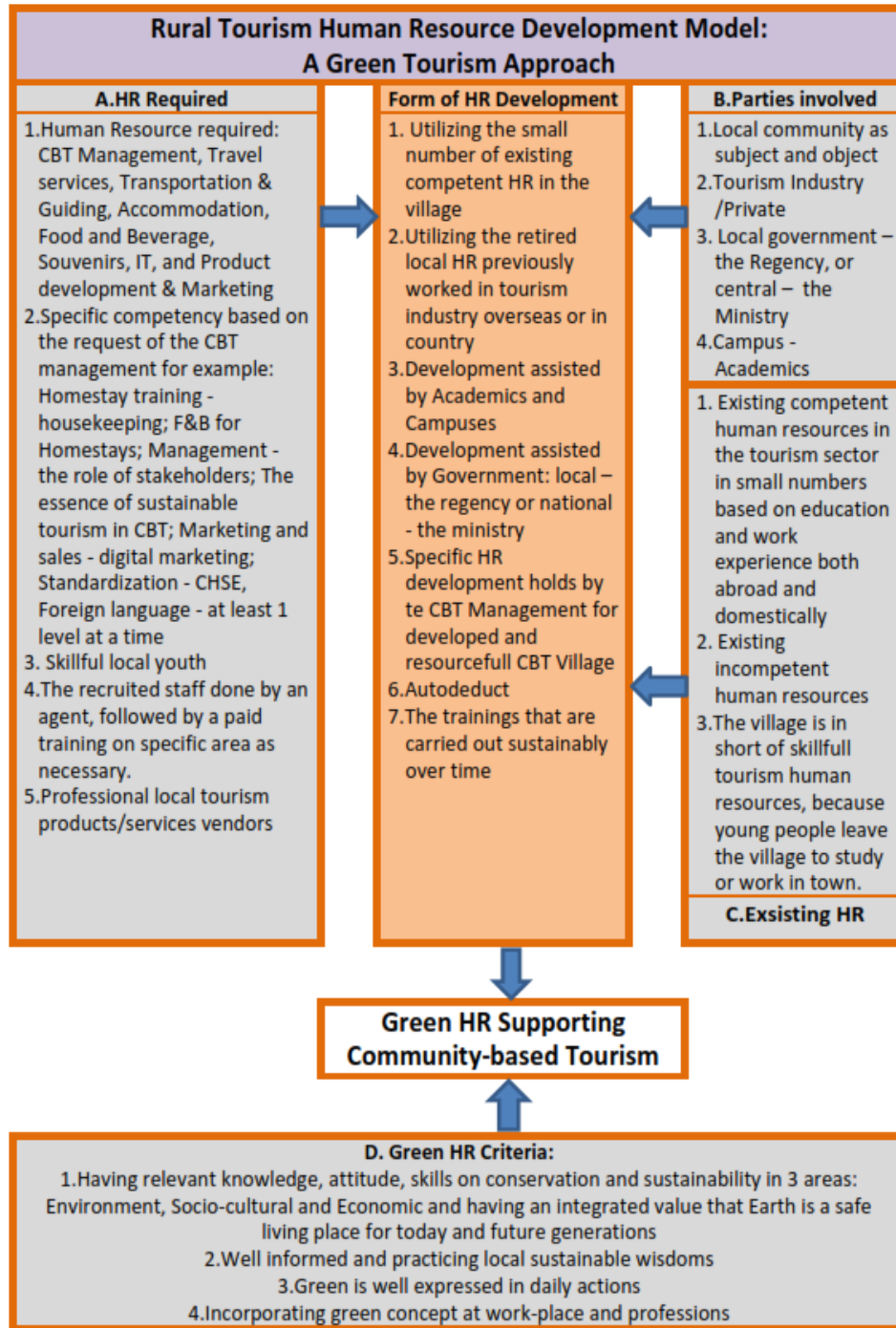


Figure 1. Rural Tourism Human Resource Development Model: A Green Tourism Approach

- B. Parties that play a role in human resource development, 4 parties are identified, namely: 1) Local communities as subjects and objects; 2) Tourism Industry /Private; 3) Local government – the Regency Government, or central government – the Ministry; 4) Campus – Academics
- C. Existing human resources supporting tourism, 3 groups are identified, namely: 1) Existing competent human resources in the tourism sector in small number based on education and work experiences both abroad and in country; 2) Existing HR who are not yet competent; 3) The village is in short of skillful tourism human resources, because young people leave the village to study or work in town.

D. Green and sustainable HR criterias identified include: 1) Having relevant knowledge, attitude, skills on conservation and sustainability in 3 areas: Environment, Socio-cultural and Economic; and having an integrated value that Earth is a safe living place for today and future generations; 2) Well informed and practicing local sustainable wisdoms 3) Green is well expressed in daily actions; 4) Incorporating green concept at work-place and professions.

The model recommends 7 forms of HR development that can be implemented separately or in combination, and identify the need for sustainable HR development for rural tourism. The recommended form of HR Development consists of:

1. Utilizing the existing competent HR in the village.
2. Utilizing the retired local HR previously worked in tourism industry overseas or in the country.
3. Development is assisted by Academics and Campuses.
4. Development is assisted by Government: local - the regency or national - the ministry.
5. Specific paid HR development holds by the CBT Management for developed and resourceful CBT Village.
6. Auto deduct.
7. Trainings that are carried out sustainably over time.

Discussions

The human resources available in various fields related to serving visitors coming to villages are in various stage depend on the phase and the maturity of the CBT village. Therefore, HR development is required, however, it is important to be paid attention that the training held need to be based on the request of the CBT Management; therefore, people conducting community services should ask the CBT management the types and fields of staff development required. It is also indicated that retraining is needed continuously to refresh competency and being up to date with latest practices in the industry.

The 7 training modes suggested in the model could be carried out as a standalone or combined method devised as necessary. The training and staff development could be conducted by parties relevant to the training being held. These parties should work in collaboration to assist villages in developing rural tourism for maximum results.

The sustainable or green HR requirement revolve around understanding and practicing green in daily life as well as at workplace and profession aiming at conservation and the Earth as a safe living place for many generations to come.

Conclusions

The 'Tourism Village Human Resource Development Model: The Green Tourism Approach' is formulated with the hope that it can be used as a reference for people who want to develop a tourist village related to the preparation of the supporting human resources, and can become a reference for academics who will carry out community service in the field of rural tourism development as well as officers and government offices in assisting the community in developing rural tourism.

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