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Effects of Community Involvement and Human Resource Training on the Performance of Tourism Industry: A Case Study of Iringa, Tanzania

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Abstract:

This study examines how various training techniques, community involvement initiatives, and training needs assessments impact the tourism business in Iringa, Tanzania. The study revealed a wide range of training delivery techniques, with on-the-job training, e-learning courses, workshops and seminars, and traditional classroom training being the most common. While the majority of respondents saw favorable effects on industry performance from various training approaches, mixed feedback highlights the need for additional research and optimization. Initiatives promoting community involvement are widely seen as having a significant impact on economic and social outcomes. The study also found a strong positive relationship between thorough training needs assessments and job-related performance, underscoring their significance. The combination of community involvement, effective training needs assessments, and a variety of training modalities is seen to have a good impact on the tourism industry's competitiveness and sustainability. These findings highlight the importance of adaptability and community engagement in fostering industry growth and success.

Keywords: *Tourism industry, training approaches, community involvement, job-related performance*

1. Introduction

The travel and tourism industry in Iringa, Tanzania, has expanded significantly in recent years, contributing to the region's economic development and job prospects. This rise is linked to local people's participation in cultural preservation and environmental conservation actions (Nagarjuna, 2015). However, the exact impact of community involvement on industry performance has not been adequately studied (Meyer & Meyer, 2015).

Studies in other places, such as the Ngorongoro Conservation Area, have shown that tourism earnings can help local communities' economic development and livelihoods (Melita, 2014; Melita & Mendlinger, 2013). As a result, community engagement is likely to play an important role in the success of Iringa's tourism economy. However, further research is needed to properly understand this relationship. The tourist business is an important engine of socio-economic growth, particularly in rural and peripheral areas (Moscardo, 2008). It creates jobs and has the potential to help reduce poverty. However, community involvement and human resource training are important components in ensuring the industry's sustainability and profitability (Moscardo, 2008). Iringa, Tanzania, is a promising tourism destination due to its natural beauty and cultural history. However, the industry's performance and sustainability are dependent on these elements (Moscardo, 2008).

Community involvement, which includes the participation of local communities in tourism activities, is acknowledged as a critical component of sustainable tourism development. The local population's contributions to preserving cultural heritage, protecting the environment, and encouraging responsible tourism practices are vital. Understanding the impact of community involvement on Iringa's tourism business performance is critical for capitalizing on its growth potential. Y Chitra Rekha (2013) emphasizes the barriers to human resource development in the tourism business, such as a lack of professionalism and investment in people. (Katunian, 2019) advocates using a sustainable approach to human resource development, which can lead to larger organizational and societal growth. Tohid et al. (2012) add to this by discussing the importance of human resource empowerment in the tourist industry's long-term development. These studies highlight the importance of well-trained and motivated personnel in providing great tourism services and the need for effective training programs and community involvement to achieve this.

The quality of the personnel is critical to the tourism industry's success. Human resource training, especially when tailored to the industry's specific demands, is critical to improving employee performance and, as a result, the quality of services supplied to tourists. However, the efficacy of training depends on a well-structured training requirements assessment and the selection of appropriate training delivery methods.

This study seeks to delve into the complexities of the tourism business in Iringa, Tanzania, particularly emphasizing how community involvement and human resource training affect its performance. This study aims to provide useful insights into the interactions between these variables and their combined influence to inform governmental decisions, improve industry practices, and ultimately contribute to the long-term growth of the Iringa tourism industry. Furthermore, understanding these dynamics will help to advance the scholarly debate on the junction of community development, worker training, and the performance of the tourism industry in rising tourist locations.

2. Literature Review

Community involvement and human resource training have a substantial positive impact on the success of the tourism business. Suhartanto et al. (2018) discovered that tourism involvement has a direct impact on service performance, which is somewhat mediated by work engagement and job satisfaction. Fong & Lo (2015) stressed the importance of community involvement, particularly in decision-making and empowerment, in promoting sustainable rural tourist growth. Tohidly et al. (2012) emphasized the importance of human resource empowerment in increasing job satisfaction, innovation, and problem-solving, all of which contribute to better tourist industry performance. Finally, Roberts (2011) recognized clear and common objectives, ongoing interest, and institutional backing as critical elements influencing the outcomes of community engagement projects in tourism. These findings highlight the need for community involvement and human resource training to improve tourist industry performance.

2.1. Different Training Delivery Methods

A number of studies have looked into the impact of various training delivery techniques on the performance of the tourism business. (Zhao, 2011) underlines the necessity of diverse education methodologies for advanced tourism talent. Mohd Arwaba and Jamal Abdul Nasir Ansari (2022) add to this, establishing a strong link between training and development and employee performance in the Indian travel and tourist industry. Úbeda-garcía & Marco-Lajara (2015) emphasize the complexity of the tourism business and the significance of considering multiple stakeholders, including students, tourists, educational institutions, government, media, and the tourist industry when designing and delivering training programs. These studies collectively demonstrate that a wide range of training approaches, customized to the demands of many stakeholders, can greatly improve the tourism industry's performance.

2.2. Community Involvement

Community involvement efforts significantly improve tourist business performance, especially in rural areas (Fong & Lo, 2015). Participation in decision-making, empowerment, and community tourism expertise can all help to ensure the long-term viability of rural tourism development (Fong & Lo, 2015). However, bad relationships between tourist stakeholders may have an impact on the effectiveness of information sharing. Clear objectives, persistent interest, and institutional backing are all important in determining the outcomes of community participation projects (Roberts, 2011). Self-efficacy also influences the relationship between community involvement, relationship quality, and sustainable rural tourism (Sook et al., 2014). Residents in the tourism business are more likely to see tourism's impact positively and be content with their lives (Woo, 2016).

2.3. Training Needs Assessments

Research shows that doing training needs assessments is crucial for enhancing performance in the tourism business. Úbeda-garcía & Marco-Lajara (2015) discovered that effective training approaches, such as needs assessments, improve performance. Sheldon's research in Hawaii highlighted a need for training in human relations, communication, and courteous skills, whereas Bello's research in Malawi identified deficits in practical knowledge (Sheldon & Gee, 1987). These findings underline the need to conduct needs assessments to determine specific training requirements that can improve tourism industry performance.

2.4. Competitiveness and Sustainability

Research shows a positive correlation between sustainability and competitiveness in the tourism business, resulting in enhanced performance. (Susanto, 2019) discovered that government policy and tourist resources have a substantial impact on business competitiveness and, as a result, performance. This is reinforced by Alonso-Almeida et al. (2015), who emphasized the benefits of sustainable practices in small tourism enterprises, such as increased competitiveness. (Tarongers, 2020) underlined the importance of balancing economic, social, and environmental competitiveness and the role of management practices in supporting sustainable growth and competition.

3. Research Methodology

3.1. Research Design

This study uses a mixed-method research methodology. The use of qualitative and quantitative methodologies enables a thorough investigation of the complicated linkages between community involvement, human resource training, and tourism industry performance in Iringa, Tanzania. The qualitative component entails conducting in-depth interviews with important stakeholders such as community leaders, tourism industry professionals, and government representatives to gain valuable perspectives. The quantitative component is conducting structured data collection surveys on a representative sample of tourism industry employees.

3.2. Population and Sample Size

The population of interest consists of people working in various capacities in Iringa's tourism business, including tour guides, hotel employees, and management professionals. Due to practical limits, a stratified random sampling technique will be used to determine a manageable sample size. The sample size will be set using statistical criteria to ensure the results are representative and generalizable. The study will conduct surveys with roughly 92 individuals from various industry sectors.

3.3. Instrumentation

To collect data, the study will use a variety of tools. Qualitative data will be gathered through semi-structured interviews with an interview guide aimed to elicit the intricacies of community involvement and training techniques. For the quantitative component, a standardized questionnaire will be created, using known scales to assess the perceived impact of community involvement and the success of training programs. The questionnaire will also include demographic and job-related questions to help respondents profile themselves.

3.4. Data Analysis Procedures

The qualitative data from the interviews will be transcribed and thematically evaluated to find recurring patterns and themes regarding community involvement and tourist industry training. The quantitative data from the surveys will be evaluated with statistical tools. Descriptive statistics, such as means and frequencies, will be used to summarize the information. Inferential statistical techniques, such as regression analysis, will be employed to investigate the relationships between variables. The combination of qualitative and quantitative data will provide a comprehensive understanding of the elements impacting the tourism industry's performance in Iringa, casting light on the value of community involvement and the efficacy of human resource training programs.

4. Results and Discussion

This part is dedicated to the inspection, interpretation, presentation, and discussion of the data acquired in accordance with the research objectives and questions used in this study. It begins by providing demographic information on the respondents. There were 97 questionnaires distributed, and 92 were returned, representing a 95% response rate.

4.1. Respondents' Profile

Gender of Respondents		
Category	Frequency	Percentage (%)
Male	61	66.3
Female	31	33.69
Total	92	100
Age Group of Respondents		
Age of respondents	Frequency	Percentage (%)
18-25	15	16.3
26-35	30	32.6
36-45	25	27.17
46+	22	23.91
Total	92	100
Level of Education of Respondents		
Category	Frequency	Percentage (%)
Ordinary level of secondary education	5	5.43
Advanced level of secondary education	8	8.69
Certificate	12	13.04
Diploma	20	21.73
Advanced Diploma	2	2.17
First degree	20	21.73
Master degree	10	10.86
Postgraduate degree	5	5.43
Ph.D.	10	10.86
Total	92	100

Table 1: Respondents' Profile

4.1.1. Gender Distribution

The study's respondents were 61 men and 31 women. This gender distribution indicates that male employees dominate the tourist industry in Iringa, with males accounting for a higher proportion of the sample. The sample's gender distribution, with a higher proportion of male respondents, reflects a larger gender imbalance seen in several industries,

including tourism. It is critical for the sector to aggressively promote gender diversity and provide equal chances for male and female personnel.

4.1.2. Age Group Distribution

The respondents are divided into the following age groups: 15 respondents aged 18-25, 30 aged 26-35, 25 aged 36-45, and 22 aged 46 and up. This distribution demonstrates a wide age group representation, with a sizable proportion of employees in the 26-35 and 36-45 age ranges. It is crucial to highlight that age diversity may influence perceptions and experiences with community involvement and training in the sector. The age group distribution shows that the tourism workforce in Iringa is intergenerational, with a significant representation of employees aged 26 to 45. This diversity can lead to differing viewpoints on community involvement and training programs, which can have an impact on their effectiveness and relevance across age groups.

4.1.3. Level of Education

The respondents' levels of education vary significantly. The majority of respondents (20) have a diploma, followed by first-degree holders (20), postgraduates (15), and master's degree holders (10). In addition, 12 respondents have certificates, eight have A-level qualifications, and five have O-level qualifications. The diversity of educational backgrounds in Iringa's tourism business demonstrates a wide range of abilities and qualifications, which can help us assess the influence of human resource training on employee performance. The diverse educational backgrounds, ranging from certificates to doctoral degrees, indicate that the industry employs people with various levels of formal education. This variety might have an impact on employees' capacity to participate in and profit from various training programs. It emphasizes the significance of adapting training activities to the different educational needs of the workforce.

As a result, the interviewees' different gender, age, and educational backgrounds highlight the complexities of Iringa's tourism business. Understanding how these demographic characteristics interact with community involvement and human resource training is critical for developing strategies that encourage industry growth, employee development, and environmentally friendly tourism practices.

4.2. Data Analysis According to Research Aims

4.2.1. Effects of Different Training Delivery Methods

4.2.1.1. Delivery Methods

Respondents were asked to identify the key training delivery techniques they had encountered in the tourism business. The data shows the following distribution.

Category	Frequency	Percentage
On-the-job training	26	28.2
Workshops and seminars	20	21.7
E-learning courses	23	25
Formal classroom training	20	21.8
Other methods	3	3.3
Total	92	100

Table 2

- **On-the-Job Training (28%):** The majority of respondents (28%) said they acquired most of their training on the job. This suggests a strong emphasis on experiential learning in the business, which can be quite beneficial in improving job-related skills and competencies. Its popularity indicates that practical, hands-on experience is appreciated highly in the sector. This can be especially useful for projects requiring real-world application of abilities.
- **Workshops & Seminars: (21.7%)** Workshops and seminars are also popular training methods, with 21.7% of respondents mentioning their use. These strategies allow for systematic, group-based learning and skill development. These strategies allow for collaborative learning and participatory debates. They are ideal for topics that benefit from collaborative participation and will most likely be used for soft skill development and industry updates.
- **E-Learning Courses (25%):** E-learning is used by 25% of respondents, indicating the incorporation of technology-driven learning within the tourist sector. Employees benefit from this strategy since it allows for flexibility and accessibility. The widespread usage of e-learning demonstrates the industry's use of technology for training. E-learning is adaptable and can cover a wide range of topics, making it an effective tool for staff growth, particularly in distant or hectic work contexts.
- **Formal Classroom Training (21.8%):** Nearly 22% of respondents identified formal classroom training as their primary approach. This shows that traditional, classroom-based education remains important in the sector. Although formal classroom training is less frequent than other techniques, it remains an important aspect of the industry's training environment. This strategy may be preferred for issues requiring extensive theoretical knowledge.

- Other Methods (3.33%): A small percentage of respondents stated unspecified ways. These may contain unique or specialized approaches that are not covered by the other categories. These unnamed ways may include approaches tailored to the industry's specific requirements.

As a result, the diverse range of training delivery methods used in Iringa's tourism industry emphasizes the significance of a flexible approach to learning and growth. Different approaches serve different goals, and the mode of delivery should be aligned with employees' individual training needs to improve their performance and contribute to the overall success of Iringa's tourism sector.

4.2.1.2. Effects

Respondents were asked to rate the effectiveness of various training delivery modalities on the performance of the tourism business. The information is presented as follows:

Category	Frequency	Percentage
Very Positive	31	33.7
Positive	27	29.3
Neutral	18	19.7
Negative	12	13
Very Negative	4	4.3
Total	92	100

Table 3

- Positive Impact (Very Positive + Positive): 58 respondents (63%) said that they thought different distribution methods improved the tourism industry's performance. The 63% of respondents who indicated a positive impact on industry performance indicate that a sizable proportion of employees believe that using a variety of training delivery modalities benefits the tourism business. This suggests that these strategies may have been helpful in improving employee capabilities, customer service, and overall industry performance.
- Neutral Impact: 18 respondents (19.7%) had a neutral approach, suggesting that they did not regard different delivery methods positively or adversely in terms of industry performance. This suggested a need for greater inquiry or perhaps a lack of information about the precise impact of various delivery modalities on industry performance.
- Detrimental Impact (Negative + Very negative): A total of 16 respondents (17.3%) voiced worries regarding the impact of various delivery methods, claiming that they had a detrimental impact on tourism industry performance. The 17.3% who regarded varied delivery methods negatively expressed doubts regarding their efficacy. This could be due to poor training program execution or a misalignment with industry needs.

The delivery style is very important to consider since employees may quickly learn and gain necessary abilities based on the way picked to give such training (Interview, respondent A: 22-06-2023).

Thus, the replies from the respondents demonstrated the diversity of thoughts and viewpoints on the effects of various training delivery methods on the performance of the tourism business in Iringa, Tanzania. The varied feedback emphasizes the significance of undertaking additional research and assessments to better understand the precise elements impacting these opinions and make educated judgments about refining training delivery methods for the sector's overall benefit.

4.2.2. The Extent to Which Community Involvement Programs Improve the Economic and Social Performance of Iringa's Tourism Industry

The findings from 92 respondents revealed a high consensus about the favorable impact of community involvement programs on the economic and social performance of the tourism industry in Iringa, Tanzania. The information is presented as follows:

Category	Frequency	Percentage
Very High Contribution	35	38.04
High Contribution	48	52.17
Moderate Contribution	7	7.61
Low Contribution	2	2.17
Very Low Contribution	0	0
Not Sure	0	0
Total	92	100

Table 4

- High Contribution (Very High plus High Contribution): A total of 83 respondents (90.22%) agree that community involvement activities have a significant impact on the tourism industry's economic and social success. The overwhelming majority of responders (90.22%) said that community involvement efforts make a significant

contribution. This shows that these programs are important in promoting beneficial economic and social outcomes within the business.

- **Moderate Contribution:** A modest percentage of respondents (7.61%) believe that community involvement activities have a moderate impact on the industry's economic and social success. A small minority of respondents took a more moderate stance, implying that while community involvement efforts are valued, their influence may vary or be less universally high.
- **Low Contribution:** Only two respondents (2.17%) responded that community involvement activities provide a low contribution. This demonstrates that respondents considered community involvement programs to have minimal benefits, showing a minority viewpoint.

The findings revealed a significant belief in the favorable influence of community involvement programs on the economic and social performance of the tourism industry in Iringa, Tanzania. This displays widespread acceptance of the value of community engagement in improving the industry's overall well-being, economic growth, and social development. These findings lend support to the idea that increasing community involvement is an important strategy for the region's tourist sector's long-term success.

4.2.3. The Relationship between Thorough Training Needs Assessments and Job-Related Performance of Employees in the Iringa Tourism Business

The Pearson correlation results regarding the association between comprehensive training needs assessments and job-related performance found that:

Category		Training Needs Assessments	Job-Related Performance of Employees
Training needs assessments	Pearson Correlation	1	.798**
	Sig. (2-tailed)		.000
	N	92	92
Job-related performance of employees	Pearson Correlation	.798**	1
	Sig. (2-tailed)	.000	
	N	92	92

**Correlation is significant at the 0.01 level (2-tailed).

Table 5

The findings revealed a significant beneficial association between comprehensive training needs assessments and job-related performance. This implies that employees usually agree that completely assessing their training needs helps their job performance, potentially leading to better skills and competencies.

These findings highlight the necessity of undertaking comprehensive training needs assessments to improve employees' skills and competencies, which can have a favorable impact on job performance. However, the presence of a minority that was not included in the Pearson correction results to demonstrate the relationship emphasizes the importance of continuous improvement and effective communication in the training needs assessment process to ensure it aligns with employees' job requirements and expectations.

The impact of community involvement, well-targeted training needs assessments, and diverse training delivery methods on the overall competitiveness and sustainability of the tourism sector in Iringa, Tanzania. Each of the 92 respondents in the Iringa tourism industry was asked to rate the impact of these three factors (community involvement, training needs assessments, and training delivery approaches) on the sector's competitiveness and sustainability on a scale of 1 (Very Low impact) to 5 (Very High impact). The data is given in weighted mean form as follows:

Category	Weighted Mean
Community Involvement	4.2
Training Needs Assessments	4.5
Training Delivery Approaches	3.8
Competitiveness	4.6
Sustainability	4.4

Table 6

According to the weighted mean ratings, respondents regarded all three elements (community involvement, training needs assessments and training delivery methodologies) to have a good impact on the competitiveness and sustainability of Iringa's tourism sector.

- Community engagement (Mean Rating 4.2) is a key aspect of the sector's competitiveness and sustainability.
- Training Needs Assessments (Mean Rating 4.5): Respondents believe well-targeted training assessments have a greater influence on competitiveness and sustainability.
- Training Delivery Approaches (Mean Rating 3.8): Although still useful, these approaches obtained a somewhat lower average rating.
- The tourist sector's competitiveness (Mean Rating 4.6) has a significant impact on overall performance.

- Sustainability (Mean Rating 4.4): A high rating indicates a strong commitment to sustainability.

As a result, the combination of community involvement, well-targeted training needs assessments, and diverse training delivery methods is viewed as positively improving the competitiveness and sustainability of the tourism sector in Iringa, Tanzania.

5. Summary, Conclusions and Recommendations

5.1. Summary

The study's findings focus on the impact of various training delivery modalities, community involvement efforts, and training needs assessments on the tourism business in Iringa, Tanzania. In terms of training delivery modalities, the majority of respondents reported receiving training on the job (28%), followed by e-learning courses (25%), workshops and seminars (21.7%), and traditional classroom training (21.8%). This diversity of training approaches emphasizes the importance of a flexible approach to meeting various training needs.

In terms of the impact of these approaches, 63% of respondents stated that different distribution methods improved the performance of the tourism business, while 17.3% saw them adversely. The mixed feedback emphasizes the need for additional research and optimization of training delivery techniques to better align them with industry requirements.

In the context of community involvement activities, the study found that an overwhelming 90.22% of respondents believed these programs had a significant impact on the tourism industry's economic and social performance, underlining the importance of community engagement.

A high positive link (Pearson correlation of .798**) was discovered between comprehensive training needs evaluations and employee work-related performance, demonstrating that thoroughly assessing training needs can improve job performance.

Respondents rated the combined impact of community involvement, well-targeted training needs assessments, and diverse training delivery modalities highly, implying that these variables are critical to improving the competitiveness and sustainability of Iringa's tourism sector.

5.2. Conclusions

The study emphasizes the need for adaptable training approaches in Iringa's tourism business. Different approaches serve different goals, and the mode of delivery should be tailored to the individual training needs of the workforce. While there is agreement on the benefits of community involvement efforts and well-targeted training needs assessments, opinions differ on the effectiveness of various training delivery techniques. This highlights the need for additional research and optimization in this area. The highly positive link between training needs assessments and job-related performance emphasizes the need to conduct thorough evaluations in developing employee abilities.

The combination of community involvement, well-targeted training needs assessments, and diverse training delivery modalities is thought to have a good impact on the competitiveness and sustainability of Iringa's tourism business. This shows that these elements are critical to the sector's ongoing growth and development.

5.3. Recommendations

- Further studies: More research is needed to identify the elements that contribute to mixed opinions of different training approaches. This will aid in optimizing these procedures to better line with industry requirements and increase their efficacy.
- Continuous Improvement: Emphasize continual improvement and effective communication during training needs assessment to achieve alignment with employee work requirements and expectations.
- Promote Community Involvement: Encourage and promote community involvement activities to improve the industry's economic and social performance.

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