REAL DESCRIPTION REGARDING THE MANAGEMENT OF HUMAN RESOURCE AND TOURISM MARKETING AT MICRO, SMALL AND MEDIUM ENTERPRISES OF TOURISM SECTOR IN EAST JAVA

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Abstract: To analyze and obtain the real description regarding the management of human resource at Micro, Small and Medium Enterprises (MSMEs) of Tourism Sector, which is understood through five aspects, which respectively are Transglobal Leadership, Job Involvement, Quality of Work Life, Organizational Citizenship Behavior, and Human Resource Performance. Besides that, it is also necessary to understand the management of tourism marketing, which is understood through two aspects, that are Responsibility Marketing and Competitive Sustainability Tourism. The population of this research includes all human resource personnel at MSMEs of the Tourism Sector and all foreign and domestic tourists in East Java. The sample in this study was 200 MSMEs of the Tourism Sector that are selected from 10 regions with tourism potentials in East Java Province. From each MSME, there are 4 employees and 3 tourists who are chosen as respondents. This research involved 800 employees and 600 tourists, either foreign or domestic. Analysis technique uses Biplot / Cluster Analysis, which is aimed to obtain real description concerning human resource management and tourism marketing management at MSMEs of Tourism Sector. The results show that MSMEs in the Tourism Sector with Transglobal Leadership competitive advantages are found in Sidoarjo, Kediri, Blitar, and Malang districts. The competitive advantage of Quality of Work Life is found in Malang City and Kediri City. The competitive advantage of Organizational Citizenship Behavior is in Pasuruan Regency. The competitive advantage in Human Resources Performance is in Batu City. The competitive advantage of Responsibility Marketing is in Pasuruan Regency. Competitive advantages in Competitive Sustainability Tourism are found in Pasuruan City and Blitar City. This study introduces an integrated holistic compilation of the theoretical concepts of human resource strategy and marketing strategies implemented through the concept of responsible tourism marketing, which is applied to the MSMEs in the Tourism Sector in East Java Province.

Keywords: Human Resource, MSMEs, Marketing, Tourism
The tourism sector in East Java Province has a promising prospect for the future. A great proportion of provincial development has been contributed by this sector. Therefore, it seems to be important for the Government of East Java Province to conduct strategic planning to improve tourism performance in its Province. It is assumed that this planning would improve the competitiveness of various regencies or cities in East Java Province in attracting tourists, either foreign or domestic, to visit their tourist destinations. Indeed, a high level of tourism visits can strengthen the investment climate to the tourism sector in East Java Province. The economic value produced by the tourism sector would also give a significant contribution to the provincial development and people welfare in this Province.

Table 1. Tourism Sector Performance in East Java Province on Period 2013-2019

| Performance                                                                 | Unit                   | 2013     | 2014     | 2015     | 2016     | 2017     | 2018     | 2019     |
|----------------------------------------------------------------------------|------------------------|----------|----------|----------|----------|----------|----------|----------|
| Number of tourists who are accommodated in the lodging                     | Person                 | 263,943  | 300,909  | 463,358  | 612,412  | 618,615  | 625,725  | 830,968  |
| Cumulative average of length of stay                                      | Day                    | 4.94     | 4.90     | 6.33     | 6.21     | 6.20     | 6.00     | 2.68     |
| Daily expense during the stay in the lodging                              | US$                    | 132.03   | 150.43   | 409.90   | 489.07   | 513.84   | 519.42   | 546.60   |
| The visit of tourists at Tourism Attraction Object                         | Person                 | 33,224,659 | 39,682,337 | 45,664,689 | 51,466,969 | 54,565,006 | 58,649,178 | 70,217,182 |
| Gross Regional Domestic Product Based on Current Price (GRDP-BOCP) of Serie 2010 for East Java Province (in IDR million) | IDR Million            | 1,248.77 | 1,382.43 | 1,540.70 | 1,689,882.00 | 1,062,745.70 | 2,019,199.00 | 1,283,250.00 |
| GRDP-BOCP of Serie 2010 for Tourism Sector (in IDR trillion)               | IDR Trillion           | 61       | 69       | 81.01    | 92.68    | 106.27   | 117.43   | 128.33   |
| Contribution of GRDP-BOCP of Serie 2010                                   | %                      | 5        | 5        | 5.26     | 5.48     | 5.73     | 5.82     | 5.86     |

Source: Performance Report of Public Institutions (LKjIP), Department of Culture and Tourism, East Java Province, 2019
The tourism sector in East Java Province was growing well in 2019 because it successfully actuated people's economy. Even, the development of the tourism sector alone had facilitated other sectors (or multiple sectors) to build their structures and infrastructures. East Java Province has been gifted with abundant tourism resources, such as natural beauty, cultural diversity, ethnicities, art, and also custom, which have become the key capital for the Province in assisting national development. Moreover, this Province is located at a strategic geographic point, precisely between 3 (three) provinces, which respectively are Yogjakarta Special Region, Solo Region in Central Java Province, and Bali Province. This position makes East Java Province become known as a part of the constellation of National and Global Tourisms.

Table 2. Tourism Resources in East Java Province

| Product and Human Resource of Tourism Sector | Unit  | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------------------------|-------|------|------|------|------|------|------|------|
| TOURISM ATTRACTION:                         |       |      |      |      |      |      |      |      |
| a. Natural                                  | Object| 765  | 767  | 772  | 784  | 784  | 784  | 784  |
| b. Cultural                                 | Object| 264  | 265  | 265  | 265  | 265  | 265  | 265  |
| c. Artificial                               | Object| 308  | 308  | 308  | 320  | 320  | 320  | 320  |
| ACCOMMODATION                               |       |      |      |      |      |      |      |      |
| a. Star Hotel                               | Unit  | 1,309| 1,453| 1,511| 2,067| 1,806| 1,883| 2,180|
| b. Jasmine Hotel                            | Unit  | 75   | 90   | 102  | 125  | 139  | 161  | 158  |
| c. Tourist Cottage                          | Unit  | 816  | 945  | 991  | 1,118| 1,118| 1,173| 1,142|
| d. Juvenile Lodging                         | Unit  | 416  | 416  | 416  | 822  | 547  | 547  | 878  |
| FOOD & BEVERAGE                             |       |      |      |      |      |      |      |      |
| a. Restaurant                               | Unit  | 1,558| 1,721| 1,706| 2,930| 3,007| 3,432| 4,159|
| b. Eatery                                   | Unit  | 48   | 191  | 571  | 1,145| 1,222| 1,560| 1,912|
| PUBLIC RECREATION & ENTERTAINMENT           |       |      |      |      |      |      |      |      |
| TOURISM TRAVEL BUSINESS                     |       |      |      |      |      |      |      |      |
| a. Travel Bureau                            | Unit  | 431  | 717  | 826  | 969  | 1,079| 1,054| 1,483|
| b. Travel Agent                             | Unit  | 57   | 136  | 148  | 317  | 207  | 407  | 390  |
| TOURISM HUMAN RESOURCE                      |       |      |      |      |      |      |      |      |
| a. Tourist Guide                            | Person| 192,427| 194,803| 201,357| 208,426| 238,061| 275,998| 275,998|
| b. Star Hotel                               | Person| 274  | 324  | 464  | 537  | 659  | 839  | 839  |
| c. Jasmine Hotel                            | Person| 20,301| 21,730| 23,709| 23,709| 24,564| 29,722| 29,722|
| d. Restaurant & Eatery                      | Person| 43,820| 44,717| 45,947| 48,202| 53,022| 58,324| 58,324|
| e. Tourism Travel Business                  | Person| 67,573| 67,573| 69,473| 69,473| 81,764| 89,942| 89,942|
| f. Tourism Attraction                       | Person| 6,480| 6,480| 7,035| 7,128| 12,738| 14,011| 14,011|
| g. Public Recreation and Entertainment      | Person| 16,021| 16,021| 16,126| 17,623| 19,385| 23,455| 23,455|
| h. Tourism Village                          | Person| 37,958| 37,958| 38,603| 41,754| 45,929| 55,574| 55,574|

Source: Performance Report of Public Institutions (LKjIP), Department of Culture and Tourism, East Java Province, 2019
Inter-sectoral cooperation between governments (Province, Regency, and City), private institutions, and community organizations are possibly needed to produce any efforts that are synergic, effective, and efficient in attaining tourism development goals. This goal could be easily attained if it is supported by the guided management and conservation of resources.

Tourism resources in East Java Province have grown quite significantly and stood sturdily as the pillar of provincial development. The contribution of the tourism sector to economic development in East Java Province is described as following.

Regarding the contents of previous tables, it can be said that natural, cultural and artificial tourism attractions are developing well every year. The 2018 data on tourism visit to East Java Province were grouped into top-ten of visitors. Based on its nationality, the visit is dominated by people from Malaysia (79,148), and followed by Singapore (23,258), China (20,456), Taiwan (13,526), Thailand (9,170), Bangladesh (8,002), Japan (7,488), USA (6,384), and then India, Pakistan, and South Korea (6,156), and also Hongkong (5,579).

The implementation of programs and activities from the Department of Culture and Tourism for East Java Province was supported by the Regional Budget and the Revision of Regional Budget. Both are key financial sources for this Department.

It is also said that MSMEs of the Tourism Sector (Tourism Attraction Objects, Accommodation, Food and Beverage, Public Recreation and Entertainment, and Tourism Travel Business) are key players with great contribution to regional income. It seems that their contribution capacity is quite dependable to anticipate the declining income of other sectors. Tourism development would need the contribution and hard work of all participants in the tourism sector, and it might involve a breakthrough to a certain degree. This breakthrough comprises of some efforts, which among others is managing, developing, and empowering tourism organizations, including MSMEs of the Tourism Sector, towards ASEAN Free Market (Hermawati and Suci, 2017).

The aspects that underlay the management of human resources and tourism marketing at MSMEs of the Tourism Sector in East Java Province play important role in harmonizing the tourism business with the spirit of empowerment (Suhermin, 2015). At least, this harmonization helps people’s economy to grow towards globalization of the ASEAN market. It is believed that MSMEs of the Tourism Sector play many important roles in actuating people’s economy, and these roles include accelerating economic growth, absorbing workers, redistributing income, reducing economic disparity, and increasing people’s welfare. Those potentials must be used to build, manage, foster, develop and empower MSMEs of the Tourism Sector towards competitive sustainability tourism (Hermawati and Mas, 2016).

Loyd (2001), recommended that the best foundation to achieve organizational competitive advantage is through the implementation of human resource strategy. Implementing this strategy would require visionary leadership that can “read” any change in market development, technological advancement, and competition pattern. Within the context of MSMEs of the Tourism Sector, such visionary leadership is found in global leadership type, and this leadership type becomes the solution for human resource problem. Parolini (2004) and Adler et al. (2000), determined that leadership is greatly influential to organizational behavior.

Sharkey et al. (2012), reviewed theoretical problems concerning the implementation of transactional and transformational leadership styles by local leaders. Following this review, Sharkey et al. (2012), and Holt and Seki (2012), emphasize that transglobal leadership is the solution to the weakness of both transactional and transformational leadership styles. Transglobal leadership is a visionary leadership behavior with a capability to adapt to a more capacious and more complex environment. The expected consistent outcome of this leadership is that human resource performance would be holistically integrated with the environment around the organization. Holt and Seki (2012), said that transglobal leadership has a direct effect on the performance of both employees and organizations. However, Hayward (2010), found that organizational leadership does not have a direct and significant effect on employee performance, and
there is a negative relationship between organizational leadership and employee performance.

Inconsistent results among previous researches above then leave a gap that is examined by Hermawati (2015). It was found that transglobal leadership has an indirect effect on employee performance, and this relationship prevails through the quality of work-life and job involvement. By taking into consideration of results from Hermawati’s periodical researches (2011, 2013, 2014, 2015). Referring to the above, it is said that human resource in recent days is expected to change and this change is highly relevant. Humanistic perspective of management approach considers human resource as a central factor that is dependable to create competitive advantage (Hermawati, 2011, 2013, 2014). Therefore, it is always relevant for MSMEs of Tourism Sector to deal with the critical issue of how to optimize organizational performance by making necessary change to ensure that human resource plays significant role (Suci, 2015).

LITERATURE REVIEW

Human Resource Management

The current research takes inspiration from many previous types of research. Empirical results from Hermawati (2011, 2014, 2015), Hermawati and Mas (2016), and Hermawati and Suci (2017, 2018) supported theories proposed by Luthans (2006), Robbins (2006), Tett and Meyer (1993), Hermawati (2015), Hermawati and Mas (2016), and Hermawati and Puji Suci (2017) had analyzed and then confirmed that quality of work-life affects work satisfaction and employee performance. It was also found that the effect of quality of work-life on work satisfaction has a great contribution to the optimization of both employee performance and organizational performance. Mohsan (2011), discovered a weak relationship between job involvement and employee performance. Dartu (2007), confirmed that the effect of employees’ job involvement on individual performance has given a contribution to organizational performance. Next, Clark (1990), Hsu (2012), and Hermawati and Suci (2015, 2017) supported theories suggested by Porter and Lawler (1968) and Kanungo (1982). These theories said that job involvement affects individual performance, and also that a positive relationship between job involvement and individual performance has a good impact on both employee performance and organizational performance.

Furthermore, Smith and Organ (1983), Padsakoff et al. (1996), Efraty and Wolfe (1988), Eastman (1994), and Hermawati and Mas (2016) theorized that individual performance is closely associated with organizational citizenship behavior (OCB). This position was supported by Alotaibi (2001), Biswas and Varma (2007), Hermawati and Mas (2016), and Hermawati and Suci (2017). In general, it was found that employees’ OCB has a positive and significant effect on employee performance. Bono and Judge (2003), clarified that leadership behavior could influence employees’ job involvement. However, Shukui and Xiaomin (2001), found that there is no positive relationship between leadership behavior and job involvement. Hayward (2005), Loke (2001), and Kacmar et al. (1999), discovered a positive relationship between leadership behavior and individual performance. Bass (1985), Avolio (1996), Bass and Avolio (1997), and Endro et al. (2017), declared that employee performance is affected by leadership behavior, and this effect relationship is then influencing organizational performance.

Tourism Marketing Management

One previous review on tourism marketing management was conducted by Yazdanifard and Mercy (2011), through research titled with The Impact of Green Marketing on Customer Satisfaction and Environmental Safety. It was said that green marketing is an instrument to protect the environment for the favor of future generations, and therefore, it brings a positive impact on environmental safety. In a research titled with The Role of Marketing Philosophy in Rural Tourism Development, Mihailovic and Moric (2012), found that rural tourism marketing should be seen as a structure to implement rural tourism strategies, such as long term prosperity, tourist satisfaction, maximum profit, extended tourist season, neutralizing the negative impact of tourism on the community, stabilizing workforces at
the tourism sector, giving economic support to the tourism sector, diversifying tourism activities, and others.

Sarkar (2012), conducted research titled with Green Marketing and Sustainable Development Challenges and Opportunities, and it was found that green marketing is something that would grow well either in practice or demand. Other relevant research was performed by Meler and Ham (2012), with the title of Green Marketing for Green Tourism, and they declared that sustainable tourism is an alternative type of tourism that emphasizes green marketing to be a strategy to build cooperation between suppliers and sellers, or between partners and competitors, to convince them toward producing environmentally friendly development in all value chains. Green marketing is considered as the best solution to the environmental problem with two fundamental results, namely long-term benefit and positive contribution to the environment.

According to Gustavo (2013) in research titled with Marketing Management Trends in Tourism and Hospitality Industries: Facing the 21st Century Environment, it was said the tourism industry in recent days has become more global, interrelated, uncertain, oriented towards technology, and focusing on issues of sustainability. Market structure is changing significantly, and marketing strategy, therefore, is no longer a simple thing that only concerns with serving consumer satisfaction and giving profits to the company. Marketing begins to be seen as guidance in defining business strategy and in delivering sustainable profits for the tourist destination. Being sustainable is associated with growing continually in practice and demand.

The current research attempts to analyze tourists’ awareness level regarding responsibility marketing. It is expected that result of this analysis would guide the researcher in creating a concept called sustainable tourism and then formulating, based on this concept, a model called responsibility marketing. Muljadi (2009), emphasized that tourism marketing is an effort to identify the demand and desire of tourists, and then offer the proper tourism products to maximize tourism service. Responsibility tourism marketing can also be called an effort to promote tourism products in sustainable ways. Sustainable tourism products are defined as tourism products that are responsible to the environment and socially and economically reliable, which, therefore, users of these products will fulfill their demands without sacrificing the opportunity of future generations to use those products (Wray, 2010; Dewi, 2011). The purpose of the research is to analyzing the hierarchical process to improve the performance of MSMEs human resources in the tourism sector in East Java, analyzing the hierarchical process to improve the competitiveness of sustainable tourism in East Java, analyzing the SWOT-based MSMEs HR performance development strategy in East Java, and analyze SWOT-based sustainable tourism competitiveness development strategies in East Java.

METHOD

This research is intended to answer two questions. The first question is regarding how to improve human resource performance at Micro, Small and Medium Enterprises (MSMEs) of Tourism Sector in East Java Province. The second question is concerning what is the effective tourism marketing strategy. The survey was conducted, and the result showed that strategically, the management of human resource and tourism marketing is less effective and not efficient.

The expected result of this research is to obtain a real description regarding the management of human resources and tourism marketing. These managerial issues represent two questions that this research tries to answer. Both are measured with different indicators.

The population of this study was all human resources in the tourism sector MSMEs and all foreign and domestic tourists in East Java. The sampling technique is purposive sampling that is applied on MSMEs of the Tourism Sector in East Java Province (covering 10 regions with tourism potentials). The size of the sample is determined using Structural Model’s minimum criteria that require 100-200 participants. Therefore, the determined participant for this research is 200 MSMEs of the Tourism Sector selected from 10 regions with tourism potentials in East Java Province. Four employees
and three tourists are chosen as respondents from each MSME. In total, therefore, there are 800 em-
ployees and 600 tourists, either foreign or domestic, involved in this research.

Table 3. Matrix and Operational Definition of Research Variables

| Research Variables and Operational Definition of Each Variable | VARIABLE TYPE | INDICATOR |
|---------------------------------------------------------------|---------------|-----------|
| Transglobal Leadership (TL) The intelligence dimension is owned by the leader/manager that contains six indicators, namely cognitive intelligence, emotional intelligence, business intelligence, cultural intelligence, global intelligence, and moral intelligence. | Exogenous | (TL.1) Cognitive Intelligence (TL.2) Emotional Intelligence (TL.3) Business Intelligence (TL.4) Cultural Intelligence (TL.5) Global Intelligence (TL.6) Moral Intelligence |
| Quality of Work Life (QWL) Perception of employees that they feel physically and psychologically safe, convenient, relatively satisfied, and capable of growing and developing as another usual human. | Moderation | (QWL.1) Participation (QWL.2) Growth and Development (QWL.3) Compensation and Retain | (QWL.4) Work Environment |
| Job Involvement (JI) Participative process using all employee capacities designed to strengthen the commitment to organizational success. | Moderation | (JI.1) Performance (JI.2) Self-Esteem Contingency |
| Organizational Citizenship Behavior (OCB) Behavior at the workplace that is valued based on a personal assessment to ensure whether this behavior exceeds the basic requirement of work. Employees are required to show behavior “beyond and beyond” formal job descriptions. This behavior must be done voluntarily, without pressure, and without expecting formal recognition and payment, but still giving a contribution to the effectiveness and efficiency of organizational functions. | Moderation | (OCB.1) Sportsmanship (OCB.2) Civic Virtue (OCB.3) Conscientiousness (OCB.4) Altruism (OCB.5) Courtesy |
| Human Resource Performance (HRP) The outcome is achieved by employees from their job after they fulfill job criteria. | Intervening Endogenous | (HRP.1) Work Output (HRP.2) Work Behavior (HRP.3) Personality |
| Responsibility Marketing (RM) | Intervening Endogenous | (RM.1) Ethic Value (RM.2) Social Responsibility |
| Competitive Sustainability Tourism (CST) | Pure Endogenous | (CST.1) Effective (CST.2) Economic (CST.3) Efficient |

Source: The classification of variables in Research Model and the Processed Result of Review (2020)
The analysis technique is Biplot/Cluster Analysis, which would help the researcher to obtain a real description regarding the management of human resource and tourism marketing at MSMEs of the Tourism Sector, along with the aspects that underlay both managerial issues.

Figure 1. Visualization of Biplot/Cluster Analysis for Transglobal Leadership

RESULTS

The research uses primary data that are collected through questionnaires. Biplot analysis was conducted by analyzing the singular value of the data that are already corrected against the mean value. The input of biplot analysis is a mean matrix, which is a matrix containing the mean value of each variable on each object. In other words, the mean matrix is also called a data matrix of the “n” object and “p” indicator. This research also implements cluster analysis, and the number of clusters is determined based on the change of percentage in each stage of analysis. The stage with the biggest change of percentage is shown by the possession of the most number of optimum cluster. In this analysis, three clusters are observed.

All Variables

Data of all variables are collected from 10 regions in East Java Province, which respectively are Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. From each region, the researcher takes 20 MSMEs of the Tourism Sector and measure them with 7 variables, namely Transglobal Leadership (TL), Quality of Work Life (QWL), Job Involvement (JI), Organizational Citizenship Behavior (OCB), Human Resource Performance (HRP), Responsibility Marketing (RM), and Competitive Sustainability Tourism (CST). The following is a biplot graphic for all variables and their interpretation.

Figure 2. Biplot Graphic of 10 MSMEs of Tourism Sector in East Java Province: All Variables
The biplot graphic above shows the relationship between all variables and MSMEs of the Tourism Sector in East Java Province. The graphic indicates that every MSME has a competitive advantage on a certain variable. Some regions have MSMEs of the Tourism Sector with a competitive advantage on Transglobal Leadership (TL), and these regions are Sidoarjo Regency (6), Kediri Regency (7), Blitar Regency (9), and Malang Regency (2). Two regions have MSMEs of the Tourism Sector with a competitive advantage on Quality of Work Life (QWL), and these regions are Malang City (3) and Kediri City (8). Only one region has MSMEs of the Tourism Sector with a competitive advantage on Organizational Citizenship Behavior (OCB), and this region is Pasuruan Regency (5). Interestingly, there is only one region with only one MSME of the Tourism Sector for competitive advantage on Human Resource Performance (HRP), and this region is Batu City (1). Competitive advantage on Responsibility Marketing (RM) is also shown by MSMEs of the Tourism Sector in only one region, which is, Pasuruan Regency (5). Two regions have MSMEs of the Tourism Sector with a competitive advantage on Competitive Sustainability Tourism (CST), and these regions are Pasuruan City (4) and Blitar City (10).

After obtaining the results of biplot analysis, then cluster analysis is conducted in which all MSMEs of the Tourism Sector in East Java Province are divided into 3 clusters. Results of cluster analysis for all variables are explained as follows. Cluster 1 contains MSMEs of the Tourism Sector with a competitive advantage on Transglobal Leadership (TL). Cluster 2 comprises MSMEs of the Tourism Sector with a competitive advantage on Human Resource Performance (HRP), Quality of Work Life (QWL), and Organizational Citizenship Behavior (OCB). Cluster 3 consists of MSMEs of the Tourism Sector with a competitive advantage on Transglobal Leadership (TL), Competitive Sustainability Tourism (CST), Responsibility Marketing (RM), and Job Involvement (JI).

Transglobal Leadership (TL)

Transglobal Leadership is measured with 6 indicators, namely Cognitive Intelligence (TL.1), Emotional Intelligence (TL.2), Business Intelligence (TL.3), Cultural Intelligence (TL.4), Global Intelligence (TL.5), and Moral Intelligence (TL.6). Data on this variable are obtained from 10 regions in East Java Province. These regions are Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. Twenty (20) MSMEs of the Tourism Sector were selected from each region. Biplot graphic for Transglobal Leadership and its interpretation is given as follows:

The biplot graphic above indicates the relationship between Transglobal Leadership and MSMEs of the Tourism Sector in East Java Province. As shown in the graphic, every MSME has a competitive advantage on a certain indicator that measures Transglobal Leadership. Only one region has MSMEs of the Tourism Sector with a competitive advantage on Transglobal Leadership.
advantage on Cognitive Intelligence (TL.1), and this region is Blitar Regency (9). Also, only one region has MSMEs of the Tourism Sector with a competitive advantage on Emotional Intelligence (TL.2), and this region is Kediri City (8). There is also one region that has MSMEs of the Tourism Sector with a competitive advantage on Business Intelligence (TL.3), and this region is Pasuruan Regency (5). Interestingly, the same region also has MSMEs of the Tourism Sector with a competitive advantage on Cultural Intelligence (TL.4), and this region is still Pasuruan Regency (5). Competitive advantage on Global Intelligence (TL.5) is dominated by MSMEs of the Tourism Sector in Malang Regency (2). It is possibly interesting to see that competitive advantage on Moral Intelligence (TL.6) is owned by MSMEs of the Tourism Sector in Pasuruan Regency (5).

Results of biplot analysis have been obtained, which are then brought to cluster analysis. Three clusters are made for MSMEs of the Tourism Sector in East Java Province. Results of cluster analysis on Transglobal Leadership are elaborated as follows. Cluster 1 comprises MSMEs of the Tourism Sector with a competitive advantage on Emotional Intelligence (TL.2), Cognitive Intelligence (TL.1), and Global Intelligence (TL.5). Cluster 2 is zero members. Cluster 3 contains MSMEs of the Tourism Sector with a competitive advantage on Business Intelligence (TL.3), Cultural Intelligence (TL.4), and Moral Intelligence (TL.6).

**Quality of Work Life (QWL)**

Quality of Work Life is explained by 4 indicators, namely Participation (QWL.1), Growth and Development (QWL.2), Compensation and Retaine (QWL.3), and Work Environment (QWL.4). Data on this variable are acquired from 10 regions in East Java Province, which include Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. From each region, twenty (20) MSMEs of the Tourism Sector were selected. The following is a biplot graphic for Quality of Work Life and its interpretation.

![Biplot Graphic of 10 MSMEs of Tourism Sector in East Java Province: Quality of Work Life](image)

The biplot graphic above illustrates the relationship between Quality of Work Life and MSMEs of the Tourism Sector in East Java Province. This graphic declares that every MSME has a competitive advantage on a certain indicator that explains Quality of Work Life. Two regions have MSMEs of the Tourism Sector with a competitive advantage on Participation (QWL.1), and these regions are Batu City (1) and Pasuruan Regency (5). Only one region has MSMEs of the Tourism Sector with a competitive advantage on Growth and Development (QWL.2), and this region is Pasuruan City (4). Two regions have MSMEs of the Tourism Sector with a competitive advantage on Compensation and Retaine (QWL.3), and these regions are Malang City (3) and Kediri City (7). The region that has MSMEs of Tourism Sector with a competitive advantage on Work Environment (QWL.4) includes Malang Regency (2), Kediri Regency (6), Kediri City (8), Blitar Regency (9), and Blitar City (10).

Bipplot analysis has given some results that would be brought to cluster analysis. The process of cluster analysis involves dividing MSMEs of the Tourism Sector into 3 clusters. Results of cluster analysis are outlined as follows. Cluster 1 consists of
MSMEs of the Tourism Sector with a competitive advantage on Participation (QWL.1). Cluster 2 contains MSMEs of the Tourism Sector with a competitive advantage on Growth and Development (QWL.2) and Compensation and Retain (QWL.3). Cluster 3 comprises MSMEs of the Tourism Sector with a competitive advantage on Compensation and Retain (QWL.3) and Work Environment (QWL.4).

**Job Involvement (JI)**

Job Involvement is understood with indicators of Performance Self-Esteem Contingency (JI.1) and Self-Description (JI.2). Data on this variable are collected from 10 regions in East Java Province, which include Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. There are 20 MSMEs of the Tourism Sector selected from each region. Biplot graphic for Job Involvement and its interpretation is given as follows:

**Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior has five indicators, namely Sportsmanship (OCB.1), Civic Virtue (OCB.2), Conscientiousness (OCB.3), Altruism (OCB.4), and Courtesy (OCB.5). Data on

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**Figure 5. Biplot Graphic of 10 MSMEs of Tourism Sector in East Java Province: Job Involvement**

The biplot graphic above reveals the relationship between Job Involvement and MSMEs of the Tourism Sector in East Java Province. This graphic emphasizes that every MSME has a competitive

**Figure 6. Biplot Graphic of 10 MSMEs of Tourism Sector in East Java Province: Organizational Citizenship Behavior**
this variable are collected from 10 regions in East Java Province, which respectively are Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. From each region, the researcher takes 20 MSMEs of the Tourism Sector for analysis. The following is a biplot graphic for Organizational Citizenship Behavior and its interpretation.

The biplot graphic above shows the relationship between Organizational Citizenship Behavior and MSMEs of the Tourism Sector in East Java Province. The graphic indicates that every MSME has a competitive advantage on a certain indicator that affects Organizational Citizenship Behavior. Three regions have a competitive advantage on Sportsmanship (OCB.1), and these regions are Malang City (3), Kediri City (8), and Kediri Regency (9). Only one region has MSMEs of the Tourism Sector with a competitive advantage on Civic Virtue (OCB.2), and this region is Pasuruan Regency (5). Also, only one region with MSMEs of Tourism Sector with a competitive advantage on Conscientiousness (OCB.3), and this region is Blitar City (10). Three regions have MSMEs of the Tourism Sector with a competitive advantage on Altruism (OCB.4), and these regions are Malang Regency (2), Sidoarjo Regency (6), and Kediri Regency (7). Two regions have MSMEs of the Tourism Sector with a competitive advantage on Courtesy (OCB.5), and these regions are Batu City (1) and Pasuruan City (4).

After obtaining the results of biplot analysis, then cluster analysis is conducted in which all MSMEs of the Tourism Sector in East Java Province are divided into 3 clusters. Results of cluster analysis for Organizational Citizenship Behavior are explained as follows. Cluster 1 contains MSMEs of the Tourism Sector with a competitive advantage on Civic Virtue (OCB.2) and Conscientiousness (OCB.3), Cluster 2 comprises of MSMEs of Tourism Sector with a competitive advantage on Altruism (OCB.4), while Cluster 3 consists of MSMEs of Tourism Sector with a competitive advantage on Sportsmanship (OCB.1) and Courtesy (OCB.5).

**Human Resource Performance (HRP)**

Human Resource Performance is measured with three indicators, namely Work Output (HRP.1), Work Behavior (HRP.2), and Personality (HRP.3). Data on this variable are obtained from 10 regions in East Java Province. These regions are Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. Twenty (20) MSMEs of the Tourism Sector were selected from each region. Biplot graphic for Human Resource Performance and its interpretation is given as follows:

![Biplot Graphic of 10 MSMEs of Tourism Sector in East Java Province: Human Resource Performance](image-url)
ism Sector with a competitive advantage on Work Behavior (HRP.2), and this region is Kediri Regency (7). There is only one region that has MSMEs of the Tourism Sector with a competitive advantage on Personality (HRP.3), and this region is Batu City (1).

Results of biplot analysis have been obtained, which are then brought to cluster analysis. Three clusters are made for MSMEs of the Tourism Sector in East Java Province. Results of cluster analysis on Human Resource Performance are elaborated as follows. Cluster 1 comprises MSMEs of the Tourism Sector with a competitive advantage on Work Output (HRP.1) and Personality (HRP.3). Cluster 2 consists of MSMEs of the Tourism Sector with a competitive advantage on Work Behavior (HRP.2). Cluster 3 is zero members.

**Responsibility Marketing (RM)**

Responsibility Marketing is explained by three indicators, which respectively are Ethic (RM.1), Value (RM.2), and Social Responsibility (RM.3). Data on this variable are acquired from 10 regions in East Java Province, which include Batu City, Malang Regency, Malang City, Pasuruan City, Sidoarjo Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. From each region, twenty (20) MSMEs of the Tourism Sector were selected. The following is a biplot graphic for Responsibility Marketing and the interpretation of each indicator.

The biplot graphic above illustrates the relationship between Responsibility Marketing and MSMEs of the Tourism Sector in East Java Province. This graphic declares that every MSME has a competitive advantage on the certain indicator that explains Responsibility Marketing. There is only one region that has MSMEs of the Tourism Sector with a competitive advantage on Ethic (RM.1), and this region is Blitar City (10). Also, only one region has MSMEs of the Tourism Sector with a competitive advantage on Value (RM.2), and this region is Pasuruan City (4). Still, only one region has MSMEs of the Tourism Sector with a competitive advantage on Social Responsibility (RM.3), and this region is Sidoarjo Regency (6).

Biplot analysis has given some results that would be brought to cluster analysis. The process of cluster analysis involves dividing MSMEs of the Tourism Sector into 3 clusters. Results of cluster analysis are outlined as follows. Cluster 1 consists of MSMEs of the Tourism Sector with a competitive advantage on Ethic (RM.1). Cluster 1 contains MSMEs of the Tourism Sector with a competitive advantage on Value (RM.2). Cluster 3 comprises MSMEs of the Tourism Sector with a competitive advantage on Social Responsibility (RM.3).

**Competitive Sustainability Tourism (CST)**

Competitive Sustainability Tourism is understood with indicators of Effective (CST.1), Economic (CST.2), and Efficient (CST.3). Data on this variable are collected from 10 regions in East Java Province, which include Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. There are 20 MSMEs of the Tourism Sector selected from each region. Biplot graphic for Competitive Sustainability Tourism and its interpretation are as follows:
DISCUSSION

Four regions have MSMEs of the Tourism Sector with a competitive advantage on Transglobal Leadership (TL), and these regions include Sidoarjo Regency (6), Kediri Regency (7), Blitar Regency (9), and Malang Regency (2). According to this finding, it can be said that MSMEs of the Tourism Sector in Sidoarjo Regency, Kediri Regency, Blitar Regency, and Malang Regency already have leadership that emphasizes visionary behavior, adapting to a new but more complex environment, and using employee performance as a measure of consistent outcome. Transglobal Leadership is closely related to global economic competitiveness that is indeed very complex. A leader should have the multidisciplinary capability to actuate followers. Cognitive, moral, emotional, cultural, and business intelligence are elements that must be taken into account in Transglobal Leadership.

Two regions have MSMEs of the Tourism Sector with a competitive advantage on Quality of Work Life (QWL), and these regions are Malang City (3) and Kediri City (8). Regarding this finding, it can be stated that MSMEs of the Tourism Sector in Malang City and Kediri City already have an environment, strategy, and operation at the workplace that can produce and maintain employee performance. One effort to create good QWL at the workplace is by providing good conditions of the workplace that could motivate workers towards good performance. Related factors to this condition are workplace security, work hour, leadership commitment, and other factors beyond work. All these factors should be taken into consideration by MSMEs of the Tourism Sector.

Only one region has MSMEs of the Tourism Sector with a competitive advantage on Organizational Citizenship Behavior (OCB), and this region is Pasuruan Regency (5). This finding signifies that MSMEs of the Tourism Sector in Pasuruan Regency already have employees who are dedicated and committed to the workplace, and who are also capable to produce a high level of both performance and productivity. If job satisfaction is high among employees, they would find their work convenient. Employees with such feelings will work beyond what
they are required to do. Such positive behavior among the employees would raise individual and organizational performances at MSMEs of the Tourism Sector.

There is only one region with only one MSME of the Tourism Sector for competitive advantage on Human Resource Performance (HRP), and this region is Batu City (1). According to this finding, it can be declared that MSMEs of the Tourism Sector in Batu City already have quality and quantity that conform to their responsibility. Performance is a key measure for the success of the organization. Without good performance from employees, it is possibly hard to achieve organizational goals. The performance comprises of attitude, mentality, and behavior that are oriented to produce a perception that the current job must have better quality than the previous job, while the future job should have better quality than the current job.

Competitive advantage on Responsibility Marketing (RM) is shown by MSMEs of the Tourism Sector in only one region, which is, Pasuruan Regency (5). Regarding this finding, it can be said that MSMEs of the Tourism Sector in Pasuruan Regency have a socially-oriented marketing principle where marketing decisions are made only after taking into account consumers’ demand and interest, company demand, and long term interest of community and tourists. Various kinds of advancements have changed the world order. At the same time, many power holders in socio-economical, cultural, and natural environments have determined new boundaries on marketing and business practices. The company that has prepared itself with innovative solutions and value consideration is likely to be the most successful company.

Two regions have MSMEs of the Tourism Sector with a competitive advantage on Competitive Sustainability Tourism (CST), and these regions are Pasuruan City (4) and Blitar City (10). This finding confirms that MSMEs of the Tourism Sector in Pasuruan City and Blitar City can conserve and protect the environment. It is in line with the perception that environmental responsibility is the collective responsibility of all parties involved in the planning and development of the tourism industry.

It must be noted that the planning and development of sustainable tourism cannot be separated from the considerations of nature, culture, heritage, and socioeconomic, along with its complexities that involve tourists as the visitors and the local community as the host. The Government of the Republic of Indonesia has set several indicators for the establishment of sustainable tourism, which respectively are: the awareness regarding responsibility on the environment, which requires sustainable tourism development strategy to put tourism as a green industry (environmentally friendly industry), and this responsibility would be in the hand of government, tourism industry, community and tourist; the improvement of local government’s roles in tourism development; the empowerment of tourism industry to make it able not only to create tourism products with international competitiveness but also to increase the welfare of community surrounding tourist destination; and the partnership and participation of the community in tourism development, which is aimed to eliminate or at least minimize the gap of welfare level between tourist and community at a tourist destination to avoid conflict or domination against each other.

CONCLUSIONS

Micro, Small and Medium Enterprises of Tourism Sector with a competitive advantage on Transglobal Leadership are found in Sidoarjo Regency, Kediri Regency, Blitar Regency, and Malang Regency. Micro, Small and Medium Enterprises of Tourism Sector with a competitive advantage on Quality of Work-Life are discovered in Malang City and Kediri City. Micro, Small and Medium Enterprises of Tourism Sector with a competitive advantage on Organizational Citizenship Behavior are located only in Pasuruan Regency. Only one Micro, Small and Medium Enterprise of the Tourism Sector has a competitive advantage on Human Resource Performance, and such Enterprise exists in Batu City. Micro, Small and Medium Enterprises of Tourism Sector with a competitive advantage on Responsibility Marketing are found only in Pasuruan Regency. Micro, Small and Medium Enterprises of Tourism Sector with a competitive advantage on
Competitive Sustainability Tourism are discovered in Pasuruan City and Blitar City.

RECOMMENDATIONS

The strategic recommendation given is strategy diversification, which means that MSMEs are in prime condition but are facing several tough challenges so that it is estimated that the wheels of the organization will have difficulty continuing to rotate if only relying on the previous strategy.

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