

A Literature Study of Indonesian Tourism Human Resources Development in the Era of Society 5.0

by I Made Darsana

Submission date: 01-Nov-2023 10:50PM (UTC-0700)

Submission ID: 2215005804

File name: 2014-11937-1-PB-4.pdf (391K)

Word count: 4828

Character count: 27228

A Literature Study of Indonesian Tourism Human Resources Development in the Era of Society 5.0

I Made Darsana¹, I Made Sudjana²

¹ Institut Pariwisata Dan Bisnis Internasional, Indonesia; made.darsana@ipb-intl.ac.id

² Institut Pariwisata Dan Bisnis Internasional, Indonesia; ketua@stpbi.ac.id

ARTICLE INFO

Keywords:

Era of Society 5.0;
Human Resource Development
for Tourism.

Article history:

Received 2022-01-25

Revised 2022-03-21

Accepted 2022-07-03

ABSTRACT

Tourism industry is one of the sectors that is badly hit by the covid 19 pandemic. Therefore, after the pandemic disappeared as today, all parties must hand-in-hand make efforts to recover this field. This literature review aims to document the efforts of the Indonesian government in making the tourism industry recover as well as the challenges they faced. Five articles that represent the situation were taken from the national journals. These articles were analyzed using three steps of qualitative analysis, namely data classification, verification, and conclusion drawing. The findings of this study reported that the Indonesian government made some programs to develop human resources in this industry, such as giving suitable training and workshops to the agencies they sent. On the other hand, the challenges are also faced by the government and entrepreneurs, especially when giving directions to the policy they made. This study is expected to give an overview about the efforts made in order to redevelop human resource as a way of reconstructing the tourism industry in Indonesia after the pandemic situation in the era of society 5.0.

This is an open access article under the [CC BY-NC-SA](https://creativecommons.org/licenses/by-nc-sa/4.0/) license.



Corresponding Author:

I Made Darsana

Institut Pariwisata Dan Bisnis Internasional, Indonesia; <mailto:made.darsana@ipb-intl.ac.id>

1. INTRODUCTION

Today, the world is facing the era of society 5.0. This development will have an impact on all aspects of life ranging from health, urban planning, transportation, agriculture, industry and education (Misbah & Budiyanto, 2020). The goal of society 5.0 is to create a society where people enjoy life to the fullest by leveraging technological developments to balance economic growth and emerging social problems (Hendarsyah, 2019). It is hoped that the framework and technology developed by society 5.0 can be applied in all countries and can contribute to solving the challenges of society around the world (Haqqi & Wijayati, 2019). This situation is getting more demanding after all countries are being hit by the Covid 19 pandemic. This pandemic requires humans to rely heavily on information and communication technology, especially the use of IoT (Internet of Things), the use of augmented reality

and finally the use of AI (Artificial Intelligence), both in the field of education, health, economy, social and culture (Rahayu, 2021).

Coronavirus disease in 2019 that has infected millions of people worldwide has given impacts on the economy is expected to be large and can cause a country's economy to slump (Fahrika, & Roy, 2020). Millions of people will fall into poverty because of the increasing number of unemployed as a result of the cessation of several production activities due to lack of demand that can stimulate production activities (Feyisa, 2020). Many industries are affected by this global pandemic. One of them is the tourism industry. Among the efforts to increase this industry, the government that plays a significant role has implemented programs to develop Human Resources (HR) in the tourism industry. Referring to Law Number 10 of 2009 concerning Tourism industry in Indonesia, the definition of HR can be related to tourism as a variety of tourism activities and supported by various facilities and services provided by the community, businessmen, government, and local governments. Whereas what is meant by tourism is all activities related to tourism and are multidimensional and multidisciplinary in nature that arise as a manifestation of the needs of each person and country as well as interactions between tourists and local communities, fellow tourists, the Government, local governments, and entrepreneurs.

Tourism revenues are growing very strongly in Asia, making a sizable contribution to GDP in many countries. As the region looks forward to the next century, the challenges of infrastructure development, environmental protection policies and most importantly, the shortage of skilled labor, both at the craft and management levels in the tourism industry, are looming (Hitchcock et al., 2019). The need for trained and skilled staff is one of the most pressing problems facing the ASIA region today. Each country has developed strategies at regional and national levels. These strategies should be implemented to reduce the shortage of trained manpower for the tourism industry. Travel and Tourism has always been an integral part of tradition and culture that refers to local wisdom. The development of the tourism industry with the help of HRD is possible along with the involvement of the government, the private sector, and the community. Human resource is an important factor in efforts to achieve progress and prosperity of a nation. Indonesian human resources in the form of a large population, are more of a development burden than development capital because they have not been used optimally, due to their low quality.

In addition, the tourism industry is a collection of interrelated tourism businesses in order to produce goods and/or services to meet the needs of tourists in the implementation of tourism. Based on the former explanations, what is meant by tourism human resources are all human aspects that support tourism activities, both tangible and intangible, which aim to meet the needs and create tourist satisfaction and have a positive impact on the economy, welfare, and environment as well as cultural preservation in an area. tourist area (Ngoc et al., 2021). Tourism as an industry that is highly dependent on human existence. The realization of tourism is the interaction of humans who organize tourism who act as consumers, namely those who travel/tourists and humans as producers, namely those who offer tourism products and services. Therefore, the human aspect plays a role as a driving force for the sustainability of the tourism industry in a country.

In relation to the challenges of the era of Society 5.0, Indonesia must remain ready to be committed to increasing human resources, especially in the field of tourism by utilizing the development of information technology (IT) in an effective and targeted manner. Previous studies have been done to see the development in this industry. Setiawan & Lenawati (2020) implemented Strategic Human Resource Management as a solution for economic recovery in the tourism industry. Following this research, Aryani (2019) in her research mentioned that human resource strategies must also be supported by the values of creativity, service, learning and continuous innovation. This is because an

organization must have flexibility and adaptation to internal and external environmental challenges that can affect the organization (Pudjiati & Putranti, 2020). In conclusion, those studies have given evidence that efforts to recover the tourism industry are currently done.

This study will differentiate the research method to the previous ones. This is a literature study that sheds light on the government roles that have been carried out and the challenges they faced. Based on the explanation above, this study aims to explain the principles of human resource development that can be applied by the government, the community, the private sector, non-profit organizations, and non-governmental organizations from the tourism sector in facing the challenges of the society era 5.0. By doing this investigation, researchers expect betterment in the future tourism industry in Indonesia after the pandemic.

2. METHODS

The research method used in this research is using a literature review. Literature review in this context is part of qualitative descriptive research since this study aims to describe, summarize various conditions, various phenomena of social reality that exist in society and become the object of research to draw features, characters, traits, models, signs or descriptions about conditions, situations, or phenomena (Holloway & Todres, 2003). Contextually, the phenomenon under scrutiny was about the tourism industry in Indonesia which was hit during the pandemic. A digital library search was conducted to obtain data. Bungin (2010) explains that the library method is one of the data collection methods used in social research methodologies to track historical data. In other words, it is called a literature review. According to Creswell (2014) literature review is a written summary of articles from journals, books, and other documents. In this context, the researchers will use research articles published in Indonesian journals that describe theories and information both past and present, organizing literature into topics and documents needed in this study related to HR strategies. management to face the challenges of Era Society 5.0.

The literature method used in this study consisted of primary and secondary sources. Primary sources are original articles written by someone who has seen, experienced, or worked on their own. Primary source library materials in this research are theses, dissertations, research reports, articles and other information related to HR management strategies to face the challenges of Era Society 5.0. 2. Secondary sources are writings about other people’s research, reviews, summaries, criticisms, and similar writings about things that the author has not witnessed directly or experienced. Secondary library materials can be found in the Tourism Law, dictionaries, handbooks, abstracts, indexes, and textbooks related to the research objectives. From the search, five articles were displayed as the data. The following table provides information about the research data.

Table 1. Collected literature as data of the study

Researchers	Sari & Anggraini	Sutrisno & Hadi	Aliyah et al.	Widiastuti et al.	Yuli & Wojtila
Year	2020	2020	2021	2021	2020
Conclusion	Determining the satisfaction and quality of workers, experts and professionals who play a	Today’s rapid technological progress is no longer in line with human development and needs,	the emergence of serious problems in the tourism industry, and allows local	Strengthening English language competence as the mode of communication .	Transformation in HR by transforming people, culture and organization. Digitizing

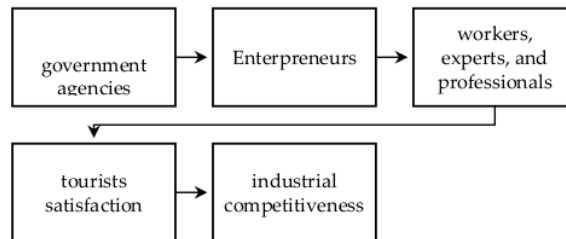
role in observing, controlling and improving the quality of tourism and tourism	but on the contrary, humans must then adapt to technology, technology actually raises new needs.	community participation to be hampered in economic activities developed from tourism development	human is also important.
---	--	--	--------------------------

These articles were selected since they were considered representative to describe the current situations of HR development in the Indonesian tourism industry. To analyze the data, the researchers classified the articles, made verification with related frameworks, and drew conclusions.

3. FINDINGS AND DISCUSSIONS

Discussions about the HR (needed for proper and effective service of tourism activities in many countries, in the tourism planning and development process, are often underestimated (Sentanu & Mahadiansar, 2020). In some cases, even completely ignored. This results in the emergence of serious problems in the tourism industry, and allows local community participation to be hampered in economic activities developed from tourism development (Aliyah et al., 2021). To get a clearer picture of the role and condition of human resources in the tourism industry, this discussion will identify and formulate the definition of tourism human resources, their types and classifications, their role in the development of the tourism industry, competitive position and future needs (Zontek, 2016). The existence of human resources plays an important role in tourism development. The relation among those mentioned aspects is described below.

Figure 1. The arrangement of HR development to achieve goals



Human resources in the tourism industry include tourists and workers (Sari & Anggraini, 2020). The role of human resources as labor can be in the form of human resources in government agencies, human resources that act as entrepreneurs who play a role in determining the satisfaction and quality of workers, experts and professionals who play a role in observing, controlling and improving the quality of tourism and tourism. No less important is the community around the tourist area which is not included in the above categories, but also determines the comfort and satisfaction of tourists visiting the area (Setiawan, 2016). Human resources are one of the factors that play an important role in advancing the tourism sector.

The importance of human resources in the tourism sector is that people are a very important resource in most organizations. Particularly in service-based organizations, HR plays a key role in

achieving successful performance (Evans, Campbell, & Stonehouse, 2012). In some industries, the human factor plays an important role and is a key success factor in achieving performance (Pajriah, 2018). As in the tourism industry, where companies have direct and intangible relationships with consumers that rely heavily on the ability of individual employees to generate interest and create pleasure and comfort for consumers (Mistriani, Maria, & Damayanti, 2020). Likewise, tourist attraction in a tourist destination is essentially a human factor that will determine whether visitors (tourists) will have a total experience and will return to visit (Camilleri, 2018). The development of human resources in the tourism industry is currently facing global challenges that require solutions that transcend national, regional and continent boundaries. One solution that needs to be taken is to increase the competence of the human resources of a country, including Indonesia, through improving the quality of proper education and training. From the description above, it can be concluded that there are several important roles for the existence of human resources in the tourism industry, namely as a driving force for the sustainability of the industry; the main actors who create the core tourism product (experience); and one of the determinants of industrial competitiveness.

3.1. Human Resource Development

The discourse on human resources (HR) in development at the national level, especially at the regional level, concerns the issue of quantity, components, distribution, and quality. Where these problems are interrelated and affect the planning, implementation, development, and success of development (Sutrisnowati & Hadi, 2020) Of these many elements, not all of them are discussed in this paper, the author deliberately limits himself to the discussion of the development and utilization of human resources. It can actually become a profitable development capital, so that the discussion is more focused (Sutrisnowati & Hadi, 2020). However, this does not mean that the discussion is completely free from the elements of the human resource issue. Human resource development basically includes two major issues. In this case, in addition to the need to develop human potential, such as intellect and intelligence developed through technocratic principles, there is also a need for behavior, which can have moral implications (such as the crisis of humanism). So, what needs to be underlined from these two issues is that the development of human resources concerns the issue of improving the quality of humans, as labor and development subjects as well as the implications of technological engineering on human existence itself.

Human resource development in the global era should be prioritized, because during this period the application of super-sophisticated technology has penetrated all sides of human life (Hewitt, 2021). If we do not anticipate it, then the position of humans will be shifted. The large number of workers do not get the opportunity, the competition is getting tighter because the available job opportunities are mostly filled by machines/robots which are actually more practical and efficient than human labor. Massive changes in this global era, human development is faced with complex problems and dilemmas. On the one hand, we are trying to industrialize by applying various cutting-edge technologies, even though it is well known that the consequences of applying machines and other technologies will further reduce human employment opportunities (especially unskilled workers). Meanwhile, on the other hand, we are faced with a population problem (a large population) which has not been utilized effectively, so that the existence of this population is at a critical point as a development burden. The problem of the Indonesian population at this time should not be how to create a population from a burden into a development capital, but how to create the same human being into a higher quality capital. It seems that the economic crisis that plagued the Indonesian people before the collapse of the New Order regime until now has dragged back the quality of the Indonesian population (Haris and Adika, 2002).

There has been quite a lot of experience in other countries that universal progress in the field of science and technology as engineering technocrats has implications for the birth of a crisis of humanism (Fuadi, 2016). Today's rapid technological progress is no longer in line with human development and needs, but on the contrary, humans must then adapt to technology, technology actually raises new needs (Sutrisnowati & Hadi, 2020). Moreover, what is adopted comes from the West, which is extracted from different cultural roots. A small example of how deviated from the adoption of technology from the West is the application of the green revolution program in agriculture which actually reduces agricultural production. Therefore, the technology transfer process must go through a strict selection process. From a cursory description of the position of humans and their existence within the framework of technological engineering, it would be easier to lead to an understanding of human resource development strategies in the context of national development in the global era, also so that we are wiser in formulating concepts and paradigms of development and in applying science and technology for welfare. humans themselves (Chen & May, 2018). Furthermore, we must be able to take lessons from the failure of several developed countries in their efforts to humanize humans, even though they are more advanced in the field of physical development (Pateman, & Cahoon, 2013). Finally, Indonesian people can be created to become the most important capital for development and at the same time maintain their humanity, including tourism human resources themselves, who must synergize the implementation of science and technology and information technology wisely in all aspects of life, especially in the field of tourism, in order to remain steady and sustainable in the era of society. 5.0 (Edyono, 2021; Duy et al., 2020)

3.2. *The Government's Role in the Development of Tourism Human Resources*

The government plays a very important role in making the country's human resources better, especially human resources in the tourism sector because tourists who come to a country see tourist destinations to see the beauty and charm there (Ridwan & Aini, 2019). When tourists return to their country, they will tell their colleagues about the beauty, charm, and natural beauty they visited (Pinkster & Boterman, 2017). This will greatly benefit the country, which is part of the promotion of destinations for the country. The Ministry of Tourism functions as a policy executing agency for tourism development in the country. It plays an important role in coordinating and complementing the efforts of both central and local governments to encourage private investment, strengthen promotion and marketing and will also support in providing skilled manpower resources (Putra, 2017).

3.3. *Challenges, Development Directions, and Human Resources Improvement*

In the future era, the human workforce faces formidable challenges to answer the challenges of society 5.0 (David, 2015). The development of science and technology is very rapid and humans are required to have certain specializations, and each specialization only knows itself deeply but does not know much about things outside of itself (Foray, 2014). Humans are increasingly fragmented by the technical rules that bind themselves, so that impersonal social relationships are increasingly symptomatic. In the end, science and technology will replace the position and role of humans as workers and complete individuals, because routine human work is carried out by machines whose work methods are considered more thorough, more effective, efficient, and bolder. Normatively, it should be for Indonesian people, there is no need to worry about the symptoms of dehumanization because the law on manpower is very clear and comprehensively regulates the rights and obligations of workers, including tourism human resources, which as a whole has given direction to the problems of human resource development (humans as workers), it is stated that the development of manpower as part of efforts to develop human resources is directed at increasing human dignity and capabilities as well as confidence in the workers themselves.

4. CONCLUSION

The quality of human resources is reflected in the level of education, the level of productivity, and the low level of creativity. The low quality of human resources has implications for the low value of wages and the inhumane exploitation of Indonesian workers (TKI). Unfortunately, in an effort to meet industrial needs, the development of human resources often leads to symptoms of dehumanization. Employment needs in the global era are in the form of highly skilled workers with certain specializations plus foreign language skills and a high work ethic. In this global era where every country becomes a free market as a result of trade liberalization, Indonesian human resources face serious challenges. The influx of various institutions/companies and foreign workers causes domestic workers to be eliminated, because they are of inferior quality. Finally, the level of dependence of the Indonesian people on foreign countries is getting higher, while TKI are only rough workers both at home and abroad. To improve the quality of Indonesian human resources so that they can become valuable development capital, and can become reliable workers, it is necessary to make various systematic, planned, integrated, sustainable and humane efforts. These efforts can be in the form of improving education as a whole regarding funding and welfare of education actors, job training, increasing mastery of foreign languages, mastering information technology, accurate manpower planning, establishing an Employment Information System, and utilizing the skilled labor market abroad. A recommendation for next researchers is finding solutions in terms of technology advancement that can help the tourism industry in Indonesia recover through HR development.

REFERENCES

- Aliyah, I., Sugiarti, R., & Yudana, G. (2021). Manajemen Risiko Bencana Kawasan Wisata Lereng Pegunungan Berbasis Pemberdayaan Masyarakat (Kawasan Wisata Lereng Gunung Lawu Kabupaten Karanganyar). Yayasan Kita Menulis.
- Aryani, R. 2019. Strategi Manajemen Sumber Daya Manusia untuk Menghadapi Tantangan Globalisasi. Prosiding Festival Riset Ilmiah Manajemen dan Akuntansi.
- Bungin, B. 2010. Metodologi Penelitian Kualitatif. PT. Raja Grafindo Persada. Jakarta.
- Camilleri, M. A. (2018). The tourism industry: An overview. *Travel marketing, tourism economics and the airline product*, 3-27.
- Chen, J., Yin, X., & Mei, L. (2018). Holistic innovation: An emerging innovation paradigm. *International Journal of Innovation Studies*, 2(1), 1-13.
- Creswell, John W, 2014, Penelitian Kualitatif & Desain Riset, Yogyakarta, Pustaka Pelajar
- David, H. J. J. O. E. P. (2015). Why are there still so many jobs? The history and future of workplace automation. *Journal of economic perspectives*, 29(3), 3-30.
- Duy, N. T., Mondal, S. R., Van, N. T. T., Dzung, P. T., Minh, D. X. H., & Das, S. (2020). A study on the role of web 4.0 and 5.0 in the sustainable tourism ecosystem of Ho Chi Minh City, Vietnam. *Sustainability*, 12(17), 7140
- Eddyono, F. (2021). Pengelolaan Destinasi Pariwisata. uwa is inspirasi indonesia.
- Evans, N., Stonehouse, G., & Campbell, D. (2012). Strategic management for travel and tourism. Taylor & Francis.
- Fahrika, A. I., & Roy, J. (2020). Dampak pandemi covid 19 terhadap perkembangan makro ekonomi di indonesia dan respon kebijakan yang ditempuh. *Inovasi*, 16(2), 206-213.
- Feyisa, H. L. (2020). The World Economy at COVID-19 quarantine: contemporary review. *International journal of economics, finance and management sciences*, 8(2), 63-74.
- Foray, D. (2014). From smart specialisation to smart specialisation policy. *European Journal of Innovation Management*

- Fuadi, A. (2016). Negara Kesejahteraan (Welfare State) dalam Pandangan Islam dan Kapitalisme. *JESI (Jurnal Ekonomi Syariah Indonesia)*, 5(1), 13-32.
- Hanoatubun, S. (2020). Dampak Covid-19 terhadap Prekonomian Indonesia. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 146-153.
- Haqqi, H., & Wijayati, H. (2019). Revolusi Industri 4.0 di Tengah Society 5.0: Sebuah Integrasi Ruang, Terobosan Teknologi, dan Transformasi Kehidupan di Era Disruptif. *Anak Hebat Indonesia*.
- Hewitt, J. (2021). How Technologies Have Impacted Police Departments: A 21st Century Comprehensive Analysis (Doctoral dissertation, Southern Illinois University at Edwardsville).
- Hitchcock, M., King, V. T., & Parnwell, M. (Eds.). (2009). *Tourism in Southeast Asia: Challenges and new directions*. Nias Press.
- Holloway, I., & Todres, L. (2003). The status of method: flexibility, consistency and coherence. *Qualitative Research*, 3(3), 345-357.
- Misbah, M., & Budiyanto, B. (2020, October). Strategic human resources management to take the challenges of the society era 5.0. In the International Conference of Business and Social Sciences.
- Mistriani, N., Maria, A. D., & Damayanti, V. (2020). Pentingnya Pelaku Industri Pariwisata Dibekali Uji Kompetensi Lewat Daring untuk Meningkatkan SDM Pariwisata di Indonesia. *EDUTOURISM Journal Of Tourism Research*, 2(01), 32-42.
- Ngoc, P. B., Tien, N. H., & Trang, T. T. (2021). Current Path to Community Based Sustainable Tourism Development of Khanh Hoa Province in Vietnam. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(09), 508-525.
- Pajriah, S. (2018). Peran Sumber Daya Manusia dalam Pengembangan Pariwisata Budaya di Kabupaten Ciamis. *Jurnal Artefak*, 5(1), 25-34
- Pateman, H., Hughes, K., & Cahoon, S. (2013). Humanizing humanitarian supply chains: A synthesis of key challenges. *The Asian Journal of Shipping and Logistics*, 29(1), 81-102.
- Pinkster, F. M., & Boterman, W. R. (2017). When the spell is broken: Gentrification, urban tourism and privileged discontent in the Amsterdam canal district. *Cultural geographies*, 24(3), 457-472.
- Pudjiarti, E. S., & Putranti, H. R. D. (2020). Integrasi Fleksibilitas Strategis dan Kapabilitas Pembelajaran Organisasi sebagai Second-order Factor terhadap Kinerja Inovasi dan Perusahaan. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 10(1), 73-88.
- Putra, M. H. (2017). Peran Duta Wisata Dan Promosi Dalam Meningkatkan Minat Kunjungan Wisatawan Di Kota Palembang (Doctoral dissertation, Politeknik Negeri Sriwijaya).
- Rahayu, K. N. S. (2021). Sinergi Pendidikan Menyongsong Masa Depan Indonesia Di Era Society 5.0. *Edukasi: Jurnal Pendidikan Dasar*, 2(1), 87-100.
- Ridwan, M., & Aini, W. (2019). Perencanaan Pengembangan Daerah Tujuan Pariwisata. Deepublish.
- Sardar, S. (2021). Human resources development in tourism and the role of government: The case of Indian tourism. *Journal of the Maharaja Sayajirao University of Baroda*, 55(1), 40-50.
- Sari, V. N., & Anggraini, D. (2020). An Analysis Quality of Business Workers as Tourism Supporters in Padang City. *Enrichment: Journal of Management*, 11(1, November), 145-149.
- Sentanu, I. G. E. P. S., & Mahadiansar, M. (2020). Memperkuat peran pemerintah daerah: Mengelola pariwisata lokal yang berkelanjutan. *Jurnal Ilmu Administrasi Negara (JUAN)*, 8(1), 1-20.
- Setiawan, D., & Lenawati, M. (2020). Peran dan strategi perguruan tinggi dalam menghadapi era Society 5.0. *Journal of Computer, Information System, & Technology Management*, 3(1), 1-7.
- Setiawan, R. I. (2016). Pengembangan sumber daya manusia di bidang pariwisata: perspektif potensi wisata daerah berkembang. *Jurnal Penelitian Manajemen Terapan (PENATARAN)*, 1(1), 23-35.
- Sutrisnowati, S. A., & Hadi, B. S. (2020). Tantangan Pengembangan Sumber Daya Manusia Indonesia di Era Global. *Jurusan Pendidikan Geografi FIS UNY*, 54-64.

Widiastuti, I. A. M. S., Astawa, I. N. D., Mantra, I. B. N., & Susanti, P. H. (2021). The Roles of English in the Development of Tourism and Economy in Indonesia. *SOSHUM: Jurnal Sosial dan Humaniora*, 11(3), 305-313.

Undang-Undang Nomor 10 Tahun 2009 tentang Kepariwisata

Yuli, S. B. C., & Wojtyła, E. (2020). Challenges and strategies in developing human resources for the halal industry: Evidence from Indonesia. *Journal of Innovation in Business and Economics*, 4(02), 77-86.

Zontek, Z. (2016). The Role of Human Resources in Enhancing Innovation in Tourism Enterprises. *Managing Global Transitions: International Research Journal*, 14(1)

A Literature Study of Indonesian Tourism Human Resources Development in the Era of Society 5.0

ORIGINALITY REPORT

8%

SIMILARITY INDEX

8%

INTERNET SOURCES

0%

PUBLICATIONS

19%

STUDENT PAPERS

PRIMARY SOURCES

1

Submitted to Nelson Mandela Metropolitan University

Student Paper

8%

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off

A Literature Study of Indonesian Tourism Human Resources Development in the Era of Society 5.0

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

/0

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10
