

An Analysis of Trends, Challenges, and Future Directions in Human Resources for the Tourism Sector: Rebuilding Bali's Workforce

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Article History	Abstract
Accepted: 20 September 2024 Revised: 25 November 2024 Published: 05 December 2024	<p><i>Bali is renowned as a premier tourist destination, yet it faces significant challenges in terms of human resources within the tourism sector. This study aimed to analyze the current state of tourism human resources in Bali by examining their strengths, weaknesses, opportunities, and threats. Employing qualitative research methods, the study included thematic analysis based on insights from eight HR professionals in hotels and travel agencies across the island. The findings revealed that tourism HR in Bali possess adequate knowledge, skills, and a positive attitude toward their work. However, challenges persist, including a lack of mental readiness among younger professionals, limited English proficiency, uneven quality among tourism human resources, and insufficient supporting facilities for development. Addressing these issues is crucial for enhancing the overall quality of service and competitiveness in Bali's tourism sector, ensuring that it continues to thrive in an increasingly global market. This study highlights the need for targeted interventions to improve human resource capabilities and align them with the evolving demands of the industry.</i></p> <p>Keywords: <i>Tourism, Human Resources, Tourism Workforce, Quality Of Human Resources</i></p>



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INTRODUCTION

Bali is renowned as one of the world's premier tourist destinations. Each year, the number of tourist arrivals, both domestic and international, continues to increase. According to data from the Bali Provincial Statistics Agency, from 2017 to 2019, international tourist arrivals in Bali showed a consistent upward trend. Based on these figures, it is unsurprising that Bali has received various awards and achieved numerous accolades. In 2021, Bali was selected as the winner of TripAdvisor Travellers' Choice Awards 2021, naming it the world's most popular destination, surpassing London, the 2020 winner. In 2022, Bali was ranked the second-best island to visit in Asia by the Readers' Choice Award, following Boracay in the Philippines. In 2023, Bali garnered two prestigious accolades from the World Travel Awards 2023, earning titles for Asia's Leading Wedding Destination 2023 and Asia's Most Romantic Destination 2023.

The tourism and hospitality industries in Bali offer a unique and diverse experience for visitors. The island is famous for its beautiful beaches, magnificent temples, and rich cultural traditions. According to data from the Central Statistics Agency, Bali contributed approximately 40% of Indonesia's total tourist arrivals in 2020, despite a decline due to the COVID-19

pandemic. The tourism industry in Bali encompasses not only accommodation sectors like hotels and villas but also restaurants, spas, and various recreational activities. Bali's cultural diversity is reflected in the numerous traditional festivals and ceremonies held throughout the year, attracting tourists interested in experiencing the authenticity of local culture. Additionally, the island offers various adventure tourism activities, such as surfing, diving, and mountain trekking, making it an appealing destination for adventurers. The hospitality industry in Bali continues to evolve with ongoing investment in tourism infrastructure development, including expanded airports and improved accessibility to various tourist attractions.

The tourism and hospitality industries in Bali require competent human resources to maintain and enhance service quality. According to the Indonesian Minister of Tourism and Creative Economy, of the targeted 15 million workers in the tourism sector by 2024, a significant portion still lacks competencies that meet national or international standards (Wicaksono, 2023). This indicates that the shortage of skills and knowledge in customer service and hotel management poses a major challenge. Investment in human resource training and development in the tourism sector is essential to enhance the industry's competitiveness. Competent human resources in tourism can positively impact economic growth and promote sustainable tourism development in Bali. With improved service quality, tourist arrivals may increase, subsequently generating greater revenue for the tourism industry and local communities. Support from the government, private sector, and educational institutions in developing tourism human resources is crucial to ensuring that the industry remains sustainable and competitive.

Ganie & Dar (2020) stated that human resources (HR) play a critical role in the tourism sector, particularly in the formulation and implementation of tourism policies, as well as in promoting, growing, and sustaining the tourism industry. HR has crucial responsibilities in both developing and managing the operations of the tourism and hospitality sectors. Tourism regulations and policies serve as one example of HR's role within the tourism sector. Furthermore, HR's contributions are most visible and impactful in the day-to-day operational processes of tourism, such as marketing or promotion, providing services to tourists, and other operational activities within the sector. Widiastini et al. (2012) also emphasized that HR plays a vital role in the development of tourism in Bali. The quality of HR greatly determines the competitiveness of a tourist destination. High-quality HR enhances the competitiveness of a destination, enabling it to compete effectively with other destinations. Conversely, if a destination's HR quality is lacking, it will struggle to compete with other tourism destinations.

Despite global recognition of Indonesia's tourism destinations, the quality of the country's human resources still requires improvement. When compared to other countries, Indonesia ranks 50th globally in terms of competitiveness. This highlights the need for significant improvements in domestic human resource skills (Arta et al., 2023). The issue of human resource quality in the tourism industry is inseparable from the limited skills and educational achievements of the workforce. Putra (2018) noted that Bali's tourism human resources, particularly among the indigenous Balinese, still exhibit low quality and qualifications, necessitating further development. The low quality of Bali's tourism workforce hampers its ability to compete with HR from other regions and with international HR. Putra (2018) further explains that Bali's tourism workforce has not yet been able to deliver services that meet tourist

demands and expectations. In addition to being unable to meet tourist demands and expectations, Bali's and Indonesia's tourism HR lack the ability to identify and analyze opportunities and challenges within the tourism sector (Nandi, 2008).

Bali's tourism sector has historically faced significant challenges in human resource management, particularly about talent shortages. Preliminary research revealed that many hospitalities and tourism graduates preferred career opportunities abroad or on cruise lines rather than remaining in Bali to work in the local tourism sector. This trend posed difficulties in maintaining a steady supply of skilled professionals within the island's hospitality industry, contributing to a shortage of talent. The situation was exacerbated by the global COVID-19 pandemic, which further disrupted the availability of labor. With increasing demand for tourism services as the sector recovered, the local hospitality industry struggled to meet workforce needs. Many former employees either shifted to different industries or moved overseas, leaving a gap in talent locally. Several factors contributed to this issue. First, the allure of higher wages and better career prospects abroad made international opportunities more attractive to graduates. Second, the working conditions in Bali's hospitality sector, including long hours, relatively low pay, and limited growth opportunities, failed to appeal to many young professionals. This mismatch between the expectations of graduates and the realities of the local job market created a persistent challenge for human resource management within the sector.

Given these conditions, research into the trends, challenges, and future directions of human resources in Bali's hospitality sector is urgently needed. The local industry has reached a critical point where immediate action is required to rebuild the workforce and prevent further decline. Without a comprehensive understanding of the underlying issues, including why local talent prefers international opportunities, and what changes could make Bali's tourism jobs more appealing, it would be nearly impossible to develop effective strategies to overcome the talent shortages. The research serves as a vital reflection on the current state of Bali's tourism sector, highlighting the misalignment between workforce supply and industry demands. It is designed to analyze trends in employment patterns, identify the key challenges faced by employers and employees alike, and propose future directions for human resource management that could help stabilize and strengthen Bali's tourism workforce. Such research is crucial for formulating evidence-based policies and interventions, offering insights into how the industry can not only retain local talent but also attract new professionals who will contribute to the sector's long-term sustainability.

To conduct a comprehensive study on human resources (HR) in Bali's tourism sector, this research is grounded in the five core competency components identified by Tucker and Cofsky (1994), as cited by Chouhan & Srivastava (2014). These components offer a robust framework for assessing and analyzing the state of HR in tourism, focusing on key attributes that contribute to workforce effectiveness. Here is a more detailed elaboration of each component:

1. Knowledge represents the information and expertise that an individual possesses, which is relevant to their profession. In the context of tourism and hospitality, knowledge includes understanding local culture, languages, customer service protocols, and industry-specific regulations. For example, a hotel manager's knowledge of revenue management or a tour guide's in-depth understanding of Balinese cultural heritage are critical for delivering high-

quality service to tourists. Without this foundational knowledge, professionals are unable to effectively execute their roles, which can ultimately affect the quality of tourism experiences in Bali.

2. Skill refers to the ability to apply knowledge practically and perform specific tasks proficiently. In tourism, these skills might include communication, problem-solving, and technical abilities related to hotel operations, tour management, or culinary arts. For instance, a skilled chef in a Balinese resort must not only know traditional Balinese recipes but also possess the culinary expertise to prepare and present these dishes to an international standard. Similarly, a concierge's skill in handling guest requests efficiently and diplomatically is crucial for maintaining customer satisfaction. The tourism industry in Bali requires a workforce with a diverse set of skills to cater to the multifaceted needs of its international visitors.
3. Self-concepts and values encompass an individual's attitudes, beliefs, and self-perception, which influence how they approach their work. For example, self-confidence is crucial in service-oriented roles where employees are constantly interacting with guests and must make quick decisions. In the Balinese context, hospitality workers with a strong sense of service excellence and cultural pride are more likely to deliver authentic and positive experiences to tourists. Employees who value teamwork and personal responsibility, especially in high-stress environments like busy hotels or event management, can significantly impact the success of tourism operations.
4. Traits refer to inherent personal characteristics and behavioral tendencies that influence how individuals respond to various situations. In the hospitality industry, traits such as patience, adaptability, and emotional resilience are highly valuable. For instance, frontline staff in a busy Balinese hotel must remain calm and composed during peak tourist seasons, especially when faced with demanding guests or unforeseen challenges. Physical traits like good health and stamina are also important in roles that require long hours or physical labor, such as tour guides or hotel housekeeping staff. The ability to remain calm under pressure is essential in maintaining the quality of service that Bali's tourism sector is known for.
5. Motives are the internal drivers that push individuals to take action. In HR, understanding what motivates employees—whether it is financial rewards, career advancement, or a passion for customer service—can help managers design effective strategies for recruitment, retention, and job satisfaction. In the context of Bali's tourism sector, many hospitality professionals may be motivated by the opportunity to interact with people from different cultures, contribute to Bali's global reputation, or simply achieve financial stability. However, the trend of local graduates seeking employment abroad or in the cruise industry suggests that the current incentives in Bali's tourism sector are insufficient to retain talent. This makes it crucial to reevaluate the motivational structures in place and align them with both individual and industry needs.

In the context of Indonesia's tourism sector, there are notable internal barriers that hinder the development of local human resources (HR), particularly in hospitality and tourism. These barriers often stem from deeply rooted traditions or attitudes, such as resistance to external influences and immigration (Said et al., 2020). This resistance can manifest as a reluctance to adopt new approaches, innovations, or work alongside foreign workers, which

can limit the potential growth of the tourism industry. One way to overcome these internal barriers is by optimizing the development of local talent, particularly focusing on the younger generation. Encouraging young people to pursue education in tourism polytechnics, where they can acquire both hard skills (such as hospitality management, customer service, and technical operations) and soft skills (such as communication, leadership, and cultural understanding), is essential. In addition to these skills, a key component of creating a sustainable tourism industry is the integration of managerial and information technology (IT) skills. A workforce with strong managerial capabilities is crucial for handling the complexities of a modern tourism sector, while IT proficiency allows employees to adapt to the increasing role of digitalization in tourism operations, such as online booking systems, digital marketing, and virtual tourism platforms. The research emphasizes that skilled human resources in tourism are not only defined by their technical abilities (hard skills) but also by their capacity to manage operations efficiently (managerial skills) and to leverage technology (IT skills). Developing a well-rounded skillset is vital for local talent to compete on a global level and ensure the long-term sustainability of Indonesia's tourism sector. For instance, as the global tourism industry becomes more reliant on digital infrastructure and data management, the need for IT-literate staff who can implement digital tools effectively is more critical than ever.

RESEARCH METHOD

This research was conducted using a qualitative method to gather in-depth insights into the challenges faced by human resources in the tourism sector. Data were collected through interviews with eight HR professionals from hotels and tour and travel agencies in Bali, who served as the key informants. The choice of qualitative research allowed for a rich and detailed exploration of the participants' experiences and perspectives. To analyze the data, the study employed thematic analysis, a widely used method in qualitative research that is designed to handle complex data (Dawadi, 2020). Thematic analysis involves identifying, analyzing, and reporting patterns (or themes) within the data. The data collected from the interviews were systematically coded and categorized into key themes, allowing the researcher to explore the core issues surrounding HR management in Bali's tourism sector. By using this approach, the study was able to extract meaningful insights from the interview responses, focusing on common challenges, trends, and strategies for addressing HR issues within the industry. This method ensured that the data analysis process was thorough and that the identified themes were representative of the complex realities faced by HR in Bali's tourism industry.

RESULT AND DISCUSSION

There were two major findings on the condition of tourism human resources in Bali which are the current condition and the strengths, weaknesses, opportunities, and threats of the human resources in tourism sector in Bali.

Current Condition of HR in Tourism Sector in Bali

The data analysis revealed a comprehensive overview of the state of human resources (HR) in Bali's tourism sector, which was categorized into 14 distinct areas. These categories provide insights into the key components that define the effectiveness and quality of Bali's tourism workforce. The first category is HR knowledge about tourism, which refers to the

understanding that employees have of the tourism industry and its various operational aspects. The second category focuses on skills related to their work areas, assessing the technical abilities necessary for specific roles within the sector. The findings also highlight important aspects of employee behavior in the tourism industry, including work discipline, which reflects the employees' ability to adhere to professional standards and guidelines. Loyalty to the company and responsibility towards work were identified as crucial factors influencing retention and performance in the industry. Another key area is motivation for achievement, where employees' drive to excel and contribute to their companies' success is evaluated. Professionalism and motivation for self-development are essential for long-term career growth, ensuring that individuals continuously enhance their skills and knowledge. Leadership skills were also identified as vital, particularly for management roles, while technological proficiency emerged as a critical component in adapting to the increasing digitalization of the tourism industry. Moreover, the findings emphasized the importance of having an open mindset, fostering innovation and adaptability, as well as strong communication skills and the ability to work in teams, which are indispensable for maintaining collaboration and service quality in a highly interpersonal industry like tourism. These 14 categories reflect the multifaceted nature of HR in Bali's tourism sector and underscore the need for continuous development and support to maintain a competitive and sustainable tourism industry.

1. Knowledge on tourism

The first point assessed by the research informants was their knowledge of the tourism industry they were involved in, such as hospitality, travel agencies, and the food and beverage (F&B) sector. Specifically, 60% of the informants indicated that the knowledge of tourism HR in Bali was categorized as very good, suggesting that more than half of the informants believed HR personnel had a deep and comprehensive understanding of the destination, culture, and tourism industry in Bali. Additionally, 33% of the informants rated tourism HR's knowledge as good, which, while not as optimal as the first group, still demonstrated that these individuals possessed sufficient knowledge to meet the needs and expectations of tourists. Meanwhile, 7% of the informants rated tourism HR knowledge in Bali as adequate. Although this percentage is relatively small, it indicates room for improvement and the need to enhance competency in tourism knowledge. Overall, the data showed that Bali's tourism workforce had a strong foundational understanding of the industry. However, continuous efforts are still required to improve the quality and maintain Bali's competitive edge as a leading tourism destination.

2. Skills related to the work areas

The second point of focus was the technical skills possessed by Bali's tourism human resources, specifically the skills required in their current roles within the tourism sector. The survey results indicated that 54% of the informants rated the technical skills of Bali's tourism HR as very good. This suggests that more than half of the informants believed the workforce was highly capable, providing high-quality services and demonstrating professionalism in meeting the needs and expectations of tourists. Furthermore, 27% of the informants assessed the skills as good, meaning that while the HR competency was adequate and able to effectively support tourism operations, there were still areas where

improvements could be made. Meanwhile, 20% of the informants rated the skills of Bali's tourism workforce as adequate, indicating that this group met the minimum standards but still required further development to reach a higher level of proficiency. Overall, these findings reflect that while the majority of Bali's tourism workforce is perceived as having good to excellent skills, there remains a segment that needs further enhancement. Continuous skill development is essential to ensure that all tourism HR can remain competitive in the increasingly demanding tourism industry.

3. Employee behavior

The third aspect analyzed in the condition of Bali's tourism human resources focused on the attitudes and behavior displayed by employees in the workplace. The analysis revealed that the majority of informants provided positive evaluations of the behavior exhibited by tourism HR in Bali. Specifically, 60% of the informants rated the behavior of tourism HR as very good, indicating that over half of the informants perceived these employees as displaying professional, friendly, and responsive attitudes when serving tourists. This behavior reflects a high quality of service and the HR's ability to create enjoyable and satisfying tourist experiences. Additionally, 33% of the informants rated tourism HR behavior as good, suggesting that, in general, tourism employees showed positive and adequate attitudes in their interactions with tourists, though there was still room for improvement to reach higher standards. Meanwhile, 7% of the informants rated the behavior as adequate, indicating a smaller group of HR whose behavior met minimum standards but still required further improvement and development to meet the expectations of tourists and the tourism industry. Overall, the data show that while the majority of Bali's tourism workforce displays good to excellent behavior in their services, there remains a small portion that requires additional attention to enhance their behavior and ensure optimal service quality.

4. Discipline

Work discipline was the fourth aspect considered in the analysis of the condition and quality of Bali's tourism human resources. The survey results showed that the work discipline of Bali's tourism HR received positive evaluations from the majority of the informants. Specifically, 54% of the informants rated the work discipline of Bali's tourism employees as very good, indicating that more than half of the respondents viewed them as highly organized, punctual, and consistent in carrying out their duties and responsibilities. This level of discipline is crucial for maintaining high standards of service and operational efficiency in the tourism industry. Furthermore, 33% of the informants rated the work discipline of Bali's tourism HR as good, suggesting that a third of the respondents believed that the HR displayed an adequate and reliable level of discipline, although there may still be areas that could be improved to reach even higher standards. Meanwhile, 13% of the informants rated the work discipline of Bali's tourism HR as adequate. Although this percentage is smaller, it indicates a group of employees whose discipline was sufficient to meet basic standards but required further improvement and development to reach more optimal levels. Overall, these findings suggest that the work discipline of Bali's tourism

workforce was generally good to very good, but there remains a small portion of employees who need to improve their discipline to achieve better performance and meet the expectations of the tourism industry.

5. Loyalty to the Company

Loyalty to the company is another key component that defines the quality of Bali's tourism human resources. Survey results indicated that the tourism HR in Bali demonstrated a high level of loyalty, according to the majority of informants. Specifically, 53% of the informants rated the loyalty of tourism HR as very good, indicating that more than half of them saw these employees as highly committed, dedicated, and loyal to both their work and the tourism industry as a whole. Such loyalty is critical for ensuring stability and continuity in service, as well as for the long-term development of the tourism sector in Bali. Additionally, 47% of the informants stated that the loyalty of Bali's tourism workforce was good. This suggests that nearly half of the informants believed that tourism HR exhibited an adequate level of loyalty and dedication, though there may still be opportunities to further improve their commitment. With the vast majority rating loyalty as either good or very good, this data reflects that Bali's tourism workforce generally has a strong and stable relationship with the industry, which can positively impact service quality and contribute to the long-term growth and sustainability of Bali's tourism sector.

6. Responsibility

The sixth point focuses on the sense of responsibility demonstrated by Bali's tourism human resources toward the tasks and roles assigned by their companies. Survey results revealed that the majority of informants perceived Bali's tourism HR as having a high sense of responsibility. Specifically, 46% of the informants stated that tourism HR exhibited an exceptionally high sense of responsibility, indicating that nearly half of the respondents viewed these employees as individuals who took their tasks and duties seriously, fulfilling them with integrity and commitment. Furthermore, 47% of the informants indicated that the tourism HR in Bali had a high level of responsibility, meaning that almost half of the respondents considered the workforce to be reliable and capable of meeting expectations, though some areas might still benefit from improvement to reach an optimal level of performance. Meanwhile, 7% of the informants rated the responsibility level as adequate, which, although a smaller percentage, suggests a subset of employees whose sense of responsibility meets basic standards but requires further development to achieve higher levels of accountability. Overall, the data suggest that Bali's tourism workforce generally has a good to very good sense of responsibility, with the majority of employees displaying a strong commitment to their tasks and duties, contributing to the efficiency and reliability of Bali's tourism industry. Nonetheless, there is still a small portion of the workforce that could benefit from improvement to better meet the industry's growing demands.

7. Motivation for achievement

Motivation for achievement was another point of focus when examining the quality of human resources in Bali's tourism sector. Survey results indicated that the majority of

respondents rated the human resources in Bali's tourism industry as having a high motivation to achieve. Specifically, 47% of respondents stated that the tourism workforce in Bali possessed a very high motivation for achievement. This suggested that nearly half of the respondents viewed Bali's tourism human resources as individuals highly motivated to achieve exceptional results, continuously improve their performance, and significantly contribute to the success of the tourism industry. Additionally, 53% of respondents indicated that the tourism workforce in Bali had a high motivation for achievement. This indicated that more than half of the respondents believed that the tourism human resources demonstrated a strong motivation and drive to achieve good performance, although there might still be room for further improvement. Overall, this data revealed that the tourism workforce in Bali generally had good to very good motivation for achievement, with a significant majority showing a strong drive to reach optimal performance and positively contribute to the tourism industry. This high level of motivation was a valuable asset in creating quality services and maintaining the competitiveness of Bali as a tourism destination.

8. Professionalism

Working in the tourism sector requires a high level of professionalism, making it essential to assess and understand the professionalism of human resources in Bali's tourism industry. Survey results indicated that the majority of respondents rated the tourism workforce in Bali as having a high professional attitude. Specifically, 46% of respondents stated that the tourism human resources in Bali were very professional. This suggested that nearly half of the respondents viewed Bali's tourism workforce as individuals demonstrating an exceptional level of professionalism, capable of performing their duties with very high ethical and performance standards. Additionally, 47% of respondents indicated that the tourism workforce in Bali exhibited a professional attitude. This indicated that the majority of respondents believed the tourism human resources showed adequate and reliable professionalism in executing their tasks, although there was potential for further improvement. Meanwhile, 7% of respondents stated that the tourism workforce in Bali was fairly professional. Although this percentage was relatively small, it indicated the existence of a group of human resources whose professionalism was sufficient to meet basic standards but still required further improvement and development to reach a higher level of professionalism. Overall, the data revealed that the tourism workforce in Bali generally exhibited a good to very good professional attitude, with a significant majority showing commitment to work ethics and high performance standards in the tourism industry. This high level of professionalism is crucial for ensuring consistent service quality and maintaining the reputation of Bali as a tourism destination.

9. Motivation for self-development

The tourism sector is a highly dynamic industry characterized by rapid changes over short periods. In addition to requiring strong adaptability skills, tourism human resources are also expected to possess the motivation for self-development to keep pace with changing times, including advancements in technology. Survey results indicated that the tourism workforce in Bali had a high motivation for self-development. Specifically, 47% of

respondents stated that the tourism human resources in Bali had a very high motivation for self-improvement. This suggested that nearly half of the respondents viewed Bali's tourism workforce as individuals who were highly enthusiastic and committed to continuous learning, skill enhancement, and knowledge expansion in order to remain competitive and relevant in the dynamic tourism industry. Additionally, 53% of other respondents indicated that the tourism workforce in Bali had a high motivation for self-development. This indicated that the majority of respondents believed the tourism human resources showed a strong desire for personal growth, although there may still be some areas that could be improved to reach a higher level. Overall, the data revealed that the tourism workforce in Bali generally had good to very good motivation for self-development, with a significant majority demonstrating a commitment to continuous learning and capacity building. This high motivation for self-development is a valuable asset for the tourism industry, as it helps ensure that human resources remain skilled, adaptive, and ready to face new challenges and opportunities emerging in the tourism sector.

10. Leadership

Leadership is the tenth point in analyzing the condition of human resources in Bali's tourism sector. Survey results indicated that the leadership skills of the tourism workforce in Bali were rated fairly well by the majority of respondents. Specifically, 47% of respondents stated that the tourism human resources in Bali had very good leadership skills. This suggested that nearly half of the respondents viewed Bali's tourism workforce as highly competent leaders, capable of inspiring, motivating, and effectively guiding teams to achieve common goals. Additionally, 33% of respondents indicated that the tourism workforce in Bali had good leadership skills. This suggested that one-third of the respondents believed the tourism human resources demonstrated adequate and reliable leadership abilities, although there were some aspects that could still be improved. Meanwhile, 20% of other respondents stated that the leadership skills of the tourism workforce in Bali were fair. Although this percentage was smaller, it indicated that there was a group of human resources whose leadership was sufficient to meet basic standards but still required further development to reach a higher level of leadership. Overall, the data revealed that the tourism workforce in Bali generally possessed good to very good leadership skills, with a significant majority demonstrating the ability to effectively lead and guide teams. These strong leadership skills are crucial for ensuring that tourism teams can collaborate well, face challenges confidently, and provide high-quality services to tourists.

11. Technology proficiency

The twelfth point addresses the skills required to operate technology, which is crucial due to the rapid advancements in technology. Therefore, proficiency in using technology in the workplace is an important aspect for analysis. Survey results revealed a variation in the assessment of the tourism workforce in Bali regarding their technology operation skills. Specifically, 41% of respondents stated that the tourism human resources in Bali had very good technology operation skills. This indicated that nearly half of the respondents viewed Bali's tourism workforce as highly skilled in using technology, capable of efficiently

leveraging technological tools and systems to support operations and services in tourism. Additionally, 35% of other respondents indicated that the tourism workforce in Bali had good technology operation skills. This suggested that more than one-third of respondents believed the tourism human resources demonstrated adequate and reliable technological abilities, although there was room for further improvement. Meanwhile, 12% of respondents stated that the tourism workforce in Bali was fairly skilled in operating technology. This indicated that there was a group of human resources whose technology skills were sufficient to meet basic needs but still required enhancement to achieve higher standards. Furthermore, another 12% of respondents indicated that the tourism workforce in Bali was lacking in technology operation skills. This percentage highlighted the existence of a group of human resources whose technological skills needed more attention and significant development to meet the increasing demands of an industry that is becoming increasingly reliant on technology. Overall, the data revealed that although the majority of the tourism workforce in Bali was rated as having good to very good technology skills, there remained a portion that required further improvement and training to ensure that all human resources could effectively utilize technology to support operations and services in tourism.

12. Open mindset

Mindset is also an important point in analyzing the condition of human resources in Bali's tourism sector. The tourism workforce needs to have an open mindset to better understand existing trends. Survey results indicated that the majority of respondents rated the tourism human resources in Bali as having an open mindset. Specifically, 46% of respondents stated that the tourism workforce in Bali had a very open mindset. This suggested that nearly half of the respondents viewed Bali's tourism workforce as highly flexible individuals capable of embracing new ideas, adapting to changes, and being receptive to various perspectives in efforts to enhance the quality of services and operations in tourism. Additionally, 47% of respondents indicated that the tourism workforce in Bali had an open mindset. This suggested that more than half of the respondents believed the tourism human resources demonstrated a good level of openness, able to accept and implement innovations and suggestions for improvement, although there might still be room for further development. Meanwhile, 7% of respondents stated that the tourism workforce in Bali had a fairly open mindset. Although this percentage was relatively small, it indicated the existence of a group of human resources that were sufficiently flexible and open to new ideas but still required improvement to reach a higher level of openness. Overall, the data indicated that the tourism workforce in Bali generally possessed a good to very open mindset, with a significant majority showing the ability to accept and adapt to changes and innovations. This openness is crucial for ensuring that human resources can continue to grow and make positive contributions in the dynamic tourism industry.

13. Communication skill

The ability to communicate effectively, both orally and in writing, is an essential skill for human resources in the tourism sector. In addition to communication skills in Indonesian, tourism human resources are also required to communicate in various

languages, given that tourism involves people from all over the world. Survey results indicated that the communication skills of the tourism workforce in Bali were rated very highly by the majority of respondents. Specifically, 60% of respondents stated that the tourism human resources in Bali had very good communication skills. This suggested that more than half of the respondents viewed Bali's tourism workforce as highly effective communicators, capable of conveying information clearly and accurately, and interacting with tourists and colleagues in a professional and friendly manner. Additionally, 27% of respondents indicated that the tourism workforce in Bali had good communication skills. This suggested that more than a quarter of respondents believed the tourism human resources demonstrated adequate and reliable communication abilities, although there were some aspects that could still be improved. Meanwhile, 13% of respondents stated that the tourism workforce in Bali had fair communication skills. Although this percentage was smaller, it indicated the existence of a group of human resources whose communication abilities were sufficient to meet basic standards but still required further improvement and development to reach a higher level. Overall, the data revealed that the tourism workforce in Bali generally possessed good to very good communication skills, with a significant majority demonstrating the ability to interact effectively and provide clear information to tourists. These strong communication skills are crucial for ensuring a positive tourism experience and enhancing tourist satisfaction.

14. Ability to work in team

The final point analyzed is the ability to work in teams. As is well known, the tourism sector relies heavily on collaboration among various parties. Therefore, teamwork skills are essential. Survey results indicated that the teamwork skills of the tourism workforce in Bali were rated very highly by the majority of respondents. Specifically, 60% of respondents stated that the tourism human resources in Bali had very good teamwork skills. This suggested that more than half of the respondents viewed Bali's tourism workforce as highly effective collaborators, capable of working harmoniously and productively with colleagues to achieve common goals in the tourism industry. Additionally, 40% of respondents indicated that the tourism workforce in Bali had good teamwork skills. This suggested that nearly half of the respondents believed the tourism human resources demonstrated adequate and reliable teamwork abilities, although there may still be areas for improvement to reach a higher level. Overall, the data revealed that the tourism workforce in Bali generally possessed good to very good teamwork skills, with a significant majority demonstrating the ability to collaborate effectively and support one another in the workplace. These strong teamwork skills are crucial for ensuring smooth operations, providing optimal service to tourists, and creating a positive and productive work environment.

Based on the survey results, it can be concluded that the human resources in Bali's tourism sector generally demonstrate very good quality across various important aspects, such as communication skills, teamwork, loyalty, responsibility, leadership skills, open-mindedness, and motivation for self-development and achievement. The majority of respondents rated Bali's tourism workforce as having very good and good competencies in operating technology, although some areas still require improvement. Overall, the data reflect that the human

resources in Bali's tourism sector have a strong foundation to support and enhance the tourism industry; however, there remains room for continuous improvement to maintain and elevate the competitiveness and quality of services at Bali's tourism destinations.

Similar findings were reported by Robot, Kairupan, dan Mandagi (2021) in their article titled "Human Resources Competence in the Field of Tourism Destination Development" from the Tomohon City Tourism Department. The article stated that the tourism human resources in the tourist destination of Tomohon City possess good quality, enabling them to carry out all assigned tasks and responsibilities effectively. Tourism is a service sector that prioritizes excellent service quality, aiming to provide satisfaction to customers, referred to as tourists in this context. As a service-based industry, the quality of human resources (HR) plays a significant role in determining the quality of tourism in a particular area or destination. The quality of HR is a crucial factor supporting the development of tourism in any destination. Pajriah (2018) found in her research that HR quality impacts the development of cultural tourism in Ciamis Regency. Highly competent HR can provide excellent service, making Ciamis Regency an attractive cultural tourism destination for visitors. This is also applicable to other tourist destinations.

Not only does the quality of HR enhance tourism in a destination, but it also specifically supports the development of the hospitality industry, which is part of the tourism sector. This was observed by Andriani (2021), who found that HR quality positively and significantly influenced service quality at Hotel Bunda Bukittinggi. Good service quality can directly or indirectly provide satisfaction to arriving guests. Based on these findings, it can be concluded that the higher the quality and competence of tourism HR, the higher the quality of tourism that can be offered to tourists. This underscores the importance of understanding the condition and quality of tourism HR in Bali to further enhance the quality of tourism in the region.

Strengths, Weaknesses, Opportunities, & Threats of HR in Tourism Sector

Based on the data analysis, it was found that the human resources in Bali's tourism sector possess several advantages or strengths that provide competitive advantages or added value in the global competition. The following are the strengths of Bali's tourism human resources that can be optimized for global competitiveness:

- A. The tourism workforce in Bali, as well as in Indonesia, exhibits a high level of hospitality. This friendly attitude is essential in the service-oriented tourism and hospitality sectors. Such warmth can make tourists feel welcomed and comfortable during their holidays.
- B. Tourism in Bali has long been established and developed. This sector has become a part of the social and economic life of the Balinese community. It can be said that tourism is a significant source of income for the community, alongside agriculture. The long-standing development of tourism has equipped the Balinese population with specific skills to perform various roles in the tourism and hospitality sector, such as tour guides, front office staff, or other professions within this realm.
- C. The tourism workforce in Bali is also known for its loyalty to companies. Observations conducted by the researcher at several hotels and travel agencies revealed that Bali's tourism workforce does not frequently switch jobs or companies. One informant, currently serving as a product manager at a travel agency in the Sanur area, has worked for that

company for over 25 years. Similar findings were noted among hotel employees who have been with the same company for more than five years.

These strengths within the tourism workforce deserve serious attention for development, as they represent added value that can enhance competitiveness in the global arena. On the other hand, the human resources in Bali's tourism sector also have several weaknesses that deserve attention so they can be minimized and not significantly impact the competitiveness of the workforce. The following are the weaknesses identified in this study:

- A. Lack of mental preparedness, especially among the younger generation in the tourism and hospitality industry in Bali. This weakness was detected among students in tourism and hospitality programs who do not possess adequate mental readiness to enter such a dynamic industry. Mental preparedness is crucial in the workforce; its absence can affect the resilience and determination of tourism human resources when facing various challenges and workloads in the tourism and hospitality sectors.
- B. Insufficient English language proficiency among the tourism and hospitality workforce in Bali. Inadequate English skills pose a significant barrier to enhancing global competitiveness. Besides English, the ability to communicate in other foreign languages is also essential, given the diverse tourist markets from various countries.
- C. Uneven quality of tourism human resources in Bali across certain sectors, such as tour guides, drivers, and other tourism stakeholders. While the hospitality workforce is considered to be of very good quality, there is still a need to improve standards and quality in other sectors.
- D. Limited supporting facilities that enable workers in the tourism sector to develop their potential through training programs.
- E. Cultural practices in Bali that often require tourism and hospitality personnel to engage in "ngayah," which necessitates taking leave from work to fulfill community obligations (Sulistyawati, 2015).

These weaknesses highlight areas where development and support are needed to enhance the overall competitiveness of Bali's tourism human resources. These weaknesses should be minimized to capitalize on the abundant opportunities currently available for human resources in Bali's tourism sector. The following are the opportunities for tourism and hospitality human resources in Bali:

- A. The growth of tourism in other regions in Indonesia presents opportunities for career development outside of Bali. Various priority tourist destinations are currently being developed by the Indonesian government through the Ministry of Tourism and Creative Economy, such as Labuan Bajo, Yogyakarta, Medan, and others. This opens up opportunities for Bali's workforce to compete more broadly.
- B. Not only domestically, but career development opportunities also arise from the growth of tourism in other countries, such as those in the Middle East, the Maldives, and other major nations. This presents even greater opportunities for tourism and hospitality human resources in Bali to develop professionally and to earn higher incomes.
- C. The current era, particularly the digital age, opens up new career paths that did not previously exist, such as marketing communication, digital marketing specialists, and more.

This enables tourism and hospitality human resources in Bali to engage not only in operational roles but also in various other areas.

These opportunities highlight the potential for Bali's tourism workforce to expand their skills and careers, enhancing their overall contribution to the industry. However, it cannot be denied that human resources in Bali's tourism and hospitality sectors also face threats that need to be anticipated due to their potential impact. The threats that may be encountered by tourism and hospitality human resources in Bali are as follows:

- A. The rapid pace of globalization presents significant opportunities for foreign labor to enter Indonesia's tourism and hospitality sectors. The influx of foreign workers intensifies competition for Bali's tourism and hospitality workforce. Some large hotels in Bali have even started hiring foreign workers and accepting foreign interns.
- B. The relatively low level of education among Bali's tourism and hospitality workforce, currently dominated by graduates of Diploma I and II programs, limits their chances of occupying managerial positions. This is particularly challenging when competing with foreign workers. For example, many managerial positions, such as general manager in large hotels in Bali, are often held by foreign employees.
- C. The availability of opportunities to work abroad, along with the potential for higher incomes, acts as a magnet for Bali's tourism and hospitality workforce, encouraging them to seek employment overseas rather than pursue careers domestically. This poses a challenge for the tourism and hospitality sector in Bali when it comes to recruitment. One research informant, an HR Manager at a five-star hotel in Nusa Dua, mentioned difficulties in recruiting staff for front office positions because local human resources prefer to work abroad.

These threats highlight the need for Bali's tourism and hospitality workforce to enhance their skills and competitiveness to thrive in an increasingly globalized labor market.

The main challenge in developing and enhancing the quality of human resources in Bali's tourism sector today is the limited proficiency in English. Insufficient English language skills pose a significant barrier to improving global competitiveness. Informant 01, an Operations Manager at a tourist accommodation in Canggu, stated, "Once again, English language skills are a major hurdle for competing with the outside world." This statement reflects the fear and lack of confidence among Bali's tourism workforce in learning and improving their English skills.

This language barrier directly impacts the quality of service provided to international tourists, who predominantly rely on English as their primary means of communication. The lack of English proficiency not only limits effective interactions with tourists but also reduces the ability of human resources to keep up with global developments and trends in the tourism industry. Additionally, this limitation hinders access to training and international educational materials that could enhance professional skills and industry knowledge.

This assertion is supported by Widiastuti, Astawa, Mantra, Susanti (2021), who emphasize that communication skills in English play a crucial role in developing the tourism industry. Destinations with human resources skilled in English communication are more likely to thrive, as they can expand their promotional reach and provide more efficient and excellent service. Addressing these language challenges is essential for ensuring Bali's tourism workforce can compete effectively on a global scale.

CONCLUSION

In conclusion, while Bali's tourism sector boasts a workforce with adequate knowledge, skills, and a positive attitude, it is essential to address the existing challenges that hinder its full potential. The lack of mental readiness limited English proficiency, and uneven quality among human resources pose significant barriers to competitiveness in the global market. To rebuild and enhance the future workforce in Bali's tourism industry, targeted interventions are necessary. This includes implementing comprehensive training programs focused on language skills and mental resilience, aligning academic curricula with industry needs, and providing access to professional development resources. Encouraging collaboration between educational institutions and industry stakeholders can ensure that graduates are better prepared for the realities of the tourism workforce. Additionally, investing in supporting facilities will further empower workers to improve their skills and adapt to the evolving demands of the sector. By taking these steps, Bali can cultivate a more robust and competitive tourism workforce capable of meeting the challenges of the future while continuing to thrive as a leading global destination.

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