

# Implementation The Evolutionary Tourism Towards Green Human Resource Management Kenjeran Beach Surabaya City

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## IMPLEMENTATION THE EVOLUTIONARY TOURISM TOWARDS GREEN HUMAN RESOURCE MANAGEMENT KENJERAN BEACH SURABAYA CITY

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### ABSTRACT

This study took the locus of research, namely at Kenjeran Beach Surabaya City, the choice of location was caused by researchers observing that tourism has not been optimal, which is actually potentially very wide tourism area. The formulation of this research problem includes three things, namely: 1) How the implementation of green human resource management in Kenjeran Beach Surabaya City? 2) What is the role of the government in increasing tourism in the city of Surabaya? 3) What is the strategy to implement tourism optimization of Kenjeran Beach Surabaya City? The method of achieving the objectives of this study uses qualitative with the use of the accuracy of empirical study data and literature studies. The results showed increase Kenjeran Beach tourism are: 1) Massive improvement of soft skills of traders according to the needs of each trader; 2) Continuous evaluation of environmental mainstreaming after a major event was held at Kenjeran Beach in Surabaya City; 3) Establish a special institution for the improvement of soft skills of traders; and 4) Strive to build a PPP system with the private sector in the context of accelerating the increase in tourism of Kenjeran Beach Surabaya City.

**Keywords:** Green HRM; Implementation; Tourism

### INTRODUCTION

The tourism sector is one of the indicators of accelerating regional economic growth as well as an alternative to increasing the country's foreign exchange reserves. This study took the locus of research, namely at Kenjeran Beach Surabaya City, the choice of location was caused by researchers observing that tourism has not been optimal, which is actually potentially very wide tourism area. This research expects the increase in local tourism by applying a green human resource management perspective. Four practices used in green human resource management are: 1) Green recruitment and selection; 2) Green training and development; 3) Green performance management; 4) Green compensation and reward (Abdeen & Ahmed, 2019).

These four practices will try to be applied to the object of research so that it has the potential to increase the evolution of tourism in Kenjeran Beach. The concept of green human resource management can be said to be a new concept that requires adaptation and adjustment to community values. Research (Islam et al., 2020) reviews that green human resource management must be studied regarding whether or not employee turnover intensity is good. The results show that labor turnover due to the implementation of green human resource management is very low even

though these employees are millennials who are less committed to the organization.

Development welfare through the application of green economy has become the basis of the perspective of scholars these days. Examination of the concept of green economy is a sustainability effort in increasing the role of environmental performance and it is expected that increasing tourism will take the impact on the environment seriously. The results of the study (Darvishmotevali & Altinay, 2022) show that employee training and participation in green human resource management are the main factors stimulating employee commitment, green behaviors, and organizations to the environment. The commitment to the sustainability of green human resource management must be carried out consistently and relevantly in every increase in tourism.

The urgency of this research is the area of Kenjeran Beach Surabaya City which has not been maximized as a leading and leading tourist destination in the city of Surabaya. In addition, tourism development is an indicator in maintaining the economic stability of a region. Researchers observed that Kenjeran Beach has not received concrete solutions related to management governance or at the level of tourism promotion. This research problem-solving approach will use

the green human resource management paradigm which is also one of the grand theories of research to be carried out. Grand theory is one of the analytical methods that allows the use of theory as a whole so that it can be applied in a study.

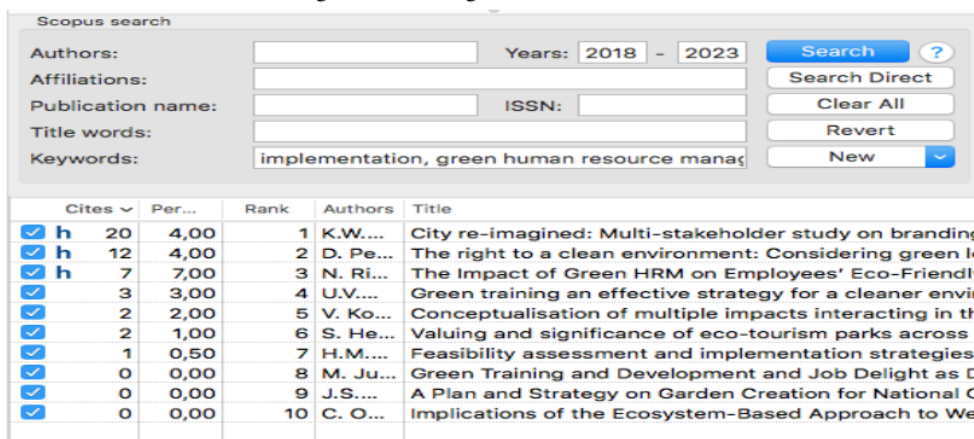
The formulation of this research problem includes three things, namely: 1) How is the implementation of green human resource management in Kenjeran Beach Surabaya City? 2) What is the role of the government in increasing tourism in the city of Surabaya? 3) What is the strategy to implement tourism optimization of Kenjeran Beach Surabaya City? Furthermore, objectives of this study are 1) Exploring the implementation of green human resource

management in Kenjeran Beach, Surabaya City; 2) Analyze the government's contribution in increasing tourism in Surabaya City; 3) Analyze the strategy of implementing tourism optimization of Kenjeran Beach Surabaya City.

**Literature Review**

The state of the art and novelty of this research is based on a combination of Vosviewer and Harzhing Publish or Perish applications related to keywords: implementation, green human resource management, and tourism. In addition, the filter year used is 2018-2023 with the results showing that there are only 10 articles published on Scopus. The Harzhing Publish or Perish application will be explained as follows:

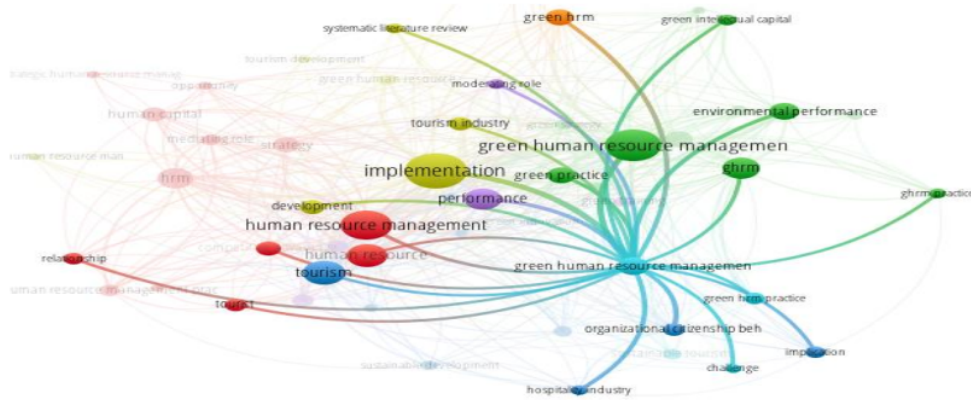
Figure 1. Harzhing Publish or Perish Results



Based on Figure 1 shows that Scopus published article as many as ten articles and researchers use state of the art research based on the top four articles that have the most citations. The first study (Fok & Law, 2018) has something in common, namely mainstreaming green cities through increasing tourism, the conclusion shows that green cities create a decent life. While the difference in research is on the management governance objects based on green human resource management, besides that the object of research refers more to branding carried out by the government. The second study (Perkumienè et al., 2020) of this research equation is a serious discussion of increasing sustainable tourism and the use of qualitative methods. The difference in research is the discussion of tourism which is based on the right of scientific and legal sources. Researchers observe that the locus of authority of each country varies so that there is a discrepancy in each country's legal authority. The third study (Ribeiro et al., 2022) has something in

common, namely the use of green human resource management in increasing tourism so as to expand knowledge about increasing sustainable local tourism. The difference in research lies in the method used, which is quantitative, while researchers will use qualitative methods. The use of different methods can obtain different results. The fourth study (Alola et al., 2022) the concept of green training makes the basis for the effectiveness of hotel services in Turkey with the aim of further preserving the environment in each organization. The difference with the research carried out is a different object, the researcher will use the object of green economy in the field of tourism. Furthermore, the equation of this research is about the equality of green economy principles that their application must be prioritized in every organization and perspective of sustainable development. Furthermore, the novelty of research using themes will be explained from the results of processing Vosviewer application data as follows:

Figure 2. Vosviewer Results



The results of Vosviewer data processing show that the theme, implementation, green human resource management, and tourism have a relationship between themes as shown in Figure 2. This implies that there has not been much relevance to themes used by other researchers shown through the size of the circle contained in the application which tends to be small. Tourism industry combined with implementation and green human resource management is still widely used. This is a novelty in the use of themes, further empirical novelty is that there has never been a research on tourism objects in the city of Surabaya that uses a green human resource management perspective.

### The Evolutionary Tourism

The evolutionary tourism is becoming a serious debate among academics as an effort to increase the competitiveness of local tourism. We realize that tourism contributes to a country's economic development which is often hampered by external factors, namely crises and natural disasters. The 2019 health crisis is certainly one of the obstacles to the growth of local tourism and at the same time tourist behavior which results in a decrease in tourist purchasing power.

Evaluation theory presents a comprehensive paradigm of traveller behaviour and related patterns of crisis relationships with the stages examined. Senbeto & Hon (2020) explain that there are three stages that can be examined to provide a comprehensive view of tourist behavior towards the crisis: 1) Pre-crisis, namely perception;

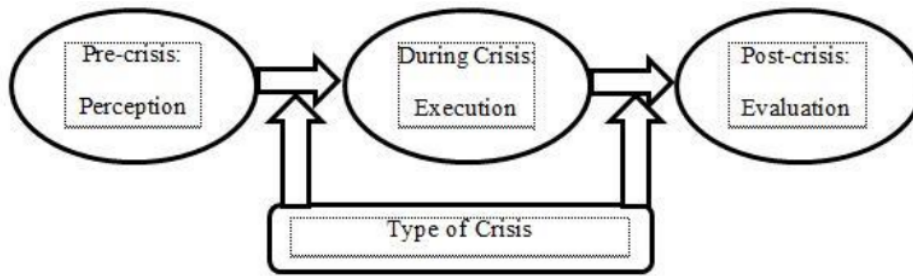
2) During a crisis i.e. execution; 3) Post-crisis i.e. evaluation.

In the first stage, pre-crisis perception is defined as traveller information collected before a crisis occurs, this is the cognitive stage of how much is known about the crisis. Crisis interpretations and information shape travellers' perceptions and can change when uncertainty occurs. Perception plays an important role in travelers' decision-making.

The second stage is post-crisis, i.e. execution after perception occurs. This stage observes the actual changes caused by the crisis. Some crises have their own characteristics of tourist perceptions based on characteristic travel patterns and tourist destinations. Like Visiting Friends and Relatives (VFR) tourism which is independent of the influence of the crisis, VFR tourism is more advanced when a crisis occurs (Ghaderi, 2015).

The third stage is post-crisis evaluation which can be interpreted as changes in post-crisis tourist behavior. The sustainability of the crisis cannot be predicted, the time it will take to quickly emerge from the crisis. The fear and anxiety associated with this uncertainty can actively influence their intention to visit a destination that refuses to travel. Post-crisis evaluation is the effect of combining travellers' perceptions of change and behaviour derived from factors that alleviate or ignore events at travellers' destinations. The three stages to provide a comprehensive view of traveller behaviour will be described as follows:

Figure 4. Evolution of Tourist Behaviour Across Three Phases of Crisis



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**Green Human Resource Management**

The concept of mainstreaming the green economy is interesting to debate in the context of improving the quality of tourism. Massive sustainability has led to a movement that revitalizes the ecological conditions of the environment due to the adverse effects of development. Green economy takes an important point about environmental sustainability so that tourism companies are required to develop human resources who are also responsible for the environment. Green human resource management spreads environmental values and principles so that it is committed to applying environmental principles in core business processes.

According to Abdeen & Ahmed (2019) explain four main points in mainstreaming green human resource management: 1) Provide an environmental vision as a guide; 2) train employees to share the vision and goals of the environment; 3) Evaluate the environmental performance of employees; and 4) Recognize employees' environmental activities using reward programs.

It is not surprising that GHRM practices have a lack of success in analyzing the relationship between GHRM and tourism. This research tries to take a portion of the contribution in this regard, besides that the problem of Kenjeran beach tourism in the city of Surabaya is expected to be a

reference in the development of other tourism. This research at least refers to a series of green economy criteria in work assessment, environmental incident topics, environmental responsibility, and communicating environmental concerns and policies. The effectiveness of the evaluation of green human resource management research is important to be able to drive results and encourage managers to be responsible for the performance of tourism improvement.

**RESEARCH METHODS**

The method of achieving the objectives of this study uses qualitative with the use of the accuracy of empirical study data and literature studies. Empirical studies are based on research conducted through empirical data collection methods using in-depth interviews, focus group discussions and observations. Furthermore, the method of collecting literature data is based on collecting data on articles, journals, proceedings, theses, or documents related to the data needs needed in research. In-depth interviews are conducted by interviewing several predetermined key informants, this research informant determination technique uses snowball sampling so that it is possible to obtain accurate data saturation. Some of the key informants of this research are as follows:

**Table 1. Research Informants**

No	Name of Informant	Position
1	Aditya Tri Fajar Putra	Banyuwangi Regency Architect
2	Jimmy Siauw	Developer Specialist
3	Candra Hidayat	Experts Deputy Chairman of the East Java DPRD
4	Fauzan	Experts of Commission D of the Surabaya City DPRD
5	Muhammad Afzal	Synergy Assistant for BUMD KADIN
6	Mahrus	Residents Around Kenjeran Beach
7	Anonymous RI	Head of UPTD Kenjeran

This research informant is not standard and stops at the seven informant names, but can increase along with data needs and other informant developments suggested by key informants. The development of additional informants is used to strengthen the saturation of research data, so that the validity of the research becomes better.

This research approach uses green human resource management which is a mainstreaming

perspective on green economy principles in sustainable development. This research approach is used as an effort to increase tourism in Kenjeran Beach Surabaya City. The data analysis techniques used in this study are: 1) Data reduction; 2) Display data; 3) Data triangulation; 4) Withdrawal of data verification. Further will be explained in Figure 4 as follows:

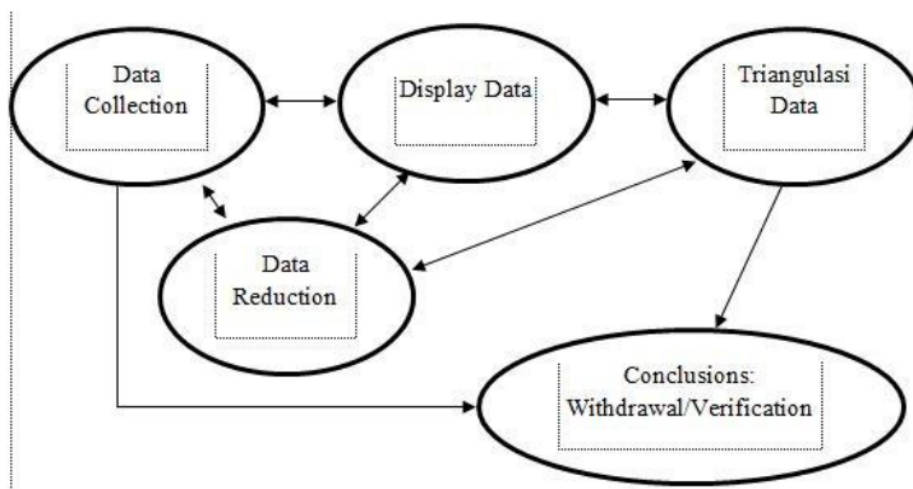


Figure 5. Data Analysis Techniques

**RESULTS AND DISCUSSION**

**The Evolutionary Tourism Data Interpretation**

The theme of tourism evolution studies related to the post-crisis seems to be rarely discussed, which is actually an acceleration of good tourism increase. The potential of tourism after the global health crisis is the biggest opportunity for each region to compete to attract attention from local and foreign tourists. Brouder's analysis (2018) explains that when global tourism returns to zero, there are two possibilities, namely business as usual until the end of the tourism period. Not all tourism will experience devastation after the crisis, the evidence of the terrorist attacks of September 11, 2001 and the global financial crisis in 2008 shows the existence of long-term resilience of tourism (Brouder & Saarinen, 2018).

The results (Senbeto & Hon, 2020) assume travellers' behaviour toward the crisis can be examined through three stages: 1) Pre-crisis perception; 2) During a crisis i.e. execution; 3) Post-crisis i.e. evaluation. The first point is based on the results of an interview with Mahrus as a resident around Kenjeran Beach as follows:

"Before the 2019 Covid-19 pandemic crisis, Kenjeran tourism was crowded with people,

one of the competitiveness of Kenjeran Beach was processed sea, namely krupuk or food. Then when the crisis hit it was very quiet, even local stalls were not allowed to sell. The negative impact I experienced was lonely, but we didn't get the right help, sir, the savings at that time were depleted." (The interview was conducted on June 26, 2023 at 20.00 WIB around the location of Kenjeran Beach)

The results of the interviews were not carried out directly with tourists, this is because the research was carried out not during the Covid-19 health crisis. Further data collection based on interviews conducted with local residents without reducing the objectivity of the data can be used for analysis of a study.

A rapid evolution of tourism is needed to be able to restore the level of tourists before the onset of Covid-19. The potential evolutionary path of tourism transformation leads us to transformation if institutional innovation is adequate and takes place both on the demand and supply sides of tourism (Brouder, 2020). The externalities of increased tourism must give rise to a huge leap of faith from destinations that are ready to emerge from the crisis, while requiring a

massive change in collective tourist behavior. Supply-side and demand-side improvements are key to tourism sustainability. The interview should be conducted with Mr. RI as the Head of UPTD Kenjeran as follows:

"The perception of tourists about Kenjeran Beach has certainly become iconic of the city of Surabaya, although we realize that there is still a lot that needs to be improved, especially about the facilities provided. The perception of tourists about Kenjeran Beach makes a high comparative advantage because as we know something iconic as tourism, it becomes the flagship product of the City of Surabaya." (Interview conducted June 27, 2023 at 1:00 p.m.)

Based on the results of interviews show that tourists' perception of Kenjeran Beach is an icon of the city of Surabaya, this makes comparative advantages and high potential for recovery or increase in tourism. Although more complex analyses are shown by (Bianchi, 2018) that previous studies have largely ignored the contribution of tourism development dependence in different countries, so institutional analysis has brought political conditions back to focus on considering environmental impact regulations and shaping the context of tourism production.

The second point is post-crisis, namely execution after perceptions occur showing the results of accelerating economic recovery prioritized after opening up tourism sectors. After the health crisis in 2019, Surabaya City implemented a massive economic recovery policy and the next program is tourism recovery. Logically, we can abstract that economic improvement will affect the behavior patterns of tourists and how to decide which tourism they choose. The results of the interview with Candra Hidayat as the Expert of the Deputy Speaker of the DPRD are as follows:

"When the Covid-19 pandemic occurred in 2019-2020, which was again intense, public officials carried out directions from our partners, namely the central government, especially regarding economic revival. The tourism sector must not be increased in 2020, and we do not have a policy focus there but rather prioritize economic recovery. After Covid, around early 2022, some tourism has begun to ramp up to increase tourists. One thing I also need to emphasize is that the Covid-19 pandemic is a symptom of an extreme crisis so the handling is also extreme, different from the context of the economic crisis and inflation that occurs in an area which I think can be resolved

a few months later." (The interview was conducted on July 3, 2023 at the East Java PKB DPW Office at 14.00 WIB)

Based on the results of interviews conducted that the Covid-19 crisis is an extraordinary crisis and requires extreme handling. In addition, during the pandemic, Kenjeran Beach tourism venues were completely closed to limit the spread of the Covid-19 virus. This is certainly a downturn in the tourism period almost all over the world so that special treatment is needed to restore the spirit of Kenjeran Beach tourism.

The third stage is post-crisis after perception occurs which shows the empirical fact that Kenjeran Beach is always quiet when a crisis occurs, this is due to a different type of crisis from research (Ghaderi, 2015). The post-crisis evaluation was carried out mainly after the tourism support policy carried out by the central government, as the results of the interview conducted with Fauzan as an Expert in Commission D of the Surabaya City DPRD as follows:

"The evaluation was carried out with a focus on improving the quality of human resources and facilities provided by Kenjeran Beach. In the RPJMD, it is agreed that tourism accessibility is a priority in economic recovery, so it is expected that the increase in tourism increase flows will be good." (The interview will be conducted at Cafe Excelso Ahmad Yani on 18 July 2023 at 19.00 WIB)

Based on the results of the interview, it shows that the acceleration of tourism increase is carried out through improving tourism accessibility in accordance with the RPJMD for economic recovery. This shows alignment with the evaluation that has been carried out on Kenjeran Beach tourism with the post-crisis evaluation theory tool.

#### **Green Human Resource Management Data Interpretation**

Based on the theoretical tools proposed in the previous sub-chapter, this research will use the GHRM theory written by (Abdeen & Ahmed, 2019): 1) Provide an environmental vision as a guide; 2) Train employees to share the vision and goals of the environment; 3) Evaluate the environmental performance of employees; and 4) Recognize employees' environmental activities using reward programs.

The first point is to provide an environmental vision as a guide in accordance with the Surabaya City Vision for Kenjeran Beach tourism which is divided into three zones. Tourism zone one is a coastal area; Tourism zone two is

THP Kenjeran coastal tourism, religious tourism, cultural tourism, art galleries and extreme sports; Tourism zone three which is a fishing tourism village and tourism industry processed seafood. Based on the results of an interview conducted to RI as the Head of UPTD Kenjeran as follows:

"In vision, Kenjeran Beach is divided into three zones and Kenjeran Beach Theme Park (THP Kenjeran) is included in zone two. In the area of the zone is also religious tourism, cultural tourism, art galleries and extreme sports. This zone division is intended to focus more on tourism and tourists are better directed according to their wishes." (The interview will be conducted on July 27, 2023 at 14.00 WIB at UPTD Kenjeran)

Based on the results of interviews to date, a vision that mainstreams environmental welfare has been implemented, although it is possible that there are still many negative externalities that occur in society.

The second point is that training employees to implement the vision and environmental goals in Kenjeran Beach tourism has not been implemented, this is because it is in the process of transferring land ownership in several places so that it cannot fully conduct employee training. In addition, the location of tourism is a management based on local wisdom, not specifically managed by the City Government. This is in line with the statement from Muhammad Afzal as Assistant for Synergy of BUMD KADIN Surabaya as follows:

"The circuit management in Kenjeran, for example, is still owned by the private sector, while some others are owned by the Surabaya City Government. If there is a meeting point, it can be collaborated through PPP in increasing Kenjeran Beach tourism, but the reality is not that easy and the private sector does not agree with the provisions made by the city government. So currently it is focused on increasing tourism whose land has been managed by the City Government." (The interview was conducted in a private office at 13.00 WIB)

The results of the interview showed that the second point had not been fully implemented due to the constraints of private land ownership, while the land that had been owned by the Surabaya City Government held a "Rek Ayo Rek" event, namely the recreation of Suroboyo Cadres with Cak Eri and Ning Rini. The event seems to be a good start and at the same time provides training for traders to be able to serve tourists well,

although it is not carried out in all places on Kenjeran Beach.

The third point is the evaluation of employee environmental performance, researchers observe that performance evaluation is only carried out when there is a large event that invites tourists. Of course, this is a little odd for researchers because the consistency of tourism is very important so that tourists are not crowded at large events but also on holidays and weekdays. The researcher also observed that the third point has not been applied consistently based on the results of interviews with Mahrus as a resident around Kenjeran Beach as follows:

"Regarding human resource development or evaluation, it is not carried out and we traders are not given literacy or skill improvement. The tendency that occurs is that yes the government makes a big event then traders are brought in, after that yes go back to their respective homes. The reality is that or maybe in addition to management, a special institution should be formed to improve merchant human resources so that we can improve soft skills." (The interview will be conducted on August 14, 2023 at 4:00 p.m.)

The interview results showed that Mr. Mahrus as a resident and trader around Kenjeran Beach did not get an evaluation of the environmental performance of employees, he suggested that the City Government should form a special agency to improve the soft skills of traders. This evaluation is very important to further improve community services so that post-pandemic tourism improvement becomes more optimal.

The fourth point is to recognize environmental activities using reward programs, in this context there are no rewards given to traders. It is becoming increasingly difficult to be able to monitor the performance of "employees" who are local traders to be able to serve tourists well. Based on interviews that have been explained upfront that as if the Surabaya City Government hands over the level of service only to traders, there has been no effort to remind the quality of traders to be able to attract wider tourists. This correlates to the personal experience of each tourist who comes so that the experience received is not optimal and does not give a very good impression.

The conclusion of Putra (2018) shows that organizational commitment will have a positive effect and strengthen the influence of interpersonal communication on organizational citizenship, although organizational commitment will also be influenced by the compensation provided by the



company so that it will have an impact on management performance (Rosya, 2015). In addition, Zainal (2019) suggested that organizational culture can be formed by the influence of leaders who have been trusted and become fundamental values to be implemented by employees. The importance of conducting periodic workforce position analysis evaluations will be able to improve better performance optimization (Puspitasari & Kartika, 2019). The allocation of mainstreaming green human resource management can be based on the financial experience owned by the company so that behavior patterns form the concept of green human resource management by itself (Desiyanti, 2023). In its implementation, cyber security will be the next thing that must be considered by many management scholars as an effort to develop a company (Rudiatno & Cheryta, 2022).

The implementation of green human resource management is carried out in the first point, while the second, third and fourth points have not been implemented massively in Kenjeran Beach Surabaya City. Of course, some of these points are proposals and contributions to this research so that the Surabaya City Government can improve Kenjeran Beach tourism better. The role of the government in the context of Kenjeran Beach management is still not optimal in the field of environmental impact management and increasing human resources. Furthermore, the strategies that must be carried out are 1) Massive improvement of traders' soft skills according to the needs of each trader; 2) Continuous evaluation of environmental mainstreaming after a major event was held at Kenjeran Beach in Surabaya City; 3) Establish a special institution for the improvement of soft skills of traders; and 4) Strive to build a PPP system with the private sector in the context of accelerating the increase in tourism of Kenjeran Beach Surabaya City.

## CONCLUSION

The first point of interpretation of the evolutionary tourism is to provide an environmental vision as a guide in accordance with the Surabaya City Vision for Kenjeran Beach tourism which is divided into three zones. Tourism zone one is a coastal area; Tourism zone two is THP Kenjeran coastal tourism, religious tourism, cultural tourism, art galleries and extreme sports; Tourism zone three which is a fishing tourism village and tourism industry processed seafood. The second point is post-crisis, namely execution after perceptions occur showing the results of accelerating economic recovery prioritized after

opening up tourism sectors. Post-crisis evaluation is carried out mainly after tourism support policies carried out by the central government.

Strategies that must be carried out as an effort to increase Kenjeran Beach tourism are 1) Massive improvement of soft skills of traders according to the needs of each trader; 2) Continuous evaluation of environmental mainstreaming after a major event was held at Kenjeran Beach in Surabaya City; 3) Establish a special institution for the improvement of soft skills of traders; and 4) Strive to build a PPP system with the private sector in the context of accelerating the increase in tourism of Kenjeran Beach Surabaya City.

Researchers understand that there are shortcomings and limitations of this study, namely the duration of research that is stated to be quite short, namely one year is considered less complex, because it discusses pre-crisis, crisis, and post-crisis. At least other studies that use the same context can increase the duration of research carried out so as to produce more complex discussions and conclusions.

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