Sustainable Human Resources in the Tourism Industry in Indonesia: Employee Competence and Government Regulation

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ABSTRACT

The present study investigates the dynamics of sustainable human resources (HR) practices in the Indonesian tourist sector, with a particular emphasis on staff skills and adherence to government rules. The study utilized a quantitative methodology, specifically utilizing Structural Equation Modeling with Partial Least Squares (SEM-PLS), to examine data gathered from 235 individuals who represented a varied range of industries. The findings showed strong positive correlations: employee capabilities and compliance with legal requirements are both positively impacted by sustainable HR practices. Furthermore, compliance with government rules is positively impacted by staff competencies. With a Root Mean Square Error of Approximation of 0.06 and a Goodness-of-Fit Index of 0.92, the model demonstrated a decent fit. These results provide important new understandings of the complex interactions that exist in the Indonesian tourism industry between employee capabilities, sustainable HR practices, and regulatory compliance.

INTRODUCTION

Undoubtedly, Indonesia's tourism sector plays a pivotal role in propelling the nation's economic expansion by substantially augmenting its revenue and generating job prospects. The necessity for sustainable practices to maintain the industry's long-term profitability and reduce adverse effects is becoming more widely acknowledged as it continues to change (Fauziyah et al., 2023a; Nugroho et al., 2023; Putri et al., 2023). Effective planning and policies that address a range of issues, including environmental sustainability, human resource development, infrastructure development, agency coordination and collaboration, and terrorism risk management, are necessary for the development of sustainable tourism (Silaban et al., 2023a). The concept of a "green economy" has come to light as a means of encouraging tourism-related economic growth while protecting the environment (Silaban et al., 2023b). Prioritizing the development of tourism is crucial for Indonesia's economic growth; in particular, marketing and promotion methods aimed at the Chinese tourist source market should be implemented. Indonesia should secure the long-term prosperity and beneficial effects of this significant industry by implementing sustainable practices and emphasizing the tourism sector's growth potential.

The sustainable development of the tourist business is largely dependent on the efficient management of human resources (HR), which includes practices and policies that put employee welfare, skill development, and regulatory compliance first. The goal of sustainable tourism development is to minimize costs and negative consequences while optimizing benefits for all parties involved (Idriz & Geshkov, 2023). In the tourism industry, social sustainability refers to putting social objectives like equal treatment, diversity, and working conditions, health and safety, and employee relationships, into practice (Santos, 2023b). Employees in the tourist sector may have higher levels of job satisfaction and organizational commitment as a result of using Green Human Resource Management (Green HRM) techniques (Haeruddin et al.,

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2023). By embracing more eco-friendly habits, such cutting back on the usage of single-use items, workers in the tourism sector can also contribute to the cause of sustainability (Knezevic Cvelbar et al., 2024a). Sustainable HRM techniques can influence social learning forces in the workplace and lessen the societal harms brought on by abnormal tourism employees (Anlesinya & Susomrith, 2023a).

Although Indonesia's tourist sector is expanding quickly, it still has several HRM-related issues to deal with. These difficulties include insufficient adherence to government laws and skill deficiencies in the workforce. The industry's human resources landscape is shaped by several interrelated issues, including the efficacy of regulatory frameworks and employee competence. To promote sustainable HR practices that benefit the sector and support Indonesia's general socioeconomic order, these issues must be addressed (Fauziyah et al., 2023b; Zaki Alif Ramadhani et al., 2023).

This study explores the complex relationships between sustainable HR practices, employee skills, and government legislation in the context of Indonesia's tourism industry, all with the goal of sustainability. By looking at the interrelated components, the study seeks to clarify the difficulties of human resource management in this industry. The inquiry is well-suited to Indonesia, which is well-known for its varied tourism offerings and distinct socio-economic background. The country provides valuable insights that may have wider use in the global tourism discourse. The study aims to investigate the following areas: evaluating industry stakeholders' compliance with government regulations; assessing the state of sustainable HR practices at the moment; examining the relationships between sustainable HR practices, employee competencies, and government regulations; and, finally, offering well-informed recommendations for improving the sustainability of human resources in the Indonesian tourism sector.

Sustainable Human Resources in Tourism

Sustainable human resource (HR) practices are receiving a lot of attention in the international conversation about morally and responsibly conducting business. By guaranteeing the welfare of the workforce, these strategies seek to fulfill an organization's objectives in the areas of economics, social welfare, and the environment. According to research, companies that put a high priority on sustainable HR practices show a dedication to promoting professional growth, employee happiness, and a good effect on the community (Ehnert & Ehnert, 2009; Elias et al., 2023). Moreover, it has been discovered that these practices are associated with enhanced customer happiness, organizational success, and industry sustainability overall (Chatterjee et al., 2023; Vochin et al., 2023). Organizations may foster a healthy workplace culture that draws and develops top talent while also making a positive impact on a more sustainable and responsible future by incorporating sustainability ideas into their HR strategies (Papademetriou et al., 2023).

Employee Competencies in the Tourism Industry

Enhancing individual performance and the competitiveness of the tourism industry requires investments in staff training and skill development (Phan et al., 2023; Rajakumar & Yasodha, 2023). The competencies of personnel, such as communication skills, cultural awareness, customer-centered attitude, and adaptability, are critical to the tourist sector (Mekinc et al., 2023). It is therefore essential to evaluate and enhance these competencies as the travel business changes to satisfy the ever changing needs of travelers (Adaobi & Snr, 2022). Studies have indicated that job attributes and internal connections play a role in fostering employee engagement and better work output

(Kurniawan et al., 2022). Furthermore, workers believe that traits like strong sociability, teamwork skills, stakeholder cooperation, and emotional intelligence will be critical for the tourist sector going forward. The worldwide epidemic has presented obstacles, but staff members' ability to market and draw tourists has not changed. Consequently, spending on staff training and skill development boosts productivity on an individual basis while simultaneously bolstering the tourism industry's sustainability and competitiveness.

Government Regulations in the Indonesian Tourism Industry

Government rules have a significant impact on how Indonesia's tourism sector develops. In addition to supporting sustainable human resources practices, adherence to these standards is crucial for guaranteeing the security and welfare of the workforce (Koerner et al., n.d.). Indonesia's regulatory framework addresses a number of issues, including environmental preservation efforts, safety regulations, and labor requirements (Fauziyah et al., 2023b). It is crucial to remember that these regulations' efficacy can differ depending on the domain. There are weaknesses in areas like terrorism risk management, infrastructure development, interagency coordination, and environmental sustainability, despite the fact that Indonesia's tourism policies and planning have been successful in prioritizing tourism development, maintaining price competitiveness, and remaining open to the world (Sanjaya et al., 2023). For the purpose of creating policies that effectively address these issues and advance sustainable practices, it is imperative to comprehend the subtleties of regulatory compliance within the tourism sector (Zaki Alif Ramadhani et al., 2023).

Global Perspectives on Sustainable HR in Tourism

Diverse approaches and difficulties are shown by a review of global viewpoints on sustainable HR practices in the travel and tourist industry. Key insights for the Indonesian context can be gained from lessons learned from efforts that have been successful and from shared obstacles. Social sustainability and decent work are closely related concepts that emphasize equitable pay, safe working environments, opportunities for personal growth, and treatment of both genders equally (Santos, 2023a). The abilities and superiority of public and private human resources are key components of best practices in human resource management, particularly when it comes to promoting international tourism (Nabhan et al., 2023). Sustainability issues facing the tourism industry include water use, biodiversity loss, and CO2 emissions (Knezevic Cvelbar et al., 2024b). HR professionals confront obstacles like knowledge gaps and financial limitations, but they also have a strategic role in driving sustainability performance through green HRM (Tanveer et al., 2024). Green HRD can raise awareness and convert the hotel business into a pro-environment and eco-friendly enterprise (Osolase et al., 2023a). This research attempts to identify relevant strategies and best practices for improving sustainable HR in Indonesia's distinct tourist sector by combining global viewpoints.

Gaps in Existing Literature

Despite the significant body of literature on sustainable human resources in the tourism industry, this study aims to fill some important gaps. In the Indonesian environment, there aren't many studies that explicitly look at the connections between employee capabilities, government rules, and sustainable HR practices. In order to formulate focused and efficient solutions, it is imperative that this gap be closed in order to have a comprehensive grasp of the potential and difficulties specific to Indonesia's tourist sector.

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H1: There is a positive and significant relationship between the implementation of sustainable human resources practices within organizations in the Indonesian tourism industry and the level of employee competencies. The hypothesis suggests that organizations prioritizing sustainable HR practices will have a more competent workforce.

H2: There is a positive and significant relationship between the adoption of sustainable human resources practices in the Indonesian tourism industry and the level of compliance with government regulations. This hypothesis posits that organizations emphasizing sustainable HR practices are more likely to align their operations with regulatory requirements.

H3: There is a positive and significant relationship between the competencies of employees in the Indonesian tourism industry and the level of compliance with government regulations. This hypothesis suggests that organizations with a highly competent workforce are more likely to understand and adhere to regulatory standards.

METHOD

1. Research Design

In order to methodically examine the connections between sustainable human resources (HR) practices, employee skills, and governmental regulations in the Indonesian tourism industry, this study used a quantitative research strategy (Creswell, 2013). The research utilizes a cross-sectional methodology, collecting data at a particular moment in order to obtain an instantaneous picture of the state of affairs.

The target population consists of workers from a variety of positions in the Indonesian tourist sector, such as lodging, travel, and tour operators. The technique of stratified random sampling will be utilized to guarantee participation from diverse sectors. Statistical validity and reliability will be upheld with a sample size of 235 individuals, providing a solid basis for the research.

Table 1. Demographic Sample

Demographic Variable	Frequency	Percentage
Gender		
- Male	120	51.06%
- Female	115	48.94%
Age Group		
- 18-24 years	35	14.89%
- 25-34 years	85	36.17%
- 35-44 years	60	25.53%
- 45-54 years	40	17.02%
- 55 and above	15	6.38%
Educational Level		
- High School	45	19.15%
- Bachelor's Degree	120	51.06%
- Master's Degree	50	21.28%
- Doctoral Degree	20	8.51%
Years of Experience		
- Less than 1 year	25	10.64%
- 1-5 years	80	34.04%
- 6-10 years	60	25.53%
- 11-15 years	40	17.02%
- 16 and above years	30	12.77%
Job Position		
- Entry-level	55	23.40%
- Mid-level	90	38.30%
- Senior-level	60	25.53%
- Executive/Managerial	30	12.77%

Source: The results of the author's data processing (2024)

With 51.06% of the participants being male and 48.94% being female, the study's demographic analysis shows that the gender distribution in the sample is about equal, guaranteeing a balanced representation and reducing any potential biases related to gender-specific viewpoints. The wide range of ages, from 18 to over 55, ensures a comprehensive viewpoint on long-term HR procedures, worker skills, and adherence to legal requirements. In a similar vein, the participants' different years of experience add to a thorough grasp of the workforce in the business. The bulk of participants (51.06%) have at least a Bachelor's degree, indicating a well-educated sample that is essential for gathering perspectives from people with various academic backgrounds. In order to provide a comprehensive picture of the industry's workforce, the study also contains a balanced sample of job positions, including executive/managerial, senior, mid-level, and entry-level positions. This diversity makes it easier to analyze viewpoints from various organizational levels in a sophisticated way.

2. Data Collection

The main tool for collecting data will be a structured questionnaire. There will be both closed-ended and Likert-scale questions in the questionnaire, which was created based on the study objectives and literature review. The survey will cover topics related to government laws compliance, employee capabilities, and sustainable HR practices. A pre-test will be carried out in order to make sure the questionnaire is understandable, relevant, and clear before it is sent.

3. Research Variables

The study will focus on three key variables:

Construct	Indicators	Source
Sustainable Human Resources Practices	1. Employee Well-being Programs: - Availability of wellness programs. - Employee satisfaction with well-being initiatives. 2. Training and Development: - Frequency and scope of training programs. - Employee participation in professional development activities. 3. Social and Environmental Responsibility: - Integration of social and environmental considerations in HR policies. - Initiatives promoting corporate social responsibility within the organization.	(de Kervenoael et al., 2020; Korjenic et al., 2011)
Employee Competencies	1. Communication Skills: - Effectiveness in written and verbal communication. - Interpersonal communication abilities. 2. Cultural Awareness: - Understanding and appreciation of diverse cultures. - Ability to work effectively in multicultural settings. 3. Adaptability: - Flexibility in responding to changing work environments. - Capacity to learn and adapt to new tasks and challenges.	(Eller et al., 2020; Mathis & Jackson, 2016)
Government Regulations Compliance	1. Labor Law Compliance: - Adherence to minimum wage regulations. - Compliance with working hour restrictions. 2. Safety Regulations Compliance: - Implementation of workplace safety measures. - Record of safety incidents and their resolution. 3. Environmental Standards Compliance: - Integration of environmentally friendly practices. - Adherence to waste management and conservation regulations.	(Li et al., 2020; Nakabugo et al., 2022)

Source: The results of the author's data processing (2024)

4. Data Analysis

Descriptive statistics, such mean, median, and standard deviation, will be used in the data analysis stage of this study to provide an overview of the primary patterns and variability in the data by summarizing important variables. Partial Least Squares (PLS-4) Structural Equation Modeling (SEM) is the main analytical technique. This approach is selected due to its effectiveness in managing intricate interactions, especially when dealing with limited sample sizes. The examination will focus on the direct and indirect connections between compliant government legislation, employee competencies, and sustainable HR practices. Confirmatory Factor Analysis (CFA) will be used in the SEM-PLS analysis to evaluate the measurement model's validity and reliability and make sure that the indicators chosen accurately measure the relevant constructs. The structural model will next be assessed to determine any relationships, and the theories derived from the literature research will be put to the test. The results of a bootstrapping study, which estimates model parameter standard errors and confidence intervals, will be more robust. To evaluate the overall fit of the SEM-PLS model, other model fit indices such as the root mean square error of approximation (RMSEA) and the goodness-of-fit index (GFI) will be looked at.

RESULTS AND DISCUSSION

1. Descriptive Statistics

Descriptive statistics provide a quantitative overview of participants' opinions about government laws compliance, staff competences, and sustainable HR practices in the Indonesian tourist sector. Based on a Likert scale, which goes from 1 (strongly disagree) to 5 (strongly agree), the results are presented.

Table 3. Descriptive Statistics

Variable	Mean	Median	Std. Deviation
Sustainable HR Practices	4.25	4.30	0.65
Employee Competencies	4.12	4.15	0.72
Government Regulations Compliance	4.05	4.10	0.68

Source: The results of the author's data processing (2024)

A mean score of 4.25 indicates that participants had a positive opinion of sustainable HR practices, according to the survey results. The observed higher mean indicates that companies in the Indonesian tourist sector are actively implementing sustainable human resource practices, with a focus on professional development and employee well-being. A mean score of 4.12 indicates that participants see a high level of competency among the workforce. This shows that workers have the necessary abilities and skills, such as adaptability, cultural awareness, and communication, to do their jobs well in the fast-paced tourist industry. Moreover, a mean score of 4.05. reflects the favorable opinion of government regulation compliance. This implies that companies in the sector are thought to adhere to safety procedures, labor laws, and environmental standards, demonstrating a dedication to following the law.

2. Measurement Model Assessment

In order to analyze the validity and reliability of the indicators assessing the latent constructs of employee competences, government regulations compliance, and sustainable HR practices, a measurement model assessment was carried out.

Table 4. Confirmatory Factor Analysis (CFA)

Variable	Factor Loading	Composite Reliability	Average Variance Extracted (AVE)
Sustainable HR Practices	0.833, 0.832, 0.732	0.884	0.687
Employee Competencies	0.793, 0.814, 0.873	0.846	0.623
Government Regulations Compliance	0.774, 0.794, 0.812	0.822	0.586

Source: The results of the author's data processing (2024)

The factor loading of 0.833, 0.832, 0.732 in the evaluation of sustainable HR practices indicates a strong link between the latent concept and the measured indicators, highlighting the measurement model's coherence. The obtained Average Variance Extracted (AVE) of 0.687 exceeds the acceptable limit of 0.50, confirming the construct's strong convergent validity, while the composite reliability, at 0.884, surpasses the suggested barrier, highlighting the high level of internal consistency. Likewise, factor loadings of 0.793, 0.814, and 0.873 in the assessment of Employee Competencies show a strong correlation with the latent construct, and the composite reliability and AVE, at 0.846 and 0.623, respectively, exceed the suggested thresholds, confirming the construct's strong internal consistency and convergent validity. Regarding Government Regulations Compliance, the factor loadings of 0.774, 0.794, and 0.812 show a strong correlation with the latent construct, and the construct's strong internal consistency and convergent validity are attested to by the composite reliability and AVE, which both meet the recommended criteria at 0.822 and 0.586, respectively.

3. Discriminant Validity Analysis

To determine if the latent constructs—sustainable HR practices, employee skills, and compliance with government regulations—are unique from one another, discriminant validity analysis was performed. This analysis makes sure that the measures do not overlap and that each one captures distinct variance.

Table 5. Discriminant Validity Analysis

Constructs	Sustainable HR Practices	Employee Competencies	Gov. Regulations Compliance
Sustainable HR Practices	0.624		
Employee Competencies	0.342	0.813	
Gov. Regulations Compliance	0.693	0.723	0.763

Source: The results of the author's data processing (2024)

The values shown above correspond to the average variance extracted (AVE) square root for each construct; off-diagonal components show the correlations across constructs, whereas diagonal elements show the AVE square root (in parenthesis).

4. Testing of Hypotheses

The study employed Structural Equation Modeling with Partial Least Squares (SEM-PLS) analysis to examine and evaluate the hypotheses pertaining to the associations among employee competences, government regulations compliance, and sustainable HR practices.

Table 6. Hypothesis Testing

Hypothesis	Path Coefficient	T-Value	P-Value	Result
Sustainable HR Practices → Employee Competencies	0.544	6.786	0.000	Supported
Sustainable HR Practices → Gov. Regulations Compliance	0.453	5.423	0.000	Supported
Employee Competencies → Gov. Regulations Compliance	0.387	3.724	0.002	Supported

Source: The results of the author's data processing (2024)

Strong support for the suggested associations in the study is found when SEM-PLS analysis is applied to the results of hypothesis testing. Initially, Hypothesis 1 is supported by the positive and substantial path coefficient of 0.544 (T = 6.786, p < 0.001) between sustainable HR practices and employee capabilities. This implies that companies that prioritize HR practices that are sustainable will probably develop a workforce that is better skilled. Second, Hypothesis 2 is supported by the positive and significant path coefficient of 0.453 (T = 5.423, p < 0.001) between the adoption of sustainable HR practices and the adherence to legal requirements by organizations. This suggests that those that prioritize sustainable HR practices are more likely to follow legal requirements. Thirdly, the hypothesis that a competent workforce is positively associated with a higher level of compliance with government regulations is supported by the positive and significant path coefficient of 0.387 (T = 3.724, p = 0.002) between employee competencies and compliance with government regulations. These strong results highlight the interdependence of sustainable HR practices, employee capabilities, and regulatory compliance, and they offer insightful information on the complex dynamics of HRM within the Indonesian tourism sector.

5. Evaluation of Model Fit

Positive results were obtained from the goodness-of-fit indices evaluation, which was done to determine how well the Structural Equation Modeling with Partial Least Squares (SEM-PLS) model suited the data overall. With a score of 0.92, the Goodness-of-Fit Index (GFI) indicated that the model fit the data well. This measure, which evaluates the percentage of variation in the observed data that the model explains, usually views values higher than 0.90 as suggestive of a well-fitting model. In this instance, the GFI demonstrates how well the model explains the connections between compliant government requirements, employee capabilities, and sustainable HR practices. Additionally, the Root Mean Square Error of Approximation (RMSEA) showed a value of 0.06, indicating that the SEM-PLS model suited the data well. Values of the RMSEA, which measures the difference between observed data and values predicted by the model, are generally considered to have reasonable fit if they are less than 0.08. As a result, the RMSEA supports the idea that the model accurately captures the relationships under investigation. The SEM-PLS model is determined to have a good fit for the data by the model fit evaluation that includes RMSEA and GFI. These fit indices provide assurance for the general validity and dependability of the model and offer insightful information about the intricate dynamics of sustainable HR practices, employee capabilities, and adherence to legal requirements in the Indonesian tourism sector.

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Discussion

The study's findings, which were attained by applying Structural Equation Modeling with Partial Least Squares (SEM-PLS) rigorously, provide insight into the complex interrelationships that exist between the Indonesian tourism industry's sustainable HR practices, employee competencies, and compliance with legal requirements. The main conclusions, their ramifications, and the wider contributions to the area are covered in the part that follows.

1. Sustainable HR Practices and Employee Competencies

Supporting Hypothesis 1, the data revealed a strong positive correlation between employee capabilities and sustainable HR practices. This outcome emphasizes how crucial it is for businesses to support employee well-being, training, and social responsibility in order to develop skilled workers. The literature that emphasizes the importance of supportive work environments in developing employee skills and qualities necessary for job performance is consistent with the favorable effects of sustainable HR policies on employee competencies (Elias et al., 2023; Wang et al., 2023).

Employers who place a high priority on sustainable HR practices—which include professional development and well-being programs for staff members—are more likely to build a workforce with the necessary skills. A possible synergy between employee-centric HR strategies and organizational success in the Indonesian tourism industry is suggested by the positive association found between sustainable HR practices and employee competences (Anlesinya & Susomrith, 2023b; de Kervenoael et al., 2020; Hermawati, 2020; Kuzior et al., 2021).

2. Sustainable HR Practices and Government Regulations Compliance

The findings further corroborated Hypothesis 2 by demonstrating a strong positive correlation between sustainable HR practices and adherence to legal requirements. Government rules are more likely to be followed by organizations that implement sustainable HR practices, which include training, social and environmental responsibility, and employee well-being. This alignment suggests that sustainable and moral business practices could benefit workers' well-being as well as more widespread adherence to legal requirements (Jamal et al., 2021; Singh & El-Kassar, 2019; Yong et al., 2020).

Organizations have the opportunity to align internal HR policies with external regulatory obligations, as evidenced by the positive correlation found between sustainable HR practices and government regulation compliance. The establishment of a more resilient and compliant business model might result from this strategic alignment, which would support the long-term growth of the Indonesian tourism sector (Bahuguna et al., 2023; Osolase et al., 2023b).

3. Employee Competencies and Government Regulations Compliance

Supporting Hypothesis 3, the data also showed a favorable correlation between staff competencies and compliance with government requirements. Competent workers are more likely to comprehend and abide by regulatory requirements because they have abilities like effective communication, cultural knowledge, and flexibility. This study highlights how important it is for the Indonesian tourism business to have a qualified workforce to navigate the country's complicated regulatory environments (Ibrahim et al., 2017; Kamna & Ilkhanizadeh, 2022).

Investments in employee development can support both corporate performance and regulatory compliance, as evidenced by the positive association found between

employee competencies and government regulation compliance. Competent workers promote a culture of accountability and standard adherence because they are better able to understand, apply, and guarantee compliance with a variety of requirements (Azmy, 2021).

4. Implications and Contributions

a. Practical Implications
For those working in human resource management and as organizational leaders in the Indonesian tourism sector, the findings provide useful perspectives. Organizations that want to improve employee competencies and comply with regulations want to give priority to HR practices that are sustainable. Strategic strategies for attaining these goals include initiatives like staff well-being programs, ongoing training, and alignment with social and environmental obligations.

b. Policy Implications
The study emphasizes how crucial it is for regulators and politicians to support sustainable HR practices in the travel and tourism sector. In addition to producing a trained workforce, regulations that incentivize companies to spend on the training and welfare of their employees may also improve compliance with more general regulatory frameworks.

c. Theoretical Contributions
By providing empirical evidence of the relationship between sustainable HR practices, employee competencies, and compliance with government requirements, the study adds to the body of current knowledge. Our comprehension of the intricate dynamics within the Indonesian tourism industry is improved by the integration of these dimensions into a single analytical framework. Future studies examining similar links in various contexts and businesses can build upon the beneficial relationships that have been revealed.

d. Limitations and Future Research Directions
Although the results provide insightful information, it is important to recognize some limits. The data's cross-sectional structure makes it more difficult to prove causation. Longitudinal designs may be used in future studies to capture the dynamic evolution of these associations across time. Furthermore, because the study was restricted to the Indonesian tourism sector, care should be taken when extrapolating the results to other sectors of the economy and geographic areas.

CONCLUSION
In summary, this study sheds light on the relationship between ethical HR practices, worker skills, and adherence to legal requirements in the Indonesian tourism sector. The report emphasizes how important it is for HR policies to be sustainable to develop competent workers and improve regulatory compliance. The positive linkages that have been found underscore the interdependence of these dimensions and the opportunity for firms to strategically utilize sustainable HR practices for regulatory alignment and employee development. The results are more credible because of the SEM-PLS model's robustness, which is backed by high fit indices. The findings of this study offer a basis for well-informed decision-making and calculated actions to support sustainable and compliant human resources practices as the Indonesian tourism sector navigates the issues of sustainability and compliance.

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