

## THE ACHIEVEMENT OF HUMAN RESOURCES STRATEGY THROUGH RESPONSIBLE MARKETING AND SUSTAINABLE TOURISM COMPETITIVENESS AT MSMEs OF TOURISM SECTOR IN EAST JAVA

**Adya Hermawati<sup>1)\*</sup>, Suhermin<sup>2)</sup>, Rahayu Puji Suci<sup>3)</sup>, Mulyono<sup>4)</sup>**

<sup>1)</sup> Magister of Management, Postgraduate Program, Widyagama University of Malang

<sup>2)</sup> School of Economics of Indonesia (STIESIA) Surabaya

<sup>3)</sup> Magister of Management, Postgraduate Program, Widyagama University of Malang

<sup>4)</sup> Department of Management, Faculty of Economic, Widyagama University of Malang

\*Corresponding Author: [wati\\_wati38@yahoo.co.id](mailto:wati_wati38@yahoo.co.id)

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**Abstract:** The objective of this research is to examine the maximization of human resource management and marketing management of the Micro, Small & Medium Enterprises of Tourism Sector in East Java, which is conducted through responsible marketing and sustainable tourism competitiveness. Research method is Biplot Analysis. This method is focused on research population that includes Micro, Small & Medium Enterprises of Tourism Sector in East Java. Bipolar Analysis is used to obtain a description about the management of human resource and marketing of the Micro, Small & Medium Enterprises of Tourism Sector in East Java. Human resource management is understood through several aspects constituting human resource, whereas marketing management is explained by responsible marketing and sustainable tourism competitiveness. Research finding shows that each of cities and regencies in this research has its own leading capacity on tourism, and this capacity is needed to develop sustainable tourism competitiveness. The originality of this research is on responsible marketing model. The responsible marketing model proposed by this research has important contributions. The government of East Java Province can use this model as a guide before making policy on sustainable tourism competitiveness. Responsible marketing model provides a comprehensive coordination framework that can be used by stakeholders in examining the marketing strategy developed by Micro, Small & Medium Enterprises of Tourism Sector to ensure that this strategy will produce sustainable tourism competitiveness.

**Keywords:** human resource strategy, responsible marketing, sustainable tourism competitiveness

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### 1. Introduction

Tourism has become one of crucial sectors for world development. Nine percents of Gross Domestic Product (GDP) of the countries in the world are coming from tourism, and one among eleven employees in the world are working at tourism sector (World Tourism Organization/ UNWTO, 2016). Remarkable development of tourism sector is not only successful in improving people welfare but also giving a challenging problem to community and environment around tourist destinations. Indonesia tourism sector has given significant contribution to National Gross Domestic Product for about 92.38 percents, and it proves that tourism sector can improve people welfare (the Ministry of Tourism and Creative Economics,

2016). Tourism sector's contribution to GDP was at the top rank in 2016 and 2018, which is exactly number four after oil & gas, coal and oil palm (Central Bureau of Statistics, 2018). East Java Province is one of autonomous regions that has many tourist destinations and continually develops competitiveness of its tourism sector to improve regional income. Micro, Small & Medium Enterprises (MSMEs) are the greatest contributor to the current GDP. Therefore, empowering MSMEs, especially MSMEs of Tourism Sector, would give significant impact on improving regional human resource and increasing Local Own-Source Revenue (LOSR) of East Java Province. Moreover, the Government of East Java Province had designed programs that can not only increase people participation in the optimization of tourist destinations but also empower MSMEs of Tourism Sector. Many experts asserted that MSMEs of Tourism Sector is highly valuable because they successfully survive during the 1998 multidimensional crisis and the 2008 global crisis.

Empowering MSMEs of Tourism Sector will culminate at fulfilling tourists' demand and satisfaction. More frequent visit by tourist is the confirmation that this empowerment initiative has positive contribution to improve people welfare. Now, East Java MSMEs in all sectors find their human resource level continually increasing. Total number of MSMEs is 6,825,931 and total number of human resource working at these MSMEs is 11,117,439 workers in the 2018 period. According to the contribution data of MSMEs to the regional revenue of East Java Province, forty five percents were contributed by MSMEs of Tourism Sector with total number of human resource of 4,550,200 workers.

National development program for tourism sector must involve the contribution and hard working of all relevant actors, and therefore, breakthroughs are needed. Among the breakthroughs are optimizing tourism entrepreneurs in all regions, maximizing the empowerment of tourism organizations, and developing, managing and empowering MSMEs of Tourism Sector toward ASEAN's Free Market (Hermawati & Puji Suci, 2017). Human resource and responsible marketing aspects of MSMEs of Tourism Sector play important role not only in harmonizing tourism business and environment but also in empowering tourism sector in East Java Province (Suhermin 2015).

## 2. Literature Review

### Human Resource Management Theory

Some researches had different perspectives on this theory. For instance, researches concerning organizational employees were conducted by Luthans (2006), Robbins (2006), Tett & Meyer (1993), Bernadin (1993), and Jewell & Siegal (2000). Results of these researches generally showed that if organization is generously fulfilling demands, employees will feel satisfied, work optimally, and build strong commitment to organization, which then have implication on their performance and also their contribution to organizational performance. Other researches were conducted by Porter & Lawler (1968) and Kanungo (1982) in which they found that job involvement determines individual performance. They also discovered that positive relationship between job involvement and performance has good impact on both individual performance and organizational performance. Another researches concerning human resource were carried out by Smith & Organ, (1983), Podsakoff et al. (1997), Efraty & Wolfe (1988), Eastman (1994), and Hermawati & Nasarudin (2016). In general, those researches indicated that individual performance has positive effect on organizational citizenship behavior (OCB). These findings were supported by Alotaibi (2001), Pattnaik & Biswas (2005), and Budhwar et al. (2007).

### Marketing Management Theory

This theory was investigated by some researches. One research was titled with “Green Marketing and the Challenge and Opportunity of Sustainable Development” conducted by Sarkar (2012). It was found that green marketing was growing well either in practice or on request. In a research titled with “Green Marketing for Green Tourism”, Meler and Ham (2012) talked about sustainable tourism and considered it as a good alternative of tourism. They defined green marketing as a strategy to build cooperation between suppliers and sellers, or between partners and competitors, to convince them toward producing environmentally friendly development in all value chains. Green marketing is the best solution to environmental problem with two fundamental results, namely long-term benefit and positive contribution to environment. Green marketing intends to produce what so called *sustainable tourism*. Moreover, sustainable tourism is defined as a tourism product that is responsible to environment but still socially and economically reliable, which therefore, the user of this product will fulfill their demands without reducing the benefits of the future generation (Wray, 2010; Dewi, 2011).

The implementation of human resource strategy at MSMEs of Tourism Sector complies with characteristics of sustainable tourism such as positive impression, unique appearance, and differentiation. Identifying these characteristics might be difficult, but because these are part of human resource problems, then it is still possible to solve them through leadership. Opinions related to this position were given by Parolin (2004) and Adler et al. (2000) who emphasized that leadership style can influence organizational behavior. Theories on transactional and transformational leadership styles were reviewed by Sharkey et al. (2012). Based on this review, Sharkey et al. (2012), and also Holt & Seki (2012), conceptualize a more global type of leadership called *transglobal leadership*. This kind of leadership refers to a visionary leadership behavior with a capability to adapt to new environment that is more capacious and more complex. According to Bass and Avolio (1997), *transglobal leadership* is recognized by its capacity to make human resource performing in manner of holistically integrated with environment around organization. This position was supported by Holt & Seki (2012) who said that *transglobal leadership* had direct effect on either employee performance or organizational performance, and the sign of both effect relationships was positive. However, different opinion was given by Hayward (2010) who found that organizational leadership did not have direct and significant effect on employee performance, and the sign of this effect relationship was negative.

The originality of this research exists on holistic integration between concepts and theories of *human resource strategy* and those of *marketing strategy*, which is facilitated through *integrated holistic approach*. The compilation of both strategies is implemented in a new concept called *responsible tourism marketing*, which is actually intended for the favor of MSMEs of Tourism Sector in East Java Province. Indeed, tourism entrepreneurs must have good understandings about marketing strategy because they must control the competition in order to create what so called *sustainable tourism competitiveness*. Achieving this goal requires tourism entrepreneurs to develop a model of *responsible tourism marketing* that is integrated with human resource performance. This model will guide the entrepreneurs in achieving *sustainable tourism competitiveness*. The current research, therefore, focuses on scientific development of human resource and marketing strategies.

### 3. Method

*Biplot/Cluster Analysis* was used by researchers to get descriptions about human resource management and marketing management in MSMEs of Tourism Sector. The analysis was focused on human resource, responsible marketing, and sustainable tourism competitiveness. Population of research includes 1) all human resource who work at MSMEs of Tourism Sector, and 2) domestic and foreign tourists who visit tourist destinations (MSMEs of Tourism Sector) in East Java Province. Sampling technique is purposive sampling and it is applied on MSMEs of Tourism Sector in East Java Province. Sample size is determined using minimum criteria of structural model, which requires this research to get 100-200 samples of MSMEs. Of these samples, researchers select 10 regions with tourism potential. From each MSME, researchers take 4 employees and 3 tourists to be respondents. In total, this research involves 800 employees and 600 tourists, either domestic or foreign.

Some variables are involved. One variable is *Transglobal Leadership*. It is a kind of leadership that is universal in nature, with its effect across cultures and nations, and giving great contribution to human spirit to transform civilization. Transglobal leaders are those who can make others' life more convenient, more beautiful, more prosperous, more prestigious, and in better destiny. Next variable is *Quality of Work Life*, which measures the perception of employees about whether they feel physically and psychologically safe, convenient, relatively satisfied, and capable of growing and developing as other usual human. Other variable is *Job Involvement* that is defined as a participative process using all employee capacities designed to strengthen the commitment for organizational success. There is also a variable called *Organizational Citizenship Behavior*, which refers to behavior at workplace that is valued based on personal assessment to ensure whether this behavior exceeds basic requirement of work. This variable requires employees to show behavior "beyond and beyond" formal job description. Such behavior must be done voluntarily, without pressure, and without expecting formal recognition and payment, but contributing to organizational success. Another variable is *Human Resource Performance*, which represents the outcome achieved by employees from their job after they fulfill job criteria. Next variable is *Responsible Marketing*, which is measured by indicators of ethics, values, and social responsibility. The last variable is *Sustainable Tourism Competitiveness*, which is measured with effectiveness, efficiency and economic..

### 4. Result and Discussion

The source of data in this research was primary data and it was collected through questionnaire. Biplot analysis was conducted by analyzing the singular value of the data and then correcting data value against mean value. Input of biplot analysis is mean matrix, which refers to matrix containing mean value of each variable on each object. Mean matrix can also be called as data matrix of  $n$  object and  $p$  indicator.

Data comprise of 10 regions in East Java Province, which respectively are Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency and Blitar City. From each region, researchers select 20 MSMEs of Tourism Sector. During analysis, researchers use 7 variables, namely *Transglobal Leadership* (TL), *Quality of Work Life* (QWL), *Job Involvement* (JI), *Organizational Citizenship Behavior* (OCB), *Human Resource Performance* (HRP), *Responsible Marketing*

(RM) and *Sustainable Tourism Competitiveness* (STC). The following table shows 10 regions and 20 MSMEs of Tourism Sector within each region.

**Table 1. Name of Region and MSMEs of Tourism Sector**

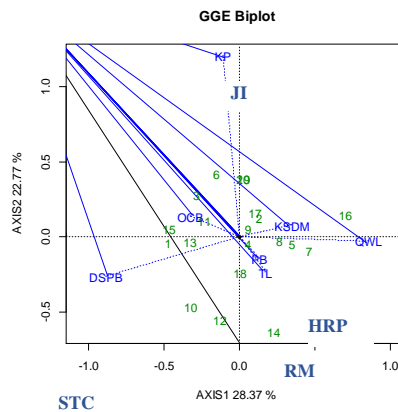
No.	Name of Region	MSMEs of Tourism Sector
1.	Batu City	Omah Kayu, Paralayang, Wisata Pujon Kidul, Coban Rondo, Coban Rais, Coban Talun, Rafting, Cangar, Wisata Petik Apel, Air Terjun Coban Talun, Wisata Pujon Kidul, Labirin Coban Rondo, Kaliwatu, Pura Giri Arjun, Bukit Klemuk Batu, Taman Kelinci, Goa Pinus, Bukit Nirwana, Wisata Gunung Panderman, and Coban Putri.
2.	Malang Regency	Pantai Batu Bengkung Malang, Pulau Sempu Malang, Pantai Balekambang Malang, Pantai Sipelot, Air Terjun Coban Rondo, Air Terjun Coban Pelangi, Air Terjun Coban Jahe, Tujuh Air Terjun Sumber Pitu, Pantai Ngeliyep, Objek Wisata Panen Madu di Agro Tawon Rimba, Sumber Air Krabyakan, Kebun Teh Wonosari, Waduk Selorejo Malang, Wendit Water Park, Pantai 3 Warna, Pantai Clungup, Teluk Kletekan, Sumber Sirah, Pantai Bolu-Bolu, and Banyu Anjlok
3.	Malang City	Kampung Jodipan, Kampung Tridi, Kampung Biru Arema, Kampong Heritage Kajoetangan Malang, Taman Wisata Wendit, Museum Malang Tempo Doeloe, Pasar Burung, Wisata Tubing Wringinanom, Taman Rekreasi Tlogomas, Kampung Keramik Dinoyo, Candi Jago, Coban Ciblungan, Taman Dolan Batu, Wisma Tumapel, Taman Merbabu, Museum Musik Indonesia, Seni Ukir Antik-Meubel, Alamindo-Jamu Toga, Lenggeng-Kue Bakpia Kering, and Allani-Abon Jamur Tiram.
4.	Pasuruan City	UKM Batik Tulis Inayah, UKM Sekar Wangi Sejati Batik, UPKU Batik Maju Jaya, Rumah Batik Sakinah, Tirta Citra Indah, Krisna Argowisata Petik Apel, Pengrajin Gerabah Dusun Pancen, Pengrajin Gerabah Kelurahan Petahunan, Pasar Wisata Cheng Hoo, Pasar Besar, Depoet Gedoeng Woloe, Kebun Durian Wisata, Only Bird Farm, Kolam Family R&N Kota Pasuruan, Kolam Renang Tirta Kencono, Kebun Mangga Pasuruan, Kota Tua Pasuruan, Roti Sisir Matahari, PT Sindu Amritha, and Griya Kopi Kaspandi.
5.	Pasuruan Regency	UKM Center Raci, Pecel UKM Desa Glagahsari, Pemandian Alam Banyu Biru, Wisata Edukasi Kebun Pak Budi, Sagyon Waterpark, Agrowisata Bukit Flora, Kedawung Agro Selfie, Agrowisata Bhakti Alam Pasuruan, Duta Wisata Kebun Kurma, Kebun Durian Hjh. Daryono, Kampong Kuliner Pandaan, Kampung Kelir, Wisata Kampung Kopi Jatiarjo, Wisata Kuliner Tretes, Wisata Air Terjun Coban Cemoro Gading, Wisata Condido Agro Herbal, Air Terjun Coban Baung, Taman Dayu, Pemandian Alam Banyubiru, and Sky Lot Pasirian
6.	Sidoarjo Regency	Wisata Kebun Petik Jambu, Batik Tulis Hi, Intako (Industri Tas dan Koper), UKM MW Tanggulanin, Kampung UKM Digital, Kampong Batik, Kampong Jajanan, Kampong Bebek, Kampong Krupuk, Kampong Sepatu, Kampong Sayangan, Kampong Lele, Kampong Jamur, Kampung Ikan Asap, Perajin Kulit Tanggulangin, Batik Daun Tradisional Sidoarjo, ZFS Collection, UKM Vulkanisir, UMKM Mie Kering Perum Larang Mega Asri Candi, and UMKM Desa Durungbeduk
7.	Kediri Regency	Gunung Kelud, Simpang Lima Gumul, Gumul Paradise Island, Kediri Water Park, Kampung Inggris Pare, Taman Hijau, Bukit Gandrung, Bukit Ongakan, Sumber Ngadiloyo, Sumber Ngadiluwih, Air Terjun Dolo, Air Terjun Irenggolo, Gua Maria, Candi Surawana, Candi Tegowangi, Sumber Ubalan, Petilasan Jayabaya, Kampung Indian, Kampung Anggrek, and Bukit Dhoho.

**Table 1. Continued**

No.	Name of Region	MSMEs of Tourism Sector
8.	Kediri City	Gunung Klotok, Kebun Bunga Matahari, Kebun Binatang Gudang Garam, Photograph Museum, Museum Airlangga, Gua Selomangleng, Gunung Maskumambang, Taman Sunflower, Taman Wisata Tirtoyoso, Kediri Eco Park, Taman Brantas, Taman Wisata Paggora, Taman Ngronggo, Taman Wisata Surya, Kolam Renang Tirta Indah, Kolam Renang Gua Selomangleng, Kolam Renang Nirwana Tirta, Agrowisata Ngembak Kulon, Rumah Batik Suminar, and Pusat Oleh-Oleh Khas Kediri.
9.	Blitar Regency	Pantai Tambakrejo, Arung Jeram Soko, Pantai Pangi, Pantai Jolosutro, Pantai Serang, Desa Wisata Semen, Petilasan Rambut Monte, Candi Penataran, Candi Gambarwetan, Goa Embultuk, Candi Kotes, Candi Sawentar, Monumen Trisula, Taman Rusa Maliran, Agrowisata Karangsari, Gunung Butak, Air Terjun Sirahkencong, Air Terjun Grenjeng, Air Terjun Lawean, and Air Terjun Jurug Bening.
10.	Blitar City	Makam Bung Karno, Istana Gebang, Sumberudel Water Park, Taman Kebonrejo, Fish Garden, Kampung Afrika, Taman Pecut, Bongares 3-Dimensi, Sentul Park, Blitar Green Park, Kampung Cyber, Rumah Bung Karno, Agrowisata Belimbing Karangsari, Taman Kebon Rojo, Monumen PETA, Goa Maria Sendangrejo, Rumah Batik, Griya Batik Anyelir, and Kolam Renang Tirto Kembar.

The interpretation of biplot analysis is given as following:

1) Batu City



**Figure 1. Biplot Graphic of MSMEs in Batu City**

Biplot graphic in Figure 1 shows the relationship between research variables and MSMEs of Tourism Sector in Batu City.

2) Malang City and Malang Regency

The relationship between research variables and MSMEs of Tourism Sector in Malang City is shown in Figure 2. Meanwhile, biplot graphic in Figure 3 illustrates the relationship between research variables and MSMEs of Tourism Sector in Malang Regency.

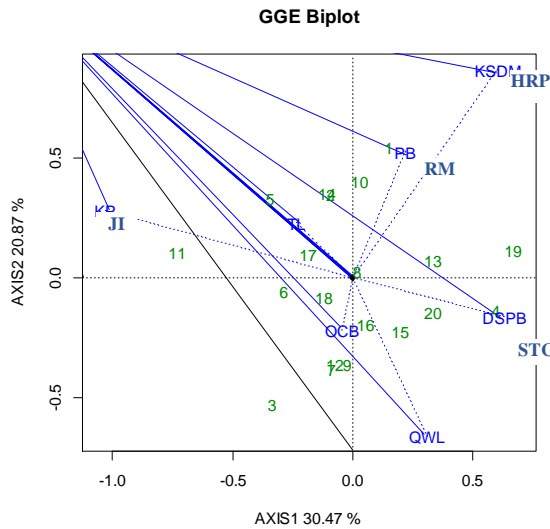


Figure 2. Biplot Graphic of MSMEs in Malang City

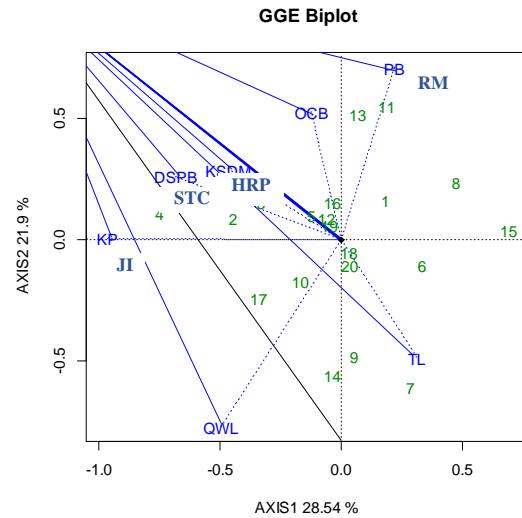


Figure 3. Biplot Graphic of MSMEs in Malang Regency

### 3) Pasuruan City and Pasuruan Regency

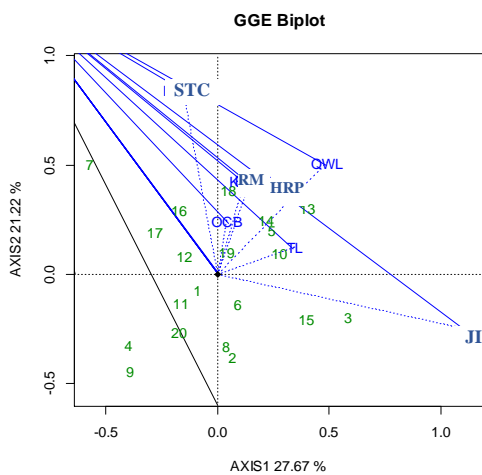


Figure 4. Biplot Graphic of MSMEs in Pasuruan City

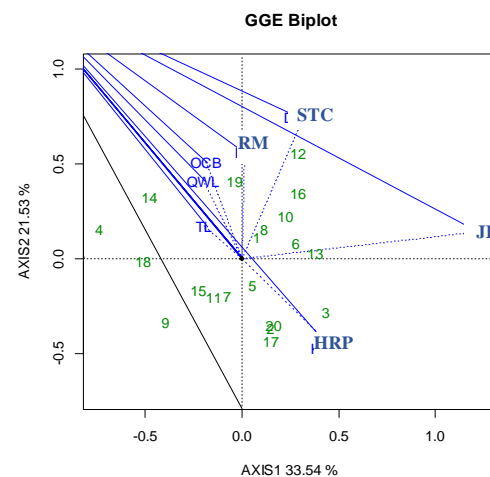
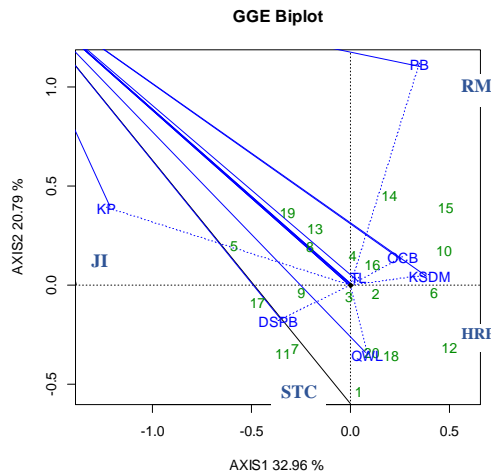


Figure 5. Biplot Graphic of MSMEs in Pasuruan Regency

Biplot graphic shown in Figure 4 indicates the relationship between research variables and MSMEs of Tourism Sector in Pasuruan City. Figure 5 displays biplot graphic of the relationship between research variables and MSMEs of Tourism Sector in Pasuruan Regency.

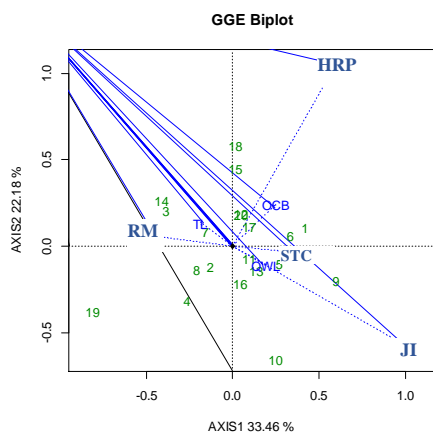
### 4) Sidoarjo Regency

Biplot graphic in Figure 6 shows the relationship between research variables and MSMEs of Tourism Sector in Sidoarjo Regency.

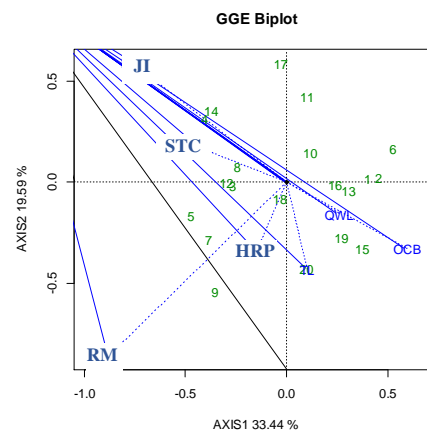


**Figure 6. Biplot Graphic of MSMEs in Sidoarjo Regency**

5) Kediri City and Kediri Regency



**Figure 7. Biplot Graphic of MSMEs in Kediri City**



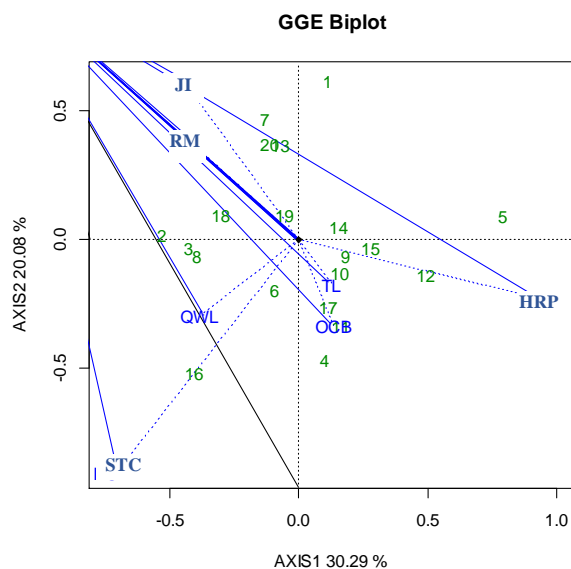
**Figure 8. Biplot Graphic of MSMEs in Kediri Regency**

The relationship between research variables and MSMEs of Tourism Sector in Kediri City is shown in Figure 7. Biplot graphic in Figure 8 illustrates the relationship between research variables and MSMEs of Tourism Sector in Kediri Regency.

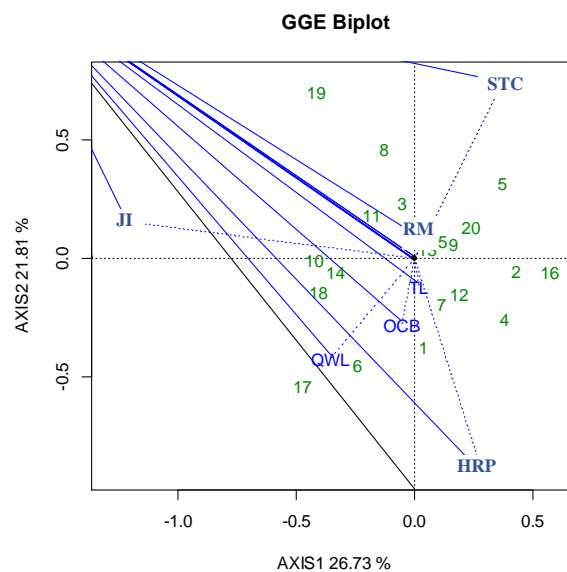
6) Blitar City and Blitar Regency

Biplot graphic shown in Figure 9 indicates the relationship between research variables and MSMEs of Tourism Sector in Blitar City. Figure 10 displays biplot graphic of the relationship between research variables and MSMEs of Tourism Sector in Blitar Regency. After taking all graphics into consideration, it seems that each MSME has leading capacity on several variables.





**Figure 9. Biplot Graphic of MSMEs in Blitar City**



**Figure 10. Biplot Graphic of MSMEs in Blitar Regency**

This research is aimed to ascertain how Micro, Small & Medium Enterprises (MSMEs) of Tourism Sector can improve its human resource performance and to determine what is the effective marketing strategy for tourism sector in East Java Province. Ideal condition of human resource is that organization is generously fulfilling demands, and then employees feel satisfied, work optimally, and build strong commitment to organization, which then have implication on organizational performance (Luthans, 2006; Robbins, 2006; Tett & Meyer, 1993; Bernadin, 1993; Jewell & Siegal, 2000). Every individual or group in organization must have commitment to improve organizational performance, and when individuals or groups with strong commitment are involved in determining their job description, this will produce organizational citizenship behavior (OCB) (Hermawati & Nasarudin, 2016; Alotaibi, 2001; Pattnaik & Biswas, 2005; Budhwar, et al., 2007).

In the context of this research, the marketing of tourist destinations is directed to produce what so called *sustainable tourism*. This kind of tourism is a good alternative to the existing tourism system, and it involves *green marketing*. Experts define green marketing as a strategy to build cooperation between suppliers and sellers, or between partners and competitors, to convince them toward producing environmentally friendly development in all value chains. Green marketing is conceptualized as the best solution to environmental problem with two fundamental results, namely long-term benefit and positive contribution to environment. Sustainable tourism itself is a tourism product that is responsible to environment but still socially and economically reliable, and the user of this product can fulfill their right for pleasure without omitting the opportunity of future generation to use the same right (Dewi, 2011; Meler & Ham, 2012; Sarkar, 2012; Wray, 2010).

There are 10 regions in East Java Province that researchers consider as worthed for analysis, and these regions are Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency and Blitar City. Researchers select 20 MSMEs of Tourism Sector from each region and then apply 7 variables on it. Those variables are *Transglobal Leadership* (TL), *Quality of Work Life* (QWL), *Job Involvement* (JI), *Organizational Citizenship Behavior* (OCB), *Human*

*Resource Performance* (HRP), *Responsible Marketing* (RM), and *Sustainable Tourism Competitiveness* (STC). After applying the variables on the analyzed MSMEs, it was found that each MSME has different leading capacity.

For Batu City, six MSMEs have leading capacity on variable *Transglobal Leadership* (TL), and these MSMEs include Coban Rondo (4), Coban Rais (5), Rafting (7), Cangar (8), Pura Giri Arjun (14), and Bukit Nirwana (18). Only one MSME has leading capacity on variable *Quality of Work Life* (QWL), and that is Taman Kelinci (16). Three MSMEs have leading capacity on variable *Job Involvement* (JI), and these are Coban Talun (6), Wisata Gunung Panderman (19), and Coban Putri (20). Leading capacity on variable *Organizational Citizenship Behavior* (OCB) is found in Omah Kayu Batu (1), Wisata Pujon Kidul (3), Kaliwatu Malang (13), and Bukit Klemuk Batu (15). Some MSMEs have leading capacity on variable *Human Resource Performance* (HRP), and those MSMEs are Paralayang (2), Coban Rais (5), Rafting (7), Cangar (8), Wisata Petik Apel (9), and Goa Pinus (17). Only two MSMEs have leading capacity on variable *Responsible Marketing* (RM), respectively Coban Rondo (4) and Bukit Nirwana (18). Leading capacity on variable *Sustainable Tourism Competitiveness* (STC) is indicated by Omah Kayu Batu (1), Air Terjun Coban Talun (10), Kaliwatu Malang (13), and Bukit Klemuk Batu (15).

In Malang City, only two MSMEs have leading capacity on variable *Transglobal Leadership* (TL), respectively Taman Wisata Wendit (5) and Wisma Tumapel (14). Leading capacity on variable *Quality of Work Life* (QWL) is owned by Museum Musik Indonesia (16) and Taman Merbabu (15). Leading capacity on variable *Organizational Citizenship Behavior* (OCB) is shown by Coban Ciblungan (12), Taman Rekreasi Tlogomas (9), Kampung Jodipan (1) and Pasar Burung (7). Only one MSME has leading capacity on variable *Human Resource Performance* (HRP), and that is Kampung Jodipan (1). Two MSMEs have leading capacity on variable *Responsible Marketing* (RM), respectively Kampung Jodipan (1) and Kampung Keramik Dinoyo (10). Three MSMEs have leading capacity on variable *Sustainable Tourism Competitiveness* (STC), which respectively are Kampoeng Heritage Kajoetangan (4), Allani-Abon Jamur Tiram (20) and Langgengo-Kue Bakpia Kering (19). For Malang Regency, leading capacity on variable *Transglobal Leadership* (TL) is found at Air Terjun Coban Jahe (7), Pantai Ngeliyep (9) and Wendit Water Park (14). Leading capacity on variable *Quality of Work Life* (QWL) is indicated by Teluk Kletekan (17), Objek Wisata Panen Madu di Agro Tawon Rimba (10) and Wendit Water Park (14). Three MSMEs have leading capacity on variable *Organizational Citizenship Behavior* (OCB), and these are Waduk Selorejo Malang (13), Pantai Clungup (16) and Kebun Teh Wonosari (12). Only two MSMEs have leading capacity on variable *Human Resource Performance* (HRP), respectively Pantai Balekambang (3) and Air Terjun Coban Rondo (5). Leading capacity on variable *Responsible Marketing* (RM) is shown only by two MSMEs, respectively Sumber Air Krabyakan (11) and Waduk Selorejo Malang (13). Three MSMEs have leading capacity on variable *Sustainable Tourism Competitiveness* (STC), and these include Pantai Sipelot (4), Pulau Sempu (2) and Pantai Balekambang (3).

For Pasuruan City, only one MSME has leading capacity on variable *Transglobal Leadership* (TL), and that is Pasar Besar (10). Three MSMEs have leading capacity on variable *Quality of Work Life* (QWL), and these are Only Bird Farm (13), Tirta Citra Indah (5) and Kolam Family R&N Kota Pasuruan (14). Leading capacity on variable *Organizational Citizenship Behavior* (OCB) is shown only by one MSME, which is, PT Sindu Amritha (19). Also, there is only one MSME with leading capacity on variable *Human Resource Performance* (HRP), and that is Roti Sisir Matahari (18). It is also Roti Sisir Matahari (18) mentioned as MSME with leading capacity on variable *Responsible Marketing*

(RM). Leading capacity on variable *Sustainable Tourism Competitiveness* (STC) is shown by Kebun Mangga Pasuruan (16), Kota Tua Pasuruan (17) and UKM Sekar Wangi Sejati Batik (2). For Pasuruan Regency, there is only one MSME, which is Wisata Kuliner Tretes (14), with leading capacity on variable *Transglobal Leadership* (TL). Two MSMEs, respectively Pemandian Alam Banyubiru (19) and Wisata Kuliner Tretes (14), have leading capacity on variable *Quality of Work Life* (QWL). Same destinations, which are Pemandian Alam Banyubiru (19) and Wisata Kuliner Tretes (14), are also found as having leading capacity on variable *Organizational Citizenship Behavior* (OCB). Leading capacity on variable *Human Resource Performance* (HRP) is shown by two MSMEs, respectively Sky Lot Pasirian (20) and Pemandian Alam Banyu Biru (3). Only one MSME has leading capacity on variable *Responsible Marketing* (RM), precisely Pemandian Alam Banyubiru (19). Two MSMEs have leading capacity on variable *Sustainable Tourism Competitiveness* (STC), and these MSMEs are Wisata Condido Agro Herbal (16) and Kampung Kelir (12).

In Sidoarjo Regency, three MSMEs have leading capacity on variable *Transglobal Leadership* (TL), and these MSMEs include Batik Tulis Hi (2), Intako (Industri Tas dan Koper) (3), and UKM MW Tanggulanin (4). Two MSMEs have leading capacity on variable *Quality of Work Life* (QWL), respectively UKM Vulkanisir (18) and UMKM Desa Durungbeduk (20). Leading capacity on variable *Organizational Citizenship Behavior* (OCB) is owned by Kampoeng Sepatu (10) and Batik Daun Tradisional Sidoarjo (16). Two MSMEs with leading capacity on variable *Human Resource Performance* (HRP) are Kampoeng Sepatu (10) and Kampoeng Batik (6). Only one MSME has leading capacity on variable *Responsible Marketing* (RM), and that is Kampung Ikan Asap (14). Leading capacity on variable *Sustainable Tourism Competitiveness* (STC) is indicated by ZFS Collection (17), Kampoeng Jajanan (7) and Kampoeng Sayangan (11).

For Kediri City, only one MSME has leading capacity on variable *Transglobal Leadership* (TL), and that is Gunung Maskumambang (7). Leading capacity on variable *Quality of Work Life* (QWL) is owned by Taman Brantas (11) and Taman Ngronggo (13). Leading capacity on variable *Organizational Citizenship Behavior* (OCB) is shown by only one MSME, which is, Kolam Renang Nirwana Tirta (17). Also, only one MSME has leading capacity on variable *Human Resource Performance* (HRP), and that is Agrowisata Ngembak Kulon (18). Still, only one MSME has leading capacity on variable *Responsible Marketing* (RM), and that is Kebun Binatang Gudang Garam (3). Three MSMEs have leading capacity on variable *Sustainable Tourism Competitiveness* (STC), which respectively are Gua Selomangleng (6), Gunung Klotok (1) and Taman Wisata Tirtoyoso (9). In Kediri Regency, leading capacity on variable *Transglobal Leadership* (TL) is found at only one MSME, which is, Bukit Dhoho (20). Leading capacity on variable *Quality of Work Life* (QWL) is indicated by two MSMEs, respectively Kampung Anggrek (19) and Gua Maria (13). Only one MSME has leading capacity on variable *Organizational Citizenship Behavior* (OCB), and that is Candi Tegowangi (15). Also, only one MSME has leading capacity on variable *Human Resource Performance* (HRP), and that is Sumber Ngadiloyo (9). Same destination, Sumber Ngadiloyo (9), is also found as having leading capacity on variable *Responsible Marketing* (RM). Three MSMEs have leading capacity on variable *Sustainable Tourism Competitiveness* (STC), and these include Air Terjun Irenggolo (12), Bukit Ongakan (8) and Candi Tegowangi (15).

In Blitar City, two MSMEs have leading capacity on variable *Transglobal Leadership* (TL), and those are Taman Pecut (7) and Blitar Green Park (10). Two MSMEs have leading capacity on variable *Quality of Work Life* (QWL), and these are Monumen PETA (16) and Bongares 3-Dimensi (8). Leading capacity on variable *Organizational Citizenship Behavior*

(OCB) is shown by two MSMEs, respectively Goa Maria Sendangrejo (17) and Taman Kebonrejo (4). There is only one MSME with leading capacity on variable *Human Resource Performance* (HRP), and that is Rumah Bung Karno (12). Still, there is only one MSME with leading capacity on variable *Responsible Marketing* (RM), and that is Rumah Batik (18). Leading capacity on variable *Sustainable Tourism Competitiveness* (STC) is shown by only one MSME, which is Monumen PETA (16). For Blitar Regency, only one MSME, which is, Petilasan Rambut Monte (7), has leading capacity on variable *Transglobal Leadership* (TL). There are two MSMEs, respectively Desa Wisata Semen (6) and Air Terjun Sirahkencong (17), with leading capacity on variable *Quality of Work Life* (QWL). Pantai Tambakrejo (1) becomes the only MSME with leading capacity on variable *Organizational Citizenship Behavior* (OCB). This destination, Pantai Tambakrejo (1), is also named as the only MSME with leading capacity on variable *Human Resource Performance* (HRP). Three MSMEs have leading capacity on variable *Responsible Marketing* (RM), and those are Monumen Trisula (13), Pantai Serang (5) and Candi Gambarwetan (9). Only one MSME has leading capacity on variable *Sustainable Tourism Competitiveness* (STC), and that is Pantai Serang (5).

### 5. Conclusions

Taking into consideration of all results, researchers conclude that bipolar (*biplot*) analysis can be used as an instrument to obtain descriptions about human resource management and marketing management in MSMEs of Tourism Sector. Focus of analysis is given on human resource, responsible marketing, and sustainable tourism competitiveness. Result of analysis shows that each region in East Java Province has leading capacity on each variable. This finding can be used to determine validity level of the recommended alternatives. This research is at least giving few benefits. For instance, this research attempts to construct a model of *responsible marketing* that later can be used by the Government of East Java Province to design the proper policies to produce what so called *sustainable tourism competitiveness* (or also called *sustainable tourism*). This research discovers that *responsible marketing* enables tourism stakeholders, including tourism entrepreneurs in building comprehensive coordination network. It is suggested that these stakeholders would use *responsible marketing* as their strategic model to develop *sustainable tourism*. Finally, this research is useful to be an instrument of scientific development, especially on the fields of human resource strategy, marketing strategy, and *responsible tourism marketing*.

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