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Importance Performance Analysis on Expectancy and Reality Levels of Tourists and Employees of the Micro, Small & Medium Enterprises of Tourism Sector

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Abstract-Tourism industry is nowadays becoming one important factor for the world economic development. The progress of tourism sector will provide not only huge opportunities for improving people welfare but also give challenges and threats to local people and their environment. Research is aimed to analyze and describe satisfaction and importance levels of tourists and employees at Micro, Small & Medium Enterprises of Tourism Sector in East Java against transglobal leadership, quality of work life, job involvement, organizational citizenship behavior, human resource performance, responsible marketing and sustainable tourism competitiveness. Research is located at Micro, Small & Medium Enterprises of Tourism Sector in East Java. The province of East Java is one autonomous region with some excellent tourist destinations in Indonesia, and has conducted sustainable development in tourism sector to increase regional income. Analysis technique of this research is Importance Performance Analysis (IPA),or the analysis on importance/expectancy and performance/reality. Research variables include Transglobal Leadership (X), Quality of Work Life (M1), Job Involvement (M2), Organizational Citizenship Behavior (M3), Human Resource Performance(Y), Responsible Marketing (Z1), and Sustainable Tourism Competitiveness (Z2). All these variables are in Quadrant II (Keep up the Good Work). This position indicates that expectancy and reality levels of tourists and employeesat tourism sector are similarly high.

Keywords: Tourism Industry, Small & Medium Enterprises, Behavior

Background

Tourism industry is one important factor to the development of world economic. The progress of tourism sector helps not only improving people welfare but also giving challenges and threats to local people and their environment. Indonesian tourism sector's contribution to people welfare is quite significant, and it is proved by its 92.38 percents contribution level to National Gross Domestic Products (the Ministy of Tourism and Creative Economic, 2016). Regarding to contribution level to National GDP, tourism sector was at fifth rank in 2016 and fourth rank in 2018, still below oil & gas sector, coal sector, and oil palm sector (Central Bureau of Statistics, 2018).

Moreover, East Java Province is one autonomous region with some excellent tourist destinations, and it has conducted sustainable development in tourism sector to increase regional income. People perspective on tourist destinations was analyzed with indicator measuring whether national development program at tourism sector is successful and sustainable. The indicator is an empowerment as a development paradigm (PujiSuci, 2015).East Java Province has not only allowed people to participate into the management of tourism destinations but also maximized tourism sector by empowering Micro, Small & Medium Enterprises of Tourism Sector. These enterprises (MSMEs) are the greatest contributor to National GDP until now. Therefore, the empowerment of MSMEs in general, and of

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MSMEs of Tourism Sector in particular, is absolutely needed because it has significant impact on improving economic either among individuals or regions (Local Genuine Income) in East Java.

The presence of tourists and employees of MSMEs of Tourism Sector and the implementation of responsible marketing by tourism sector are two aspects with important role to harmonize tourism business with empowerment of MSMEs of Tourism Sector in East Java (Hermin 2015).This harmonization allows people economic growth to be able to respond ASEAN market globalization. It is believed that MSMEs of Tourism Sector play important roles in enabling economic growth, absorbing workforces, distributing income, reducing economic disparity, and improving people welfare. All of them are critical considerations when planning, managing, fostering, developing and empowering MSMEs of Tourism Sector toward Sustainable Tourism Competitiveness (Hermawati&PujiSuci, 2016).

The implementation of human resource strategy at MSMEs of Tourism Sector is expected to be able to serve the entire aspects of tourism because most of the aspects have more positive and unique characteristics than the aspects of other sector. Kamardiman (2015) said that the willingness to serve other individuals is an absolute added-value that human resource must have, including human resource at MSMEs of Tourism Sector, if they want to develop their intermediary function. Other studies, including Fuller (2011), PujiSuci (2009),and Hermawati, A (2016, 2017, 2018), had identified a phenomenon of "low business volume" of an organization (MSMEs of Tourism Sector). Absolute solution to this case will be revitalization of humanresourcestrategy, which involves several activities such as employee performance optimization, employee trainning& development, human resource planning, and employee performance integration.

Loyd (2001) has recommended that to achieve organizational competitive advantage, the best foundation is the aspect of human resource strategyimplementation. Visionary leaders can "read" the prospects of market development, technological progress, and competition change. The identification of characteristics of MSMEs of Tourism Sector is characterizing a global leadership, which is a leadership type to answer human resource problem. Parolin (2004) and Adleret.al.(2000) emphasized that role of leadership is vital to the development of MSMEs of Tourism Sector, and this impels current studies to focus on organizational behavior. Sharkey et.al. (2012) investigated theoretical problem concerning transactional and transformational leadership styles at local leadership.

Inconsistent results of previous studies are becoming research gap reviewed by Hermawati (2015a)in a study where she declared that transglobal leadershiphas indirecteffecton employee performance through implementation of quality of work life and job involvement. This research gap is dealt by analyzing and describing the expected real condition of management of human resource at MSMEs of Tourism Sector in East Java, and the satisfaction and importance levels of this human resource against transglobal leadership, quality of work life(QWL), job involvement, organizational citizenship behavior(OCB), human resource performance, responsible marketing and sustainable tourism competitiveness.

The originality of this research is emphasized on the holistically integrated compilation of two theoretical concepts, namely humanresourcestrategy and marketingstrategy, and also on the application of these theories to MSMEs of Tourism Sector in East Java. Tourism sector customers must have good understanding about these strategies if they want to be involved into the controlling of sustainable tourism competitiveness in East Java.

Main objective of this research is to analyze and describe satisfaction and importance levels of human resource at Micro, Small & Medium Enterprises of Tourism Sector in East Java against transglobal leadership, quality of work life, job involvement, organizational citizenship behavior, human resource performance, responsible marketing and sustainable tourism competitiveness.

Literature Review

Two almost similar studies, conducted by Hermawati (2011, 2014a, 2015a) andHermawati&PujiSuci (2016), showed that if employees findtheir demand fulfilled, they will be satisfied, willing to work optimally, and be more committed to work.This implicates to not only optimization of employees' individual performancebut also to better contribution to organizational performance. Another identical studies, given by Hermawati (2015a), Hermawati&PujiSuci (2016), and Hermawati&PujiSuci (2017, 2018), had analyzed the effect of quality of work lifeon employees' performance achievement and job satisfaction. They attempted to prove this relationship, and found that quality of work lifeaffects job satisfaction of employees and has great contribution not only to employees' performance optimization but also to organizational performance. Sari &Ja'far(2010)said that middle manager has high job involvement but does not have high performance. Mohsan(2011) proposed a finding of low relationship between job involvement and performance among the employees. Meanwhile, Dartu (2007) showed that the effect

of employees' job involvement on their individual performance contributes organizational performance. Studies carried out by Clark (1990), Hsu (2012), and Hermawati&PujiSuci (2015a, 2017),are supporting theories proposed by Porter & Lawler (1968) and Kanungo (1982), which say that job involvement determines performance of individual employees. There is positive relationship between job involvement and performance of the employees, and this relationship has good impact on performance of both employees and organization.

A study done by Bono & Judge (2003) determined that leadership affects job involvement level of the employees. Moreover, Shukui&Xiaomin(2001) claimed that there is no positive relationship between leadership and involvement. Other studies, including Hayward (2005), Loke (2001), and Kacmaret.al. (1999), found positive relationship between leadership behavior and individual performance. Another findings given by Bass (1985), Avolio (1996), Bass &Avolio (1997),and Endro, Budiyanto, &Suhermin, (2017), indicated that employee performance is affected by leadership level and this effect is proportional to organizational performance.

Sarkar (2012) did a study titled Green Marketing, and Sustainable Development Challenges and Opportunitiesand discovered that green marketing is growing sustainably either in practice or demand. Other study was conducted by Meler&Ham (2012) with title of Green Marketing for Green Tourism. In their study, they suggested sustainable tourism to be alternative option for tourism because they found that green marketing is a strategy to building cooperation, partnership, and also healthy competition between suppliers and sellers. It is said that such relationship helps both sides to realize sustainable environmental development at all value chains, to obtain long-term profits, and to produce positive contribution to environment.

Methodology

Research takes a place at MSMEs of Tourism Sector in East Java because East Java Province is one autonomous region with potential tourist destinations, and has conducted sustainable development in tourism sector to increase regional income. There are ten (10) regions selected as sampling spot, namely Batu City, Malang Regency, Malang City, Pasuruan City, Pasuruan Regency, Sidoarjo Regency, Kediri Regency, Kediri City, Blitar Regency, and Blitar City. All these regions are selected because they have more tourism potentials and characteristics than others. Respondents are tourists and employees at MSMEs of Tourism Sector in East Java Province. Sampling technique is purposive sampling where sample is collected through specific consideration (Sugiyono, 2016). Sample size is determined using Structural Model's minimal criteria that range between 100 and 200. The final sample includes 200 MSMEs of Tourism Sector selected from 10 cities with tourism potentials in East Java. For the ease of research, each MSME of Tourism Sector contains 4 employees and 3 tourists. Entirely, research involves 800 employees and 600 tourists either domestic or foreign. Data collection technique is using questionnaire by which respondent is required to answer some questions (Sugiyono, 2009). Analysis technique used in this research is Importance Performance Analysis (IPA)or Analysis on Importance/Expectancy and Performance/Reality.

Result and Discussion

Results of measurement by Importance Performance Analysis on several variables in several cities in East Java are plotted into Cartesian Diagram. The diagram allows readers to see the position of each variable in the priority concept. The measurement of variables is emphasized on importance level of tourists and performance level of MSMEs' employees.This measurement enablesMSMEs of Tourism Sector in East Java Province to improve variables considered important by tourists and employees.

1) **Result of *Importance and Performance Analysis*on Overall Variables**
   Overall variables are measured by arranging them into Cartesian Diagram at two axes, namely X and Y. Axis X is for average distribution of performance level, while Axis Y is for average distribution of performance level. Both axes form two perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.

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(a)   (b)
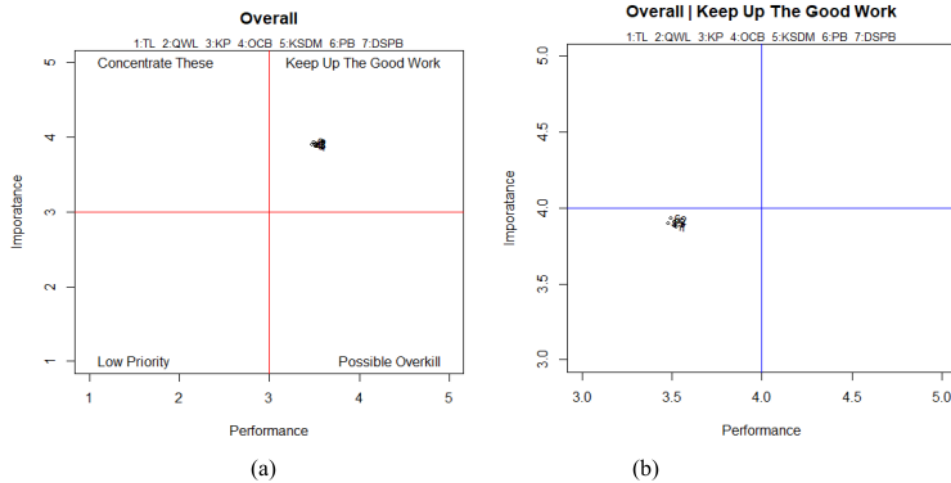
Figure 1: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of *Keep up the Good Work*

Diagram above displays expectancy (*importance*) and reality (*performance*) levels of tourists and employeesat MSMEs of Tourism Sector in East Java Province. It indicates that *Transglobal Leadership* (X), *Quality of Work Life* (M1), Job Involvement (M2), *Organizational Citizenship Behavior* (M3), Human Resource Performance (Y), Responsible Marketing (Z1), and Sustainable Tourism Competitiveness (Z2), all of them lie on Quadrant II (*Keep up the Good Work*). Regarding to this position, it can be said that expectancy and reality levels of tourists and employees against overall variables are similarly high. Specifically, expectancy and reality levels of tourists and employees against overall variables are ranging between 3 and 4. Gap between expectancy and reality levels of tourists and employees is analyzed and the result is shown in bar diagram.
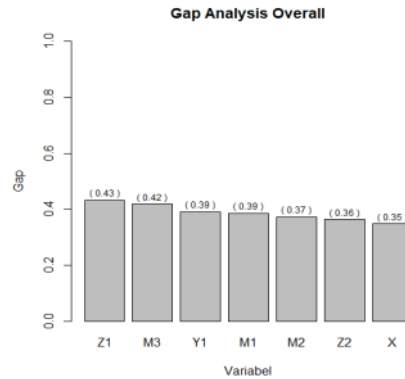

Figure 2. Bar Diagram of Gap Analysis on Overall Variables

As shown by diagram above, variable with the biggest gap between expectancy and reality levels is Responsible Marketing (Z1) and the level of this gap is 0.43. It can be said that variable that becomes priority of improvement is Responsible Marketing (Z1). Variable with the smallest gap between expectancy and reality levels is *Transglobal Leadership (X)*with level of0.1. This situation signifies that *Transglobal Leadership (X)*has been perceived by tourists and employees of MSMEs of Tourism Sector in East Java Province as fulfilling their expectancies.

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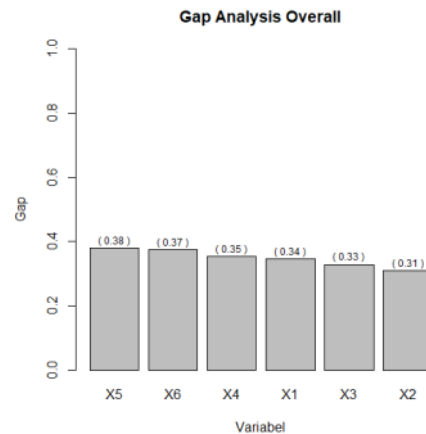**2) Results of Importance and Performance Analysison Variable of Transglobal Leadership**

The following is Cartesian Diagram with X and Y axes for *Transglobal Leadership*.Axis X is used for average distribution of performance level, while Axis Y is intended for average distribution of performance level. Both axes produce two perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.

(a)   (b)
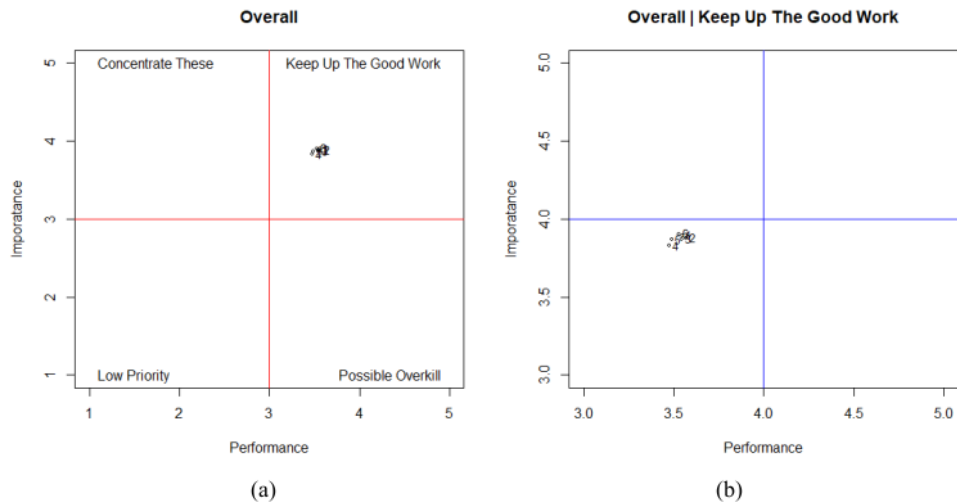
Figure 3: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of *Keep up the Good Work*,emphasized on Variable of *Transglobal Leadership*

Above diagram describes expectancy (*importance*) and reality (*performance*) levels of tourists and employees at MSMEs of Tourism Sector in East Java Province. There are indicators used to measure *Transglobal Leadership* (X), and they include Cognitive Intelligence (X1), Emotional Intelligence (X2), Business Intelligence (X3), Cultural Intelligence (X4), Global Intelligence (X5), dan Moral Intelligence (X6). All of them are in Quadrant II (*Keep up the Good Work*).Therefore, it can be said that expectancy and reality levels of tourists and employees against all indicators of *Transglobal Leadership*are similarly high. Specifically, expectancy and reality levels of tourists and employees against these indicators are ranging between 3.4 and 3.9. Gap between expectancy and reality levels of tourists and employeesagainst these indicators is shown in the following bar diagram.

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Figure 4. Bar Diagram of Gap Analysis on Variable of *Transglobal Leadership*

Pursuant to bar diagram above, indicator with the biggest gap between expectancy and reality levels is Global Intelligence (X5)with level of0.58. Therefore, it is then said that indicator that becomes improvement priority is Global Intelligence (X5). Indicator with the smallest gap between expectancy and reality levels is Emotional Intelligence (X2)at level of 0.2. It is then clarified that Emotional Intelligence (X2) are perceived by tourists and employees at MSMEs of Tourism Sector in East Java Province as meeting their expectancies.

3) **Results of Importance and Performance Analysison Variable of Quality of Work Life**
Quality of Work Lifeis measured through some indicators. Results of this measurement are displayed in Cartesian Diagram and arranged on X and Y axes. Axis X is used for average distribution of performance level, while Axis Y is intended for average distribution of performance level. Both axes createstwo perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.

(a)   (b)
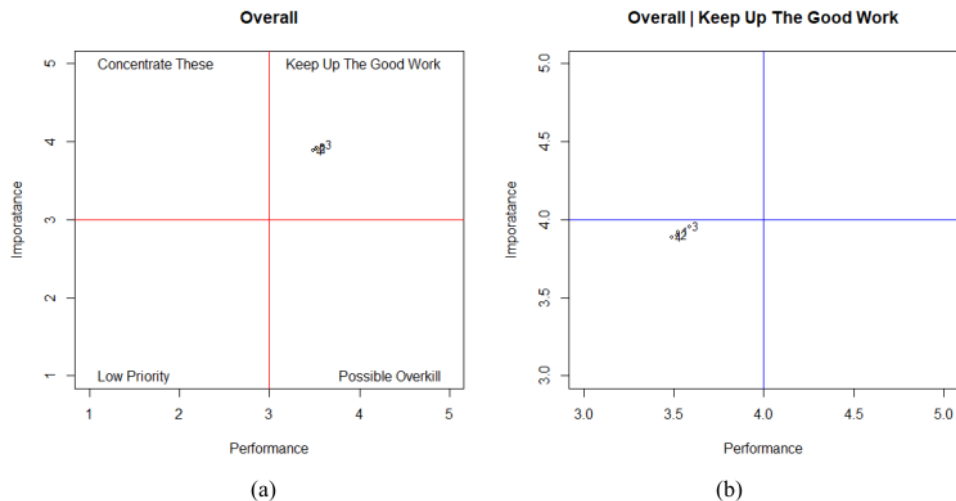
Figure 5: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of Keep up the Good Work, emphasized on Variable of Quality of Work Life

The diagram above illustrates expectancy (importance) and reality (performance) levels of tourists and employees at MSMEs of Tourism Sector in East Java Province. Some indicators are used to measure Quality of

Work Life(M1), which respectively are: Participation (M1.1), Growth &Development (M1.2), Compensation &Wage (M1.3), and Job Environment(M1.4). All these indicators exist in Quadrant II (Keep up the Good Work). Therefore, it can be said that expectancy and reality levels of tourists and employees against all indicators of Quality of Work Lifeare similarly high. Specifically, expectancy and reality levels of tourists and employees against these indicators are ranging between 3.4 and 4. Gap between expectancy and reality levels of tourists and employees against these indicators is shown in bar diagram. Morover, it must be noted that three studies, precisely Hermawati (2015a), Hermawati&PujiSuci (2016), and Hermawati&PujiSuci (2017, 2018),have analyzed the effect of quality of work lifeon employees' performance achievement and job satisfaction. They proved that quality of work lifehas met expectancy and reality levels of employees and tourists, and therefore, it needs only a bit of improvement.
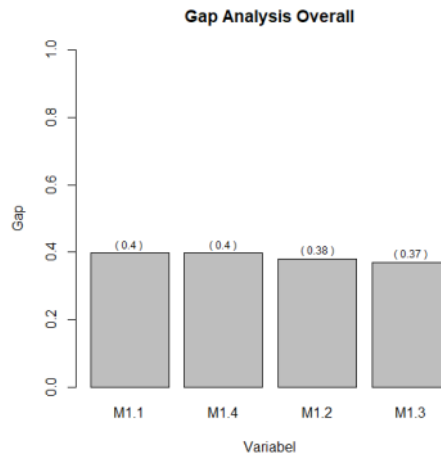

Gap Analysis Overall

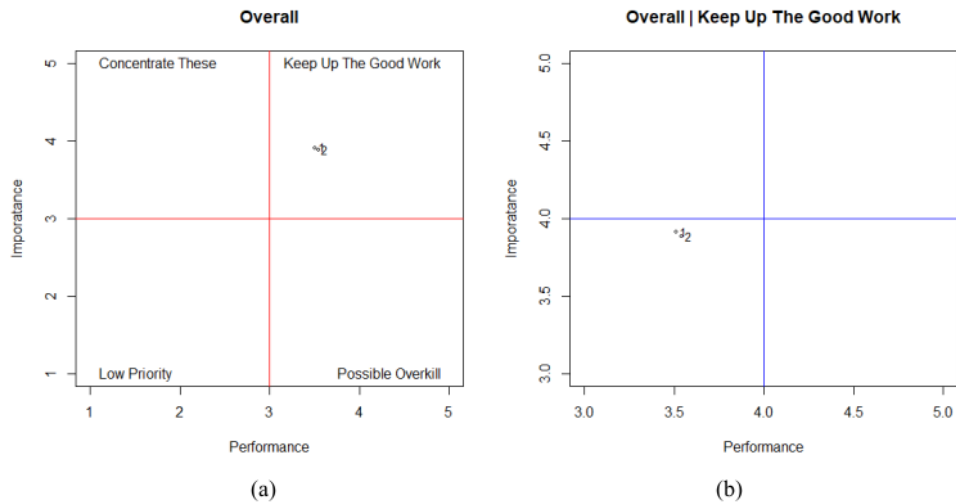Figure 6. Bar Diagram of Gap Analysis on Variable of Quality of Work Life

In pursuance of bar diagram above, the indicator with the biggest gap between expectancy and reality levels is Participation (M1.1)with level of0.40. Therefore , indicator that needs improvement is Participation (M1.1). Indicator with the smallest gap between expectancy and reality levels is Compensation & Wage (M1.3)with level of0.37. Therefore, it can be said that Compensation & Wage (M1.3)has been perceived by tourists and employees of MSMEs of Tourism Sector in East Java Province as already meeting their expectancies.

4) **Results of Importance and Performance Analysison Variable of Job Involvement**
   Job involvement and its indicators are explained by using Cartesian Diagram with two axes, namely X and Y. Axis X is intended for average distribution of performance level, while Axis Y is used for average distribution of performance level. Both axes establish two perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.

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Overall

Overall | Keep Up The Good Work

(a)

(b)

Figure 7: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of Keep up the Good Work, emphasized on Variable of Job Involvement

Cartesian diagram above delineates expectancy (importance) and reality (performance) levels of tourists and employees at MSMEs of Tourism Sector in East Java Province. Job Involvement (M2) is measured by some indicators, precisely Performance Self-Esteem Contingency (M2.1) and Self-Image (M2.2). All indicators are in Quadrant II (Keep up the Good Work). It signifies that expectancy and reality levels of tourists and employees against all indicators of Job Involvement are similarly high. Specifically, expectancy and reality levels of tourists and employees against these indicators are ranging between 3.4 and 3.9. Gap between expectancy and reality levels of tourists and employees against these indicators is displayed through bar diagram.

Gap Analysis Overall
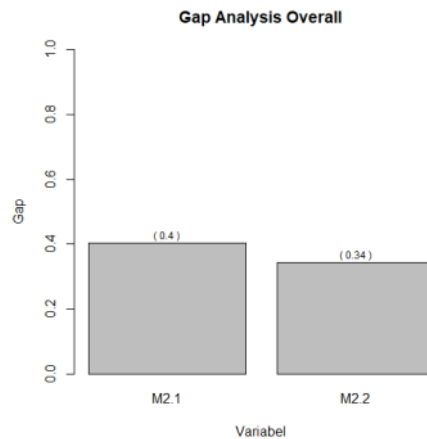
Figure 8. Bar Diagram of Gap Analysis on Variable of Job Involvement

Regarding to above diagram, the indicator with the biggest gap between expectancy and reality levels is Performance Self-Esteem Contingency (M2.1)with level of 0.40. With respects to this result, indicator that

requires improvement is Performance Self-Esteem Contingency (M2.1). Indicator with the smallest gap between expectancy and reality levels is Self-Image (M2.2)at level of 0.34. Based on this result, Self-Image (M2.2)has been meeting the expectancies of tourists and employees at MSMEs of Tourism Sector in East Java Province.

5) **Results of Importance and Performance Analysison Variable of Organizational Citizenship Behavior**
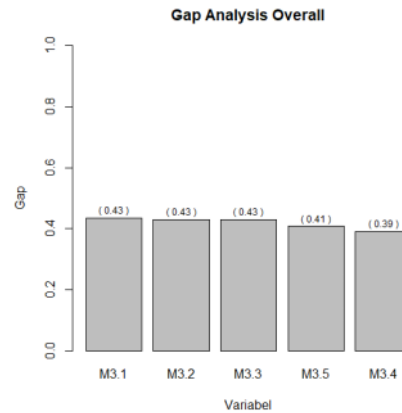
Organizational Citizenship Behavior is measured by arranging this variable into Cartesian Diagram at two axes, namely X and Y. Axis X is for average distribution of performance level, while Axis Y is for average distribution of performance level. Both axes form two perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.
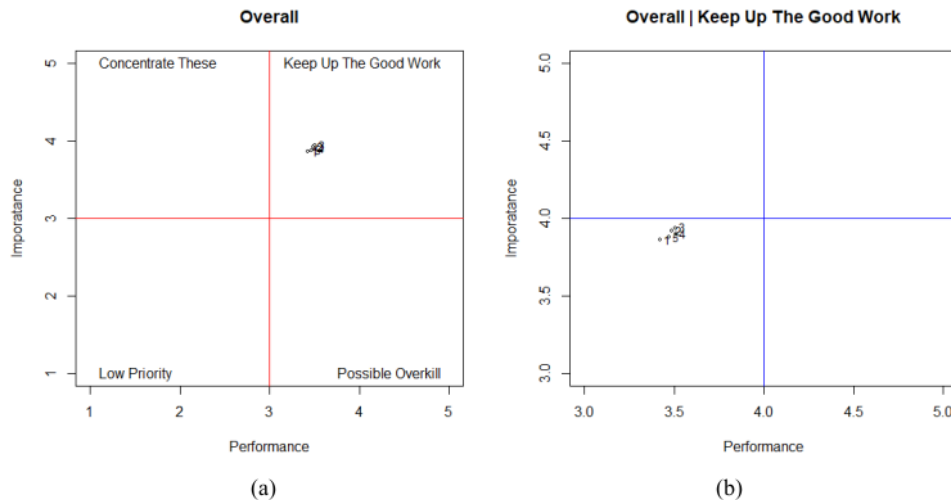
Figure 9: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of Keep up the Good Work, emphasized on Variable of Organizational Citizenship Behavior

Diagram above displays expectancy (importance) and reality (performance) levels of tourists and employees at MSMEs of Tourism Sector in East Java Province. There are indicators used to measure Organizational Citizenship Behavior (M3), which include Sportmanship(M3.1), Civic virtue(M3.2),Conscientiousness (M3.3), Altruism (M3.4), and Courtesy (M3.5).All of them are in Quadrant II (Keep up the Good Work).Regarding to this position, it can be said that expectancy and reality levels of tourists and employees against these indicators are similarly high. Specifically, expectancy and reality levels of tourists and employees against these indicators are ranging between 3.5 and 4. Gap between expectancy and reality levels of tourists and employees is analyzed and the result is presented in bar diagram as following.

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Figure 10. Bar Diagram of Gap Analysis on Variable of Organizational Citizenship Behavior

As shown by diagram above, indicator with the biggest gap between expectancy and reality levels is Sportmanship(M3.1)and the level of this gap is 0.43. It can be said that indicator that becomes priority of improvement is Sportmanship(M3.1). Indicator with the smallest gap between expectancy and reality levels is Altruism (M3.4)with level of 0.39. This situation signifies that Altruism (X)has been perceived by tourists and employees of MSMEs of Tourism Sector in East Java Province as fulfilling their expectancies.

6) **Results of Importance and Performance Analysison Variable of Human Resource Performance**
The following is Cartesian Diagram with X and Y axes for Human Resource Performance.Axis X is used for average distribution of performance level, while Axis Y is intended for average distribution of performance level. Both axes produce two perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.

(a)   (b)
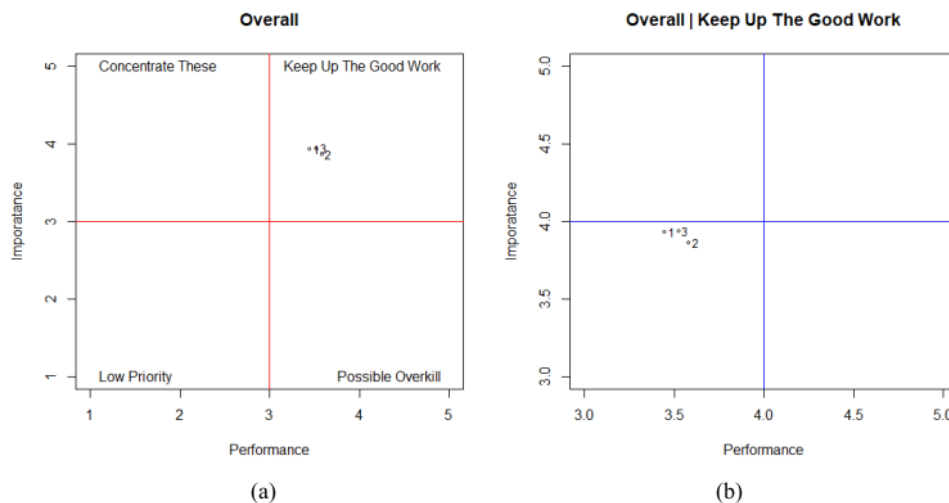
Figure 11: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of Keep up the Good Work, emphasized on Variable of Human Resource Performance

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Above diagram describes expectancy (importance) and reality (performance) levels of tourists and employees at MSMEs of Tourism Sector in East Java Province. Indicators used to measure Human Resource Performance (Y) include Job Outcome (Y1.1), Job Behavior (Y1.2),and Personal Trait (Y1.3). All of them are in Quadrant II (Keep up the Good Work). Therefore, it can be said that expectancy and reality levels of tourists and employees against all indicators of Human Resource Performanceare similarly high. Specifically, expectancy and reality levels of tourists and employees against these indicators are ranging between 3.5 and 4. Gap between expectancy and reality levels of tourists and employees is indicatedin the following bar diagram.
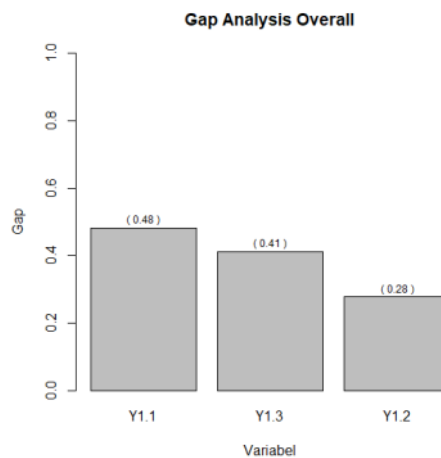

Figure 12. Bar Diagram of Gap Analysis on Variable of Human Resource Performance

As indicated by bar diagram above, indicator with the biggest gap between expectancy and reality levels is Job Outcome (Y1.1) with level of 0.48. Therefore, it is then said that indicator that becomes improvement priority is Job Outcome (Y1.1). Meanwhile, indicator with the smallest gap between expectancy and reality levels is Job Behavior (Y1.2)with level of 0.28. Therefore, it can be declared that Job Behavior (Y1.2)are perceived by tourists and employees at MSMEs of Tourism Sector in East Java Province as meeting their expectancies.

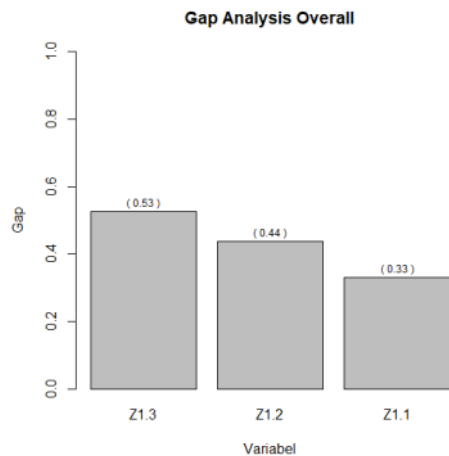7) **Results of Importance and Performance Analysison Variable of Responsible Marketing**
Responsible Marketing is measured with some indicators. Results of this measurement are displayed in Cartesian Diagram and arranged on X and Y axes. Axis X is used for average distribution of performance level, while Axis Y is intended for average distribution of performance level. Both axes produce two perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.

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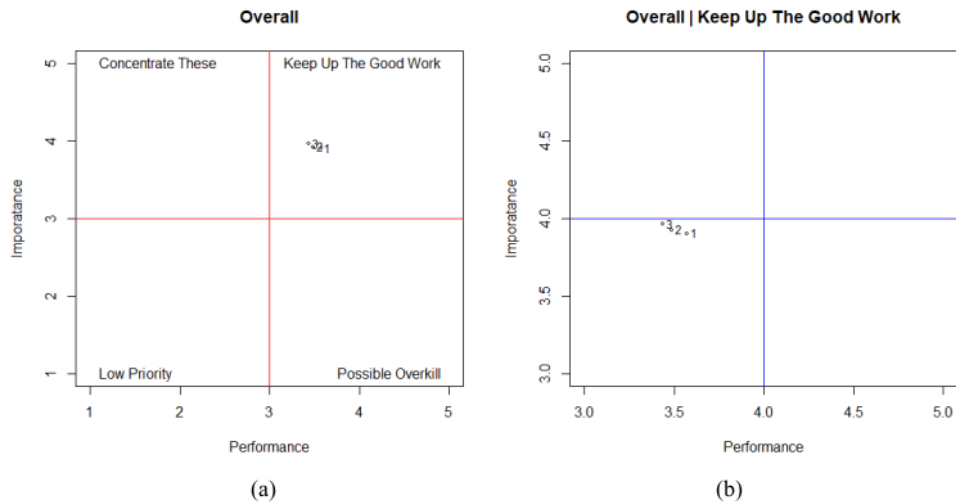
Figure 13: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of Keep up the Good Work, emphasized on Variable of Responsible Marketing

The diagram above illustrates expectancy (importance) and reality (performance) levels of tourists and employees at MSMEs of Tourism Sector in East Java Province. Some indicators are used to measure Responsible Marketing (Z1), which respectively are: Ethic (Z1.1), Value (Z1.2),and Social Responsibility (Z1.3). All these indicators exist in Quadrant II (Keep up the Good Work). Therefore, it can be said that expectancy and reality levels of tourists and employees against all indicators of Responsible Marketing are similarly high. Specifically, expectancy and reality levels of tourists and employees against these indicators are ranging between 3.5 and 4. Gap between expectancy and reality levels of tourists and employees against these indicators is shown in bar diagram in the following.

Figure 14. Bar Diagram of Gap Analysis on Variable of Responsible Marketing

Related with bar diagram above, the indicator with the biggest gap between expectancy and reality levels is Social Responsibility (Z1.3) with level of 0.53. Therefore, indicator that needs improvement is Social

Responsibility (Z1.3). Indicator with the smallest gap between expectancy and reality levels is Ethic (Z1.1)with level of 0.33. Therefore, it can be said that Ethic (Z1.1)has been perceived by tourists and employees of MSMEs of Tourism Sector in East Java Province as already meeting their expectancies.

8) **Results of Importance and Performance Analysison Variable of Sustainable Tourism Competitiveness**

Sustainable Tourism Competitiveness and its indicators are measured by using Cartesian Diagram with two axes, namely X and Y. Axis X is intended for average distribution of performance level, while Axis Y is used for average distribution of performance level. Both axes establish two perpendicular lines that cross one another dividing Cartesian Diagram into four quadrants.
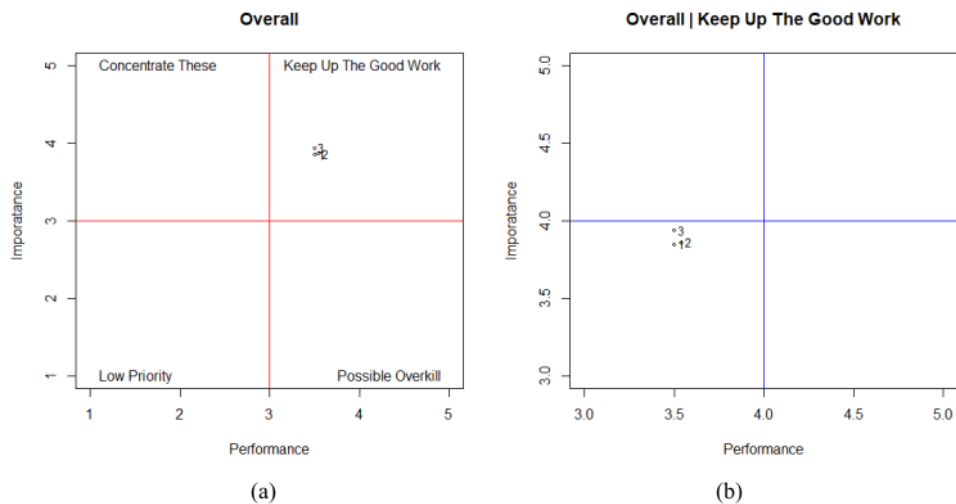
Figure 15: (a) IPA Cartesian Diagram for Overall Variables; (b) IPA Cartesian Diagram for Quadrant of Keep up the Good Work, emphasized on Variable of Sustainable Tourism Competitiveness

Cartesian diagram above delineates expectancy (importance) and reality (performance) levels of tourists and employees at MSMEs of Tourism Sector in East Java Province. Sustainable Tourism Competitiveness (Z2) is measured with some indicators, preciselyEffectiveness (Z2.1), Economic (Z2.2),and Efficiency (Z2.3). All indicators are in Quadrant II (Keep up the Good Work). It signifies that expectancy and reality levels of tourists and employees against all indicators of Sustainable Tourism Competitiveness are similarly high. Specifically, expectancy and reality levels of tourists and employees against these indicators are ranging between 3.5 and 4. The gap between expectancy and reality levels of tourists and employees against these indicators is displayed through bar diagram. This result so far is consistent with Sarkar (2012) through a study titled Green Marketing, and Sustainable Development Challenges and Opportunities, which stated that green marketing is growing sustainably either in practice or demand. Micro, Small & Medium Enterprises have met indicators of Sustainable Tourism Competitiveness and therefore, have fulfilled expectancy of tourists. The Enterprises need only to improve performance.

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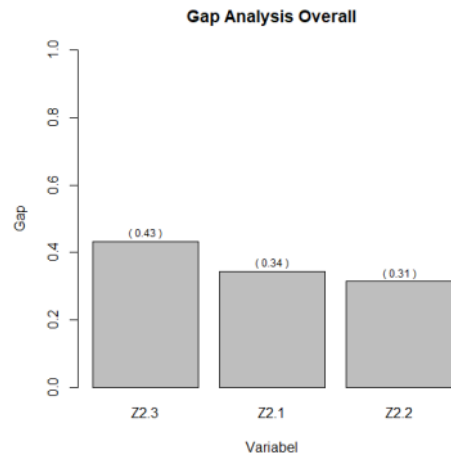
Figure 16. Bar Diagram of Gap Analysis on Variable of Sustainable Tourism Competitiveness

Regarding to above diagram, the indicator with the biggest gap between expectancy and reality levels is Efficiency (Z2.3)with level of 0.43. In respects to this result, indicator that requires improvement is Efficiency (Z2.3). Indicator with the smallest gap between expectancy and reality levels is Economic (Z2.2) at level of 0.31. Based on this result, Economic (Z2.2)has been meeting the expectancies of tourists and employees at MSMEs of Tourism Sector in East Java Province.

Conclusion

Taking into account the results that are previously given, it can be concluded that all variables, including *Transglobal Leadership* (X), *Quality of Work Life* (M1), Job Involvement (M2), *Organizational Citizenship Behavior* (M3), Human Resource Performance (Y), Responsible Marketing (Z1), and Sustainable Tourism Competitiveness (Z2), are in Quadrant II (*Keep up the Good Work*). In words, it can be said that expectancy and reality levels of tourists and employees against all variables are similarly high, and both levelsare at range between 3 - 4. It is also said that *Transglobal Leadership* (X), *Quality of Work Life* (M1), Job Involvement (M2), *Organizational Citizenship Behavior* (M3), and Human Resource Performance (Y) are important variables that can influence Responsible Marketing (Z1) and Sustainable Tourism Competitiveness (Z2) of MSMEs of Tourism Sector in East Java Province.

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