

# Answering Human Resource Challenges in the Tourism Sector in the Era of Society 5.0

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## Answering Human Resource Challenges in the Tourism Sector in the Era of Society 5.0

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**Abstract.** The Society 5.0 era is marked by the integration of digital technology in various aspects of life, including the tourism sector. Rapid technological changes, shifting tourist trends and diverse demands from tourists require the tourism sector to adapt according to the demands of the time that answers are needed to the challenges faced by human resources in the tourism sector in the 5.0 era. This study uses a qualitative approach with a systematic literature review method. The literature approach related to tourism HR challenges was searched comprehensively using relevant keywords in searches through various online databases. The literature selection process was carried out by considering the reputation of the journal and the recency of the publication (last 7 years) and analyzed in depth using content analysis method. The conclusion from the research findings is that the human resource challenges in the tourism sector in the era of Society 5.0 are: employee turnover trends, developing digital skills, diversity and inclusion, adopting new technology, work-life balance and developing partnerships with educational institutions. The implication of these findings is the importance of tourism sector business actors taking strategic steps in responding to human resource changes so that the tourism sector remains relevant to current conditions and remains competitive in the Society 5.0 era.

**Keywords :** Human Resources, Challenges Tourism, Society 5.0

### INTRODUCTION

Tourism is one of the economic sectors that plays an important role in the world economy, until the last few decades the tourism industry has experienced significant growth and progress in the global market (Gavurova et al., 2020; Pjanić & Mitrašević, 2020). However, the advent of the Society 5.0 era, which integrates digital technology into everyday life, brings new challenges and opportunities for human resource (HR) management in the tourism industry (Duy et al., 2020; Darsana & Sudjana, 2022; Ramlan et al., 2023). Rapid technological changes, shifting tourist trends and demand for more personalized services require the tourism sector to adapt quickly to face competitiveness.

Previous studies have discussed the complexity of challenges faced by HR in the tourism sector. Some of the main challenges faced such as high turnover rates, high turnover rates are one of the main challenges faced by the tourism sector in managing human resources (Michael & Fotiadis, 2022; Islam et al., 2023). Drastic changes in tourist behaviour and increasingly diverse demands are pushing the tourism industry to utilize technological advances as a means of increasing operational efficiency, providing more innovative services

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and increasing competitiveness. Therefore, strengthening employee digital skills is a must for the tourism sector to remain relevant and competitive <sup>45</sup> in the digital era (Carlisle et al., 2023; Khoo et al., 2024). Diversity and inclusion are important to face the <sup>1</sup> human resources response in the Society 5.0 era because an approach that prioritizes diversity and inclusion not only creates a more competitive work environment, but also improves the tourist experience (Zapata Campos et al., 2018; Gillovic & McIntosh, 2020; Bellato & Cheer, 2021).

Apart from that, the human resource challenge in adopting new technology is a strategic step that <sup>49</sup> not only opens up new opportunities but also <sup>54</sup> strengthens competitiveness and efficiency in the tourism sector, enabling the development of more innovative services <sup>40</sup> and a more satisfying experience for tourists. New technologies that can be applied in the tourism sector include the Internet of Things (IoT) to create a more personalized tourist experience, artificial intelligence (AI) for data analysis and customer service, and <sup>6</sup> virtual reality (VR) and augmented reality (AR) to increase tourists. Additionally, the adoption of digital payments and fintech makes transactions easier for tourists, while data analytics and big data help tourism companies understand market behaviour. Apart from that, Blockchain technology is also used to increase transparency and security in the reservation process and data management for tourism businesses (Nuryyev et al., 2020; Wang et al., 2020; Loureiro et al., 2020; Samara et al., 2020; Hamzah et al., 2022; Ratna et al., 2023; Bretos et al., 2023) <sup>60</sup>

Work-life balance is also a challenge <sup>60</sup> for human resources (HR) in the tourism sector to ensure employee welfare and increase productivity and job satisfaction. Human resources often have difficulty maintaining a balance between health and work, between work and their free time and this can ultimately cause stress, <sup>59</sup> leading to fatigue and even decreased performance. Therefore, efforts are needed to create a work environment that supports <sup>8</sup> work-life balance for HR management in the tourism sector (Sun et al., 2020; Obinwanne & Kpaji, 2022). It is also no less important to answer the challenges in human resources <sup>8</sup> in the tourism sector in the Society 5.0 era, according to (Scheyvens & Cheer, 2022; Dolezal & Novelli, 2022) namely developing partnerships with educational institutions, collaboration between the tourism industry and educational institutions can not only strengthen the quality of the workforce by producing graduates who suit industry needs but also support the development of skills that are relevant to technological developments and current market demands.

Human Resources (HR) theory is the main basis <sup>13</sup> for this research, which emphasizes the importance of managing HR effectively to achieve a competitive advantage (Wright et al., 1994). Human resource (HR) theory provides an important foundation for understanding how HR management plays a role in achieving organizational goals, especially <sup>1</sup> in the context of the

tourism sector **in the Society 5.0 era**. Key concepts of HR theory. First, an effective selection and recruitment process is important in attracting and retaining employees who suit the needs of the growing tourism industry. An effective selection and recruitment process can help ensure that companies get the best employees to face the challenges of the tourism industry (Hamza et al., 2021; Abbasi et al., 2022). Furthermore, **the importance of** employee training and development in facing technological changes and ever-changing market demands cannot be ignored (Hervas-Oliver et al., 2021; Bilotta et al., 2021). Further explained by (Rocha Pinto Ribeiro et al., 2020; Ismael et al., 2021) that **training and development** of human resources can help update their skills to suit technological developments and ever-changing market demands.

Performance evaluation is also part of the discussion of human resource theory (Mira et al., 2019; Murphy, 2020). Performance evaluation is not only an important step but also a tool for identifying employee strengths and weaknesses, as well as identifying areas that require improvement to increase operational efficiency and customer satisfaction as an important step in improving operational efficiency and ensuring customer satisfaction **in the tourism sector**. (Bi et al., 2020; Nunkoo et al., 2020). Finally, conflict management and **creating a work environment that supports work-life balance** is also important to improve employee well-being in the tourism sector (Obinwanne & Kpaji, 2022; Medina-Garrido et al., 2023)

Organizational change is one of the most important aspects desired by many organizations to improve productivity performance and profitability (Alase, 2017). Organizational Change Theory is a conceptual framework that is very relevant for understanding how tourism companies can respond and adapt to change, especially in the Society 5.0 era which is characterized by rapid technological advances and external environmental dynamics (Tidd & Bessant, 2018; Barlette & Baillette, 2022). **In the context of your research on** the tourism sector **in the Society 5.0 era**, concepts in organizational change theory can provide valuable insight into how tourism companies can manage changes caused by technological advances and external environmental dynamics (Alford & Jones, 2020; Valeri & Baggio, 2021).

One element of organizational change theory is that innovation through organizational structure can influence innovation in various types of business environments (Damanpour & Gopalakrishnan, 1998). Innovation includes **the introduction and implementation of new ideas, products or processes** that can improve efficiency, competitiveness and customer satisfaction **in the tourism industry** (Pencarelli, 2020; Streimikiene et al., 2021; Battour et al., 2022). **In the Society 5.0 era**, where **digital technology** is at the centre of innovation to meet changing market demands and create more diverse tourists. To face change, resistance to change often arises.

Change resistance refers to an individual's or group's disagreement/discomfort in facing change. When viewed from the tourism context, where changes in technology and business processes often occur, it is important to understand resistance to change and manage it wisely so that the implementation of change goes as expected (Rodríguez Sánchez et al., 2020). According to (Gretzel, 2022) Organizational transformation is another relevant aspect of organizational change theory. Organizational transformation refers to deep changes in an organization's structure, culture, or processes aimed at achieving better long-term goals (Udovita, 2020; Taherizadeh & Beaudry, 2023). In the Society 5.0 era, organizational transformation involves adopting new technology, operational changes, and changes in management paradigms to increase adaptation to an increasingly changing environment.

This research aims to answer the human resources (HR) <sup>7</sup> challenges faced by the tourism sector in the Society 5.0 era. The complexity of technological change, changing tourist trends and demands for more diverse and quality services means this research aims to understand how HR management can be adjusted effectively. <sup>47</sup> It is hoped that this research can <sup>5</sup> provide sustainable understanding and solutions for HR management in the tourism sector to face the demands of the Society 5.0 era.

## RESEARCH METHOD <sup>1</sup>

This research uses a qualitative approach with a systematic literature review method to <sup>5</sup> explore human resource (HR) challenges in the tourism sector. (Dunne, 2011) explains that the library method is one of the data collection methods used in social research methodology to track data from time to time or what is called a literature review. A literature review with a systematic approach is an approach that involves a systematic literature search using a predetermined method (Snyder, 2019). Keywords used in the search included "tourism HR challenges", "tourism HR management", "tourism workforce issues", <sup>1</sup> and other relevant keyword combinations.

The literature review process begins <sup>1</sup> by searching for literature through various online databases such as Google Scholar, ScienceDirect, Emerald Insight, and others. Identifying quality literature that has high relevance to research with selection criteria including journal reputation, and recency of publication (in the last 7 years). The selected literature was then analyzed in depth using the content analysis method. This analysis aims to find patterns, themes and insights that emerge from the literature related to HR challenges in the tourism sector. The analysis process involved thematic coding, <sup>1</sup> where HR challenges identified from the literature were grouped into specific themes. These themes were then studied further to identify the

factors that cause these challenges and their impact on the performance of tourism organizations. The findings from this literature review are critically examined to provide a comprehensive understanding of HR challenges in the tourism sector and their implications for HR management practices in the industry. The literature review process begins by searching for literature through various online databases such as Google Scholar, ScienceDirect, Emerald Insight, and others.

## RESULTS AND DISCUSSIONS

### Results

To analyze the results of this research, it is necessary to understand that the findings revealed provide an understanding of human resources (HR) towards the challenges of the Society 5.0 era in the tourism sector. This research discusses in detail several key aspects that emerged from the research results, including employee turnover trends, digital skills development, diversity and inclusion, adoption of new technology, work-life balance, as well as the importance of developing partnerships with educational institutions. The complete results of the literature review using a systematic approach can be seen in Table 1 below:

**Table 1 Literature Review Human Resource Challenges In The Tourism Sector Era Society 5.0**

Human Resource Challenges In The Tourism Sector Era Society 5.0	Research/literature that supports
The Employee Turnover Trend (Coding A.1)	(Christensen Hughes, 2018) (Kaznacheeva et al., 2018) (Vetráková et al., 2019) (Weis & Rosendale, 2019) (Datta, 2020) (King & Tang, 2020) (Qasim, 2020) (Loura et al., 2021) (Michael & Fotiadis, 2022). (Dogru et al., 2023) (Islam et al., 2023)
Developing Digital Skills (Coding A.2)	(Vasconcelos & Balula, 2019) (Balula et al., 2019) (Infante-Moro et al., 2021) (Zaragoza-Sáez et al., 2022) (Maingi & Wachira, 2022) (Carlisle et al., 2023) (Parsons et al., 2023) (Moldovan, 2023)

	(Pshen <sup>39</sup> nykh & Novi, 2023) (Lazić et al., 2023) (Minor et al., 2024) (Petković et al., 2024)
Diversity and Inclusion (Coding A.3)	(Gajjar & Okumus, 2018) (Nyanjom et al., 2018) (Scheyvens & Biddulph, 2018) (Biddulph <sup>48</sup> & Scheyvens, 2018) (Cloquet et al., 2018) (Gillovic & McIntosh, 2020) (Russen <sup>27</sup> l., 2021) (Madera et al., 2023) (Ponting & Dillette, 2023) (Yang et al., 2023) (Lockett et al., 2023)
Adopting New Technology (Coding A.4)	(Sigala, 2018) (Hassan et al., 2018) (Gibs <sup>15</sup> & O'Rawe, 2018) (Han et al., 2019) (Nuryyev et al., 2020) (Pillai & Sivathanu, 2020) (Gössling, 2021) (Shin & <sup>30</sup> ng, 2021) (Haaker et al., 2021) (Huang et al., 2022) (Kumar et al., 2022)
Work-Life Balance (Coding A.5)	(Turanlgil & Farooq, 2018) (Deery et al., 2018) (Shar <sup>64</sup> , 2019) (Sun et al., 2020) (Liu et al., 2021) (Diamantis & Puhr, 2022) (Obinwann <sup>17</sup> & Kpaji, 2022) (Budhiraja et al., 2022) (Xu et al., 2022) (Choi et al., 2022) (Costa et al., 2023)
Developing Partnerships with Educational Institutions (Coding A.6)	(Kim & Jeong, 2018) (Arshad et al., 2018) (Kapera, 2018) (Ndou et al., 2019) (Edgell, <sup>4</sup> 19) (Soulard et al., 2019) (Tomasi et al., 2020) (Roxas et al., 2020) (Zielinski et al., 2020) (Purnomo et al., 2020) (Arintoko et al., 2020) (Duxbury et al., 2021)

Source: Researcher (2024)

Figure 1 is a representation that presents the results of research on human resource challenges in the tourism sector in the Society 5.0 era. The figure depicts six key aspects of human resource challenges in the tourism sector in the Society 5.0 era. These key aspects include employee turnover trends, digital skills development, adoption of new technologies, diversity and inclusion, work-life balance, and developing partnerships with educational institutions. Each aspect represents the challenges faced by the tourism industry in managing human resources and adapting to rapid and complex environmental changes.



Figure 1. The Human Resources Challenges in the Tourism Sector of the Society 5.0 Era

## DISCUSSIONS

### The Employee Turnover Trend.

In facing human resource challenges in the tourism sector in the Society 5.0 era, one aspect that requires attention is employee turnover trends. According to (Wen et al., 2020; Islam et al., 2023) increasing employee turnover rates is a problem for the tourism industry, considering its impact on organizational stability and the quality of services provided to tourists. Increased turnover rates can not only disrupt the operational stability of tourism companies but also have the potential to reduce the quality of services provided to tourists, which in turn can hurt brand image and customer satisfaction.

Employee turnover in this industry is often caused by various complex factors. These factors include a high level of competition among tourism companies, a lack of clear career development opportunities, unsatisfactory working conditions, and even changes in industry trends or company policies (Rasheed et al., 2020; Chukwudi et al., 2022; Islam et al., 2022).



To deal with <sup>55</sup> the trend of worker turnover in the tourism sector, tourism companies need to take a holistic approach that includes several strategies including improving the selection and recruitment process to ensure that employees recruited have cultural values that match the company and understand the complexities of the tourism industry. Apart from that according to <sup>36</sup> (Čelić et al., 2021; Utari et al., 2021) It is important to offer comprehensive training and development programs to employees so that workers feel supported in <sup>10</sup> developing their skills and achieving their competencies in the world of work. Furthermore, companies need to pay attention to factors that can increase job satisfaction and employee well-being, such as creating an inclusive work environment, providing work flexibility and paying attention to work-life balance to reduce employee turnover rates and retain the best talent in the organization (Suganda, 2022; Gupta & Gomathi, 2022). Through an effective approach and well-planned strategies, the tourism sector can manage employee turnover trends effectively, so that it can still provide quality services to tourists and remain competitive in the Society 5.0 era.

Human resource theories provide insight into how to manage human resources effectively, including selection, recruitment, training, development, performance evaluation, conflict management and creating a balanced work environment. The strategies proposed to reduce employee turnover trends and retain top talent in the organization are in line with the principles found in human resource theory. In line with this, the offering of training and development programs reflects the approach found in HR development theory which emphasizes the importance of developing employee skills to meet organizational needs.

### Developing Digital Skills

The Society 5.0 era marks a time when digital technology has become an inseparable part of various aspects of life, including the tourism industry. These changes give rise to the need for employees who have relevant digital skills <sup>50</sup> to keep up with technological developments and meet the demands of an increasingly digital market. Therefore, developing digital skills is an important strategy for tourism businesses to answer human resource challenges in the 5.0 era.

<sup>38</sup> The gap between demand and supply of digital skills in the tourism job market creates several challenges that must be overcome (Carlisle et al., 2023). Workers with digital skills that support the ability to adopt and implement new technologies more effectively and in pairs can increase operational efficiency and innovation in tourism services (Infante-Moro et al., 2021; Pshenichnykh & Novi, 2023) Technological developments have changed consumer behaviour in the tourism industry. Travellers are now more likely to use digital platforms to plan trips, book accommodation and discover travel experiences. This encourages tourism

companies to have employees who are skilled in the use of digital technology to interact with customers and meet their needs. Furthermore, the demand for product and service innovation also drives an increase in demand for employees who have digital skills. Companies are required to continuously innovate to remain competitive, and this often involves the use of digital technology, such as application development, integration of travel management systems, or leveraging artificial intelligence to improve the customer experience. Not only that, many operational aspects in the tourism industry, such as reservation management, payment systems or customer data analysis, increasingly rely on digital technology. Thus, employees who have digital skills are needed to manage and utilize digital tools effectively so that business processes can run with the demands of the times.

### **Diversity and Inclusion**

Diversity and inclusion are human resource challenges in the tourism sector in the Society 5.0 era. Diversity and inclusion include accepting and valuing differences among individuals in terms of race, ethnicity, gender, age, sexual orientation, and disability, by building an inclusive environment where everyone feels valued, respected and supported (Gillovic & McIntosh, 2020; Bellato & Cheer, 2021) Based on the context of the tourism industry, there are interactions with customers from diverse and global groups, so embracing diversity and promoting inclusion is not only a moral imperative but also a strategic necessity.

To answer the challenges in human resources in the tourism sector, several things must be considered. The tourism industry serves customers from various cultural backgrounds, ethnicities, languages and preferences (Mariani et al., 2020; Li et al., 2021). To meet the diverse needs and expectations of customers, tourism human resources must be a workforce that reflects this diversity. Employees who can interact with various types of customers sensitively and responsively are key to providing a satisfying experience to tourists. Diversity and inclusion in the tourism sector is not only an ethical necessity but also a business strategy to improve organizational performance, create relationships with customers and create a work environment that allows all to develop and contribute to their maximum.

### **Adopting New Technology**

New technologies such as the Internet of Things (IoT), artificial intelligence (AI), virtual reality (VR), augmented reality (AR), digital payments, fintech, data analytics, big data and blockchain have great potential to transform the tourism sector (Nuryyev et al., 2020; Loureiro et al., 2020; Wang et al., 2020; Samara et al., 2020; Hamzah et al., 2022; Bretos et al., 2023; Ratna et al., 2023). However, the adoption of this technology also raises challenges that need to be overcome by human resources in the tourism industry in the Society 5.0 era.

<sup>14</sup> The use of new technologies in the tourism sector often requires specific technological skills and appropriate training (Sigala, 2018; Pencarelli, 2020; Lau, 2020). Tourism human resources need to master new software, online platforms or applications that require time and effort to learn. Therefore, companies need to invest in employee training and development so they can adopt new technologies quickly and effectively. The introduction of new technology often changes established ways of working which can create resistance and discomfort among employees. Some employees feel uncomfortable with these changes and tend to maintain conventional ways of working.

Adopting new technology often requires significant capital investment from companies, both in the form of hardware and software. Tourism human resources need to be trained to use new technology effectively, although providing training and integrating new technology into existing business processes also requires capital, human resources can be <sup>14</sup> part of the capital investment. <sup>12</sup> The tourism industry tends to change rapidly and new technology is often the key to remaining competitive. Therefore, the business sector must be able to follow the latest technological trends and adopt them quickly so as not to lag behind the competition. This requires <sup>12</sup> the ability to anticipate market changes and the flexibility to adapt business strategies to emerging new technologies. Businesses in the tourism sector can design effective HR strategies to overcome barriers to adopting new technology and utilize it to increase operational efficiency, increase customers and achieve competitive advantage in the Society 5.0 era.

### Work-Life Balance

<sup>15</sup> Work-life balance has many positive impacts on human resources in the tourism sector in a business context (Turanligil & Farooq, 2019; Sun et al., 2020). Work-life balance helps ensure employees' physical, mental and emotional health (Cvenkel, 2021). Employees who have time to take adequate breaks and enjoy free time tend to be healthier overall, which in turn increases productivity and happiness at work. In the midst of increasingly fierce competition, many companies emphasize high productivity from employees, but the pressure to continuously improve performance can encourage employees to sacrifice rest and recreation time to meet work targets, resulting in an imbalance between work and life.

Based on the perspective that technology has allowed flexibility in work patterns, such as working from home or a more varied schedule, this can also create new challenges in separating work time and personal time because employees may find it difficult to determine clear boundaries between these two aspects. Another HR challenge is that some employees feel forced to work more or look for additional work to cope with increasing financial pressures which can disrupt the work-life balance by reducing the time available to relax and enjoy free

time ultimately poor work-life balance can negatively impact employees' mental and emotional health. Further explained by (Lu et al., 2021; Priya et al., 2023) that excessive work pressure, lack of rest time, and lack of support from the company can cause stress, fatigue and other mental health problems. Tourism businesses need to adopt a holistic approach to promote a healthy work-life balance for employees including providing employee wellness programs, facilitating time management skills training and creating a work culture that supports work-life balance. So that HR challenges in the tourism sector can be productive and healthy in the Society 5.0 era.

### **Developing Partnerships with Educational Institutions**

Developing partnerships with educational institutions is an important strategy in facing <sup>2</sup> human resource challenges in the tourism sector in the Society 5.0 era (Darsana & Sudjana, 2022; Ramlan et al., 2023). Collaboration between the tourism industry and educational institutions has many benefits both for companies and for human resource development in the tourism industry. Partnerships can help <sup>37</sup> ensure that graduates of educational institutions have the skills and knowledge that match the needs of the growing tourism industry. Collaborating actively with educational institutions means companies can provide input on industry needs, trends and the latest technology that can be integrated into the educational curriculum. With existing partnerships, it is also possible for tourism companies to be involved in developing <sup>46</sup> internship programs, training and project-based learning. The partnership will provide opportunities for students to gain practical experience in the field and expand professional networks in addition to allowing companies to introduce potential talent to the work environment.

Partnerships with educational institutions can also serve as a source of recruitment of new talent for tourism companies (Wisnumurti <sup>4</sup> et al., 2020; Tomasi et al., 2020; Liu-Lastres et al., 2023). Through internship or collaboration programs, companies can identify and recruit human resources who have potential and interest in the tourism industry so that they can be trained and placed in appropriate work positions. Partnerships with educational institutions enable the exchange of knowledge and innovation between academics and tourism industry practitioners (Casais et al., 2020; <sup>11</sup> Tomasi et al., 2020; Rinaldi et al., 2022). Partnerships can produce innovative solutions to <sup>7</sup> the challenges faced by the tourism sector in adopting new technology, increasing sustainability and improving customer experience. Good collaboration between the tourism industry and educational institutions can create an environment that supports human resource development which in turn will <sup>22</sup> contribute to the growth and success

of the tourism industry as a whole<sup>1</sup> in responding to human resource challenges in the tourism sector in the Society 5.0 era.

## CONCLUSION

Human resource challenges in the tourism sector in the Society 5.0 era, need attention from tourism business players, such as high employee turnover rates, the need for digital skills development, the importance of inclusion and diversity, adoption of new technology, work-life balance and partnerships with educational institutions are the focus main role in managing human resources. A high turnover rate can disrupt the stability<sup>53</sup> of a company's operations and the quality of service to customers, so a holistic approach is needed that includes improving the selection process, recruitment, training and an inclusive work environment. Apart from that, developing digital skills is important in facing developments in digital technology. Diversity and inclusion are not only moral principles but also business strategies to improve organizational performance. Adoption of new technology, a healthy work-life balance and partnerships with educational institutions are also important factors in overcoming<sup>2</sup> human resource challenges in the tourism sector in the Society 5.0 era.

For tourism business players in the Society 5.0 era, it is recommended to make improvements in the selection and recruitment process to attract employees who suit the company culture and have the potential to develop. Additionally, invest in a comprehensive training program to support the necessary digital and social skills. An inclusive work environment should also be a priority, ensuring every employee feels valued and supported. The use of new technology must be balanced with adequate training, and a healthy work-life balance needs to be encouraged through schedule flexibility and wellness programs. Finally, collaboration with educational institutions will help ensure the availability of needed skills and support effective recruitment and talent development pathways.

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