

EMERGING COMPETENCIES FOR TOURISM MANAGEMENT

Abstract

The study endeavours to evaluate the competency idea in the tourism industry and provide an analysis of its significance. Using grounded theory techniques, we explore a wide range of literature that may improve readers' tourism acumen. The study's objective is to identify all of the key stakeholders, both implicitly and explicitly, in tourism development. In the context of this objective, we developed a competence matrix to place special emphasis on the importance of the competence notion. A two-by-two matrix was employed in the analysis. First, is the conceptual, which includes in-depth analyses of cognitive processes, motivations, personality, and states of consciousness. Second, how the first idea—abilities, capacities, attitudes, and perceptions—can be put to use. The study seeks to highlight the interconnections of the various players vital and significant in making the tourism industry competent. The study concludes with a note that stakeholders serve as the industry's "backbone," while other players are the branches or those accountable for making the industry competent.

Keywords: Tourism Competence Matrix, Tourist, Constructor, Stakeholders, Education & Training

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I. INTRODUCTION

In the age of the experience economy, the expertise of the tourism sector is essential. In common parlance, competence is understood to mean having the required level of information, aptitude, disposition, and critical thinking abilities (Davidson, & Palermo, 2015; Hager & Gonczi, 2009; Kim et al., 2007; Lakanmaa et al., 2015). An in-depth understanding of the tourist industry's operations is required to boost and direct performance toward excellence (Saayman & Geldenhuys, 2003; Tankovic et al., 2023). Gaffar & Setiyorini (2010) has hinted out for tourism destination management and education art essential to make the industries more competent. Professional assessment and implementation are necessary to turn the competency notion into a useful tool (Bitter et al., 2021; Kimeto, 2020). In addition, the contentment of tourists, the quality of tourist infrastructure and attractions, the enthusiasm of policymakers, and the success of institutional support are all seen to be critical to the success of the tourism industry. Tourism has proven one of the essences of sustenance and acts as a lever for driving the economy. The industry is expected to expand by leaps and bounds, and its resilience in the face of the Pandemic has positioned it as a key economic generator. However, it has been booted out in the domain of competence, as there is no serious research study carried out to make the industry's competence, apart from highlighting.

II. AIM AND SCOPE

Competence studies have been conducted in a variety of fields, but no such research has yet been conducted to understand the tourism industry's level of proficiency. The sectors operate over a broad range, rely heavily on the constructed environment, nature, tourist psychology, attitudes of policymakers, and investment, and include many key players. Another main reason may be due, to the state of affairs in the industries and mostly, the community or society base of ownership in handling the industries. The study will evaluate the efforts of all players implicated in tourism development.

III. OBJECTIVES

- To describe various players involved in making the tourism industries competence
- To design the competency matrix concerning the various players involved in tourism

IV. METHODOLOGY

The study relies on secondary data collected from various resources (such as scholarly articles, books, and reports) to arrive at its conclusions. Due to the enormous number of players involved in ensuring an industry's success, several different theories are associated with each player and expressed in a matrix for easier analysis (see Figure 2). The matrix was created based on the responsibility and abilities pledged for competency in delivery. It is in light of these objectives descriptive methodology is adopted.

V. LITERATURE REVIEW

Aside from remarkable performance and growth in tourism sectors, which has raised a significant study issue on conquering tourism difficulties via competence, is the increase in higher quality demand and questions of professional acumen. The need for substantial study

on competence that can profile the tourist industry has arisen as a result. Consequently, we were prompted to discuss the following additional contributions to the field:

According to Saayman & Geldenhuys (2003), a major challenge affecting the industry's performance and expectations are the lack of skills-training programs, tourism educators, effective planning, and implementation of tourist design. On account of utilization ability in tourism a vivid evaluation and outline were proposed, Adeyinka-Ojo (2018) calls attention to a deficiency in this area of the industry, particularly in rural tourism. Connections between tourism education, tourism businesses, and government funding are crucial to the success of the tourism industry as a whole (Felisitas et al., 2012; Lucia et al., 2021; Mungai et al., 2021). Gupta (2011) claims that the quality of the workforce is crucial in making tourism industries profoundly successful. Success in one's position (as a player/stakeholder) is determined by one's skills, knowledge, and experience. In contrast, Mahfud et al. (2019) divide competence into three competencies categories: functional, core, and generic. Gaffar and Setiyorini (2010) classify a person's level of competence further into three subcategories: core competence, supporting competence, and other associated competence. Several quality assurance and regulatory mechanisms were proposed by Black & Weiler (2005) to enhance the performance of tour guides. Denicolai & Co. (2010) argue that the current discourse can be further developed by emphasizing the importance of rationality between tourist businesses, the cultivation of core competencies, the awareness of policymakers, and an appreciation of local resources. To add to the debate, tourism could be framed as a highly practical profession requiring a wide range of skills (Dambe & Atstāja, 2013; Theron et al., 2018; Huang & Baker, 2021). Tourism Education Quality (TEDQUAL) was first introduced by the World Tourism Organization (WTO) in 1997 to ensure that students in the tourism industry received the proper education and training as required. "Competence" is defined by Jauhari as "the sum of one's analytical knowledge, one's practical skills, and one's strategic actions that yield a performance advantage".

The massive research gap was uncovered after summarizing the aforementioned literature study. Due to the lack of in-depth studies that would have helped make the industries competent, we know little about them beyond the problems the industries face and the expertise in need. The identified gap will be closed by clearly defining the components necessary to make the tourism industry competent. The study suggests a competency concept in matrix form, emphasized in Figure 2 and detailed in detail below, to compensate for divergent requests from tourists, cope with the dynamic changes, fill in for a lack of the idea in tourism applications, and meet the problems faced by a wide range of stakeholders.

1. The Conceptual Frame Work for the Study: Before intervening the role played by each of the players in making the industries competent or the destinations competence. Although infrastructure development is critical, the responsibility for providing excellent service and continuous improvement falls on the stakeholders and constructors. Various sectors responsible for tourism development will be discussed in depth in the same vine. Figure 1 depicts the significant relationships between each player and tourism competencies. These demonstrate the complexity while analyzing competencies, and to consolidate the complexity, a matrix for each player is proposed, along with various variables such as education level, skills, years of experience in the domain, and the role played. As a result, it emits a beam of light for each player to be aware of and coordinate with one another to create a synergy effect.

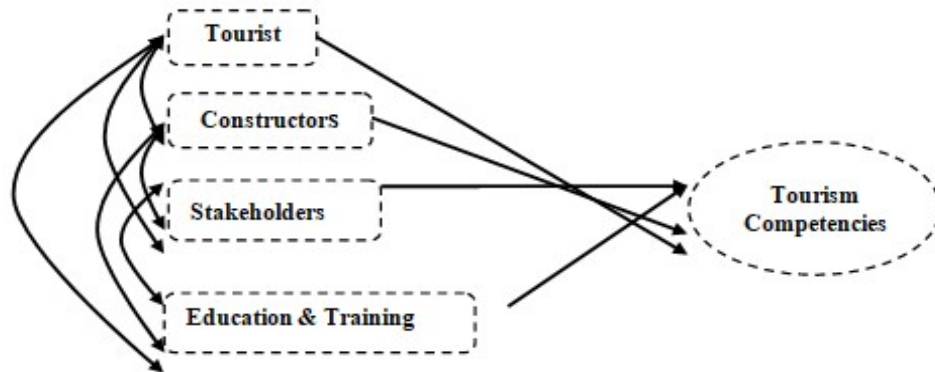


Figure 1: Various players involved in making the Tourism Competence

2. The Competence: A Critical Discussion: No rational research study has been done in the light of uplifting the tourism industries, apart from the need to improve infrastructure and raise the consciousness of the various players or institutions. SMART definition in tourism perfectly fits in explaining competence. Competence is introduced in greater detail by the SMART tourism definition. This makes sense from a tourist's point of view but ignores the fact that professionals in fields like construction, policymaking, management, and social bodies all bring unique perspectives, skillsets, passions, capacities, educational backgrounds, and psychological makeups to the table. Moreover, the need for a serious standard benchmark has arisen in response to rising tourist demand and the need for efficient performance among industries. Enormous effort has to be acted more efficiently and environmentally friendly in light of growing concerns about global warming, the depletion of finite resources, and the need to reduce pollution. This raises serious questions about the strategies currently being used to maximize returns on investment and the use of available resources. Six Sigma, Total quality management (TQM), and other quality-control methods have yet to find widespread acceptance in the travel and hospitality sectors.

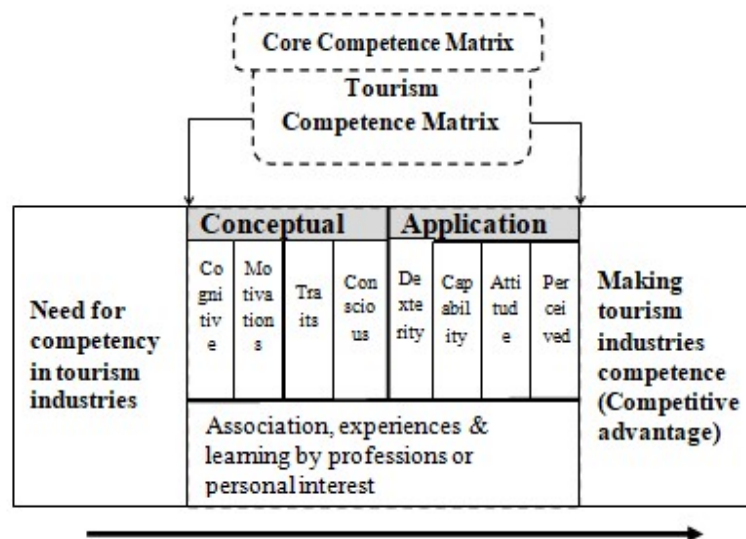


Figure 2: Competencies Typology Dimensions and Process
 Source: Author Compilation

Where in:

- Cognitive Competencies or Knowledge refers to own conceptual perceive
- Dexterity as Functioning Competencies refers to the sound technical skills required for a specific task
- Attitude & Behavior refers to the interpersonal behaviour & Attitude of an individual for a social balance
- Motivate & Traits refers to superior personal competence and situational to adapt, apply competencies to get solutions or even developed new competencies

Despite these caveats, the study attempts to bridge the literature gap in the form of concept notes. Figure 1 shows the many players that contribute to the development of these industries' core competencies. The dynamic nature of the tourism environment tends to make the policymakers, the preferences of tourists, and the policies and associated strategies to be more adaptive.

- 3. Tourism Competence Matrix:** Competence is crucial for the growth of the tourism industry. Researchers have been prompted to think more critically and take the necessary initiatives due to a dearth of literature on the applications of competency in the tourism industries and the demand for those industries to excel in a unique or changing environment. Sanghi (2004) defines competencies as "an aggregation of actions of skills and behaviour influences toward a predetermined standard benchmark," which helps to clarify the nature of the term. Competencies can be defined as a set of behavioural characteristics that contribute to improved performance (McClelland, 1973). According to Figl (2010), a well-defined strategy and collective effort to develop team competencies through training result in better team management, the avoidance of social loafing, and team assessment. Competencies are the set of skills, knowledge, and attitudes that contribute to successful job performance (Parry, 1996). The importance of competencies at the managerial level and the importance of training and development from the perspectives of the various stakeholders are both clear (Boyatzis, 2008). Competency building is a multi-step process that requires periodic evaluations at both the midpoint and endpoint (Schoonenboom et al., 2008). Figure 2 shows a proposed matrix, and it's become important to investigate the characteristics of this matrix before making any assumptions about it. First, cognitive, which is defined as a scientific exercising process that fosters knowledge acquisition by Levitin (2006) and Reed (2022). According to Coltheart (2001), the concept of modularity is essential in the field of neuropsychology. Consciousness, in this view, is a system made up of many interconnected but functionally autonomous sets of operations. The ability to reason and solve problems through the acquisition, storage, and application of information is a product of cognitive development (Gauvain & Richert, 2015). Motivation influence on tourism performance is sparser than in any other industry. This may be the case because of the multiple parties involved, as depicted in Figure 1. The level of motivation can change depending on the context in which a person finds themselves (O'Neil & Drillings, 2009). One can see rewards as a way to motivate, and in the case of tourism, these rewards may take the form of revenue generation, tourist satisfaction, the attraction of more tourists, and the development of related industries (Ryan & Deci, 2000). Furthermore, with regards to the theory of motivations, significant serious research in the field has been carried out in "Hierarchy of Needs" (Maslow, 1981); "Motivation Training" (McClelland, 1987); "ERG Theory of

Motivation" (Maharjan, 2018); "Equity Theory" (Msoroka, 2012); and probably, tourists are motivated due to the landscape.

Destination accessibility, management, accommodations, and aesthetic architectural design and the constructed environment (Zimik & Barman, 2022; Zimik & Barman, 2021; Zimik et al., 2022). The very definition of tourism includes both the material and the immaterial. Štetić, (2012), Theobald, (2005) & Camilleri (2018) has cited the association with other industries and the orientation toward change at the behest of tourists as contributing to the complexity and changeability of the characteristics. Stakeholders, construction, policymakers, tourists, and communities all play a significant role in making the industries better able to meet basic requirements (Amatulli et al., 2020). The seriousness of policymakers, constructors, organizers, and various stakeholders has a direct impact on sustainability in tourism development, making tourists cosy, comprehending tourists' psychology, and the growth of constructed environments (OECD, 2017; Spencer & Tarlow, 2021; OECD, 2020; Šimková, 2014; Zimik & Barman, 2021). Without practical applications, competence makes less of a difference even in the theoretical realm. Using a rational, scientific, and altruistic approach, we will examine the potential of complex psychological mechanisms and their applications in the service of the greater good (Bernstein, 2014). In the tourism industry, "capability" refers to the seriousness of development strategies from a local to territorial perspective (Loubet & Liliane, 2016). When considering tourism as a social phenomenon, the roles and potential contributions of tourists, policymakers, and other stakeholders are crucial. Decisions made by the various parties involved in the future concerning natural, economic, and social harmony, and infrastructure will be dependent entirely on the outlook of the host community and those involved (Jangra & Kaushik, 2018; Halis et al., 2017). A picture is worth a thousand words when it comes to luring tourists and getting them excited about visiting a new place (Pereira et al., 2019). Locals' mentalities toward tourism as an industry have far-reaching effects on the region's social, cultural, economic, and environmental systems (Almeida et al., 2015). The speed of tourism development, economic revival, social status, and environmental impact are all thought to be interconnected in complex ways (Johnson et al., 1994). Moreover, these locals' points of view will contribute to tourism growth and enlighten the minds of various stakeholders in the process of formulating policies, strategies, decisions, and actions (Costa et al., 2020). The discussed descriptions give directions for constructing the matrix. The proposed competencies matrix implies achieving competence, which is the focus point of the study.

- 4. Tourist:** It has been the central concept for meeting tourist expectations while failing to comprehend how tourists can help make tourism industries more competent. All tourism skills are portable and can be acquired from previously visited destinations, making exploration effortless, enjoyable, and inventive in the dynamic environment (Mertena et al., 2022). Cognitive psychology contributes toward comprehending tourists' mental processes that stimulate their behaviour (Skavronskaya et al., 2017). Aside from attracting tourists, cognitive and emotional attachments are rarely overlooked (Joo & Lee, 2021). Motivation influences Zimik et al., (2022) and attracts tourists (Zimik & Barman, 2022). Tourists are drawn to a destination's image, terrain, infrastructure, friendliness, marketing strategy, investment, and ambience (Jebbouri et al., 2022; Mandic et al., 2018; Mamirkulova et al., 2020; Othman et al., 2021; Henky et al., 2021; Tsiotsou, 2012). The sustainability concept serves as a souvenir, with tourists contributing through previous travel experiences and educating the host nation. Tourists are expected to be responsible

and self-driven toward sustainability in the context of consciousness, with a parallel approach from various stakeholder perceptions and tourist demand. The tourist's previous experience, as well as the tour guide's assistance, will easily increase satisfaction. Competence is surrounded by key elements such as skill, attitude, capability, technicality, applicability, and knowledge. Cultural exploration, participation, and impact are all aspects of tourism. The host's pull effort, aided by information and communication technologies (ICT), will increase the tourist's adaptability, responsibility, awareness, and positive reciprocation (Braun & Hollick, 2006). Tourist skills are evolving and account for more of the experience, knowledge, and self-initiation. Furthermore, skill is influenced by the environment base on the socio-material conditions (Lave & Wenger, 1991; Shove et al., 2012), adaptability to a changing environment (Ingold, 1996; Ingold, 2000), and learned (Ingold, 1996; Ingold, 2021). The tourist's ability to adapt to the destination's environment, communicate, learn, and take self-initiative toward sustainability and responsibility will result in competence (Mileva, 2015). Dambe and Atstāja (2013) identify significant skill gaps in "foreign languages," "communications," and "customer service" applications. This influences the tourist's attitude and perception. Furthermore, tourist experience, educational background, and commitment to green tourism all contribute to tourism competency. Aryaningsih and Co (2019) conducted a thorough research study by incorporating a paradigm with the conglomeration of rationalism and societal competencies and the risks associated with them. According to the study, knowledge and experience shape cognitive competencies, but interpersonal networks shape social competencies.

- 5. Constructor:** Dynamic changes, rapid development, and technological advances all are notably important contributions and are accountable for considering construction competence (Mitrevska et al., 2014). According to Xie et al. (2014), understanding market performance (both tangible and intangible aspects) and aligning competence to available resources and capabilities are essential criteria for determining competence. Knowledge advancement and modern education are critical for improving function performance competence (Buribaeva & Rakhimov, 2020). The built environment (infrastructure, leisure facilities, service, technology, and so on) has a direct impact on the tourism industry (Zimik & Barman, 2021; Zimik & Barman, 2021; Jia et al., 2022). These demonstrate the importance of roles in creating smart tourism destinations. Contractor performance has an impact on tourism industries in terms of tourist satisfaction, attracting visitors, improving travel experiences, and economic generation. Maslow's hierarchy of needs can be used to improve performance. Where the psychological, safety needs, self-expression, and self-fulfilment are met. Another intriguing feature to discuss is the trait in developed and developing countries. Whereas the adaptability of construction operations to technological advancement has raised a serious fundamental question as to why developed countries outperform developing countries. Accordingly, the adaptability and flexibility of the to adopt advanced technology in light of the consciousness toward tourism competence has been the central idea of the study. The main concern and centre question to be thrown in a larger platform have been educational support for the dexterity of the builder. Another critical point to discuss is the length of time required to complete the project assigned to the competence. This reflects the possibility of receiving raw materials, the supply chain, and the formality of paperwork. The capability of the constructor is being called into question, where the performance of the is being jeopardized under the guise or pressure of completing the project. The constructor's attitude, as highlighted in the motivation in the form of acknowledgement and self-

expression, has put the constructor's opinion in a positive attitude and perceived for competitive output. Finally, the constructor's conscientiousness should be oriented toward tourist psychology and preference for sustaining the competence of the destinations. This is the study's theme.

- 6. Stakeholders:** All the parties involved in building out the necessary infrastructure and running the tourism industry are directly or indirectly affected by the sector's growth (Amoako et al., 2022). Having a skilled workforce is crucial for the optimal functioning of industries. Community engagement and stakeholder input in the form of a bottom-up strategy and public-private partnerships are critical for the success of the tourism industry (Martini et al., 2017). Policymakers' sense of self to tourism expertise centers on policymaking, budgeting, responsibility, ethical consideration, supply chain, skills, and awareness. The term "stakeholder" refers to a wide variety of parties, including government officials, nonprofit groups, businesses, and citizens (Waligo et al., 2013). Contrary to public or community-based organizations, the private sector's cognitive approach sounds more plausible. Stakeholders play a pivotal role in fine-tuning tourism's economic, social, and environmental impacts (Slivar, 2018). Corporate social responsibility (CSR) is a relatively new concept that aims to shift traditional forms of corporate accountability toward more long-term, community-focused goals. The effective functioning of the industries is predicated on the interest and motivation of its tourist and other stakeholders involved. Taking into account the interests and personalities of those involved The need for strategic stakeholder management to include the ever-changing nature of the market environment has been brought to light by Yilmaz & Gunel (2009). Stakeholder motivation is determined by the interest of the stakeholders, the project, the systematic dissemination of information, the ease of execution, and the mitigation of any negative impact, as stated by Candrea and Bouriaud (2009). To achieve their respective goals, the above-mentioned stakeholders must rely heavily on the local authority and management of the resources (Turker et al., 2016). To make the industry competent the awareness of the key stakeholders is inevitably crucial (Candrea, & Bouriaud, 2009). These abilities are geared more toward learning about and working with various groups that are considered stakeholders. In a field like tourism, the ability to negotiate and work together with different types of businesses to improve the industry's performance is essential. Capacity in human resources, paradoxically, is crucial to achieving synergy among all parties involved. The ability to maintain positive relationships with a wide range of businesses to increase visitor numbers, as well as the motivation to implement novel ideas, are both highly valued by those with a stake in the venture's success. Researchers and government agencies have improved our ability to exploit and maintain our industrial base. To ensure the happiness of all involved parties, careful management and planning must be articulated and put into action (Peric et al., 2014). Ali and Co. (2017) have done extensive research into how people feel about and engage with tourism development activities, and they've reevaluated the strategy's needs in light of that information. The ability and flexibility of public organizations to alter their organizational framework and actualize their governmental role are also intriguing features that point in the direction of competence. In addition, working together with the many different players and businesses in the tourism industry can yield excellent results (Presenza & Cipollina, 2010; Saito & Ruhanen, 2017). As a multifaceted industry, tourism relies on the dedication of its stakeholders (Vijayanand, 2013) and the enthusiasm of its visitors.

7. Education and Training: The growing interest in tourism education has increased investment, and investigating institutions based on tourism competence is another major topic to be discussed in a broader context. One of the study's important objectives is to bridge the gap between existing higher education, tourism development policies, stakeholders, government funding, and policymakers in terms of tourism competence. A paradigm shift in education that encompasses tourism reality while also imparting contemporary (innovation) education is desperately needed (Salgado et al., 2011). Education holds tourism activities accountable for both positive and negative impacts. All theoretical aspects of tourism development are solely responsible for education and the pragmatic nature of the various paradigms that emerged from academic backgrounds. The awareness and analysis based on natural impact, tourism trends, economic sustenance, tourism issue, and innovation are heavily reliant on institutions. Motivation manifests itself in the form of a desire to pursue tourism research, as well as increased investment and growth. The growing importance and scope of the industries have resulted in the improvement and progress of tourism education (Christie-Mill, 2016). Tourism education is a new and rapidly growing branch in literature, raising serious concerns about the quality and delivery of the study course. The rapid and immature growth of tourism has created a serious education and training problem. Another intriguing question is whether the institutional approach matches the tourist trait from educational and tourism perspectives. Tourist expectations and desires are complex in nature, and crisis management is one of the domains that fall outside of the scope of training and education. Tourism, as an industry, requires deep association and collaboration through the proper channel and systematic approach. The importance of education and training is lacking at the grassroots (schooling) level (Paudyal, 2019). The seriousness of training and any phenomena related to tourism activities heavily influence skill enhancement in tourism. The hospitality of people involved in tourism activities is hampered by their skills, attitude, and capability (Tracey and Swart, 2020). Theoretical implications of the tourism development concept can be implemented as a training strategy or through outsourcing. It is disheartening to observe that tourists, by default, become victims of not receiving a better education unless managed by tour guides and/or rely solely on individual hobbies. Educational involvement is perceived as a result of collaboration and interdisciplinary skill and technology learning. BETC can be interpreted as such involvement (Business Enterprises for Tourism Competence).

Figure 1 lays out the roles played by several players and organizations in the creation of a successful tourism sector. Successful policymaking and productive labour are critical to achieving the ultimate goal of tourist satisfaction and attention-grabbing. While the tourism industry has become increasingly institutionalized, it still lacks the action and investment necessary to keep up with the ever-changing industries and the fickle psyches of its visitors. Additionally, the output, or rather a responsibility, of each participant is proportional to their level of expertise and motivation to complete the task at hand. For an industry to be successful, its participants must be willing to learn and adapt on the job. Competency development, as defined by Forrier et al. (2009), entails all of an organization's efforts to foster and sustain its employees' expertise and encourage their ongoing education. One of the most important and necessary characteristics for tourism growth is the educational and professional experience of policymakers. When used in building, the software can improve project visualization and serve as a source of inspiration for the construction crew. Each player engaged in tourism activities is closely associated and shares equal responsibility in making the industry competent. Supporting

the builder and the workforce in delivering the promises and desires of tourists can be quantified by allocating sufficient funds and facilitating open lines of communication from all parties involved. There has been a recent trend toward increased vigilance on the part of social bodies in terms of expressing a purely objective opinion on matters about tourism, education, and other stakeholders. Studies continue to shed light on the problems and opportunities facing the tourism industry.

VI. CONCLUSION

The competence concept in tourism is the hour of need for the study. To make the tourism industry competent, all players (tourists, Stakeholders, institutions & constructors) shared the same responsibility. The study was planned to comprehend to make tourism industries competent with the support of a matrix (figure 2). From the study, the major takeaway is that in making the tourism industry's competence each player's role and responsibility are fitted to the matrix and although the matrix holds in making the industry's competence, the characteristics and features of each player differ. From the tourist standpoint, a responsible tourist with self-directed and educates the destination by comparing the past visited destinations and carrying the good hospitality service as a souvenir from the visit. Rational relations between renovation or development work and analysis of tourist expectations from the stakeholders, constructors, and educations institute as a whole remained the ultimate goal in making tourism competence. Despite the reward comes from the tourist alone (revenue & satisfaction), the contribution from stakeholders (investment, budgeting, policymaking, sustenance), constructors (infrastructure, development, ecology concern plan executions, tourist orientation services), and education institutions (advance training and development, modernization and updating, highlighting the prospect and challenges the industries and tourist are facing) are essential in making the industries competence. Adaptability and flexibility of each player are essential features and weigh more in making tourism industries competent. One of the drawbacks of the stakeholders in the education traits or dedications, wherein the capability is doubt or rather just an opportunist. Arguably it may be concluded that the role and responsibility in making tourism industries competent, although shared, depends entirely on the decision and spontaneity in the execution of the policy formulated.

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