

The Role of Human Resource Management and Business Administration in Enhancing Tourism and Regional Development: An Empirical Study in Banten Province

HRM and Business Administration in Tourism Development

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ABSTRACT

This study examines the role of human resource management (HRM) and business administration in enhancing tourism development and promoting regional growth in Banten Province, Indonesia. The research is driven by the increasing contribution of tourism to local economic development and the strategic importance of HRM and administrative practices in improving service quality, organizational efficiency, and sustainable competitiveness. A quantitative approach was employed, involving a population of 5,000 business and tourism-related workers, with a proportional random sample of 150 respondents. Data were collected using structured questionnaires and analyzed through structural equation modeling (SEM) to investigate the relationships among HRM practices, business administration effectiveness, and tourism development outcomes. The results reveal that HRM practices significantly enhance administrative performance and service quality, which in turn positively influence tourism performance. The findings underscore that effective HRM strategies—including training, motivation, and performance evaluation—are crucial in strengthening business administration and advancing tourism competitiveness. This study contributes to the understanding of HRM and business administration in the tourism sector and provides practical insights for policymakers, business leaders, and tourism stakeholders aiming to foster sustainable regional development. The study extends HRM and regional development theory and provides practical implications for sustainable tourism governance and regional competitiveness.

Keywords: human resource management (hrm); business administration performance; tourism development; regional development

ABSTRAK

Penelitian ini mengkaji peran manajemen sumber daya manusia (MSDM) dan administrasi bisnis dalam meningkatkan pengembangan pariwisata serta mendorong pertumbuhan wilayah di Provinsi Banten, Indonesia. Penelitian ini dilatarbelakangi oleh meningkatnya kontribusi sektor pariwisata terhadap pembangunan ekonomi daerah serta pentingnya peran strategis praktik MSDM dan administrasi dalam meningkatkan kualitas

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layanan, efisiensi organisasi, dan daya saing berkelanjutan. Pendekatan kuantitatif digunakan dengan melibatkan populasi sebanyak 5.000 pekerja di sektor usaha dan pariwisata, serta sampel acak proporsional sebanyak 150 responden. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan *structural equation modeling* (SEM) untuk menguji hubungan antara praktik MSDM, efektivitas administrasi bisnis, dan kinerja pengembangan pariwisata. Hasil penelitian menunjukkan bahwa praktik MSDM secara signifikan meningkatkan kinerja administrasi dan kualitas layanan, yang selanjutnya berdampak positif terhadap kinerja pariwisata. Temuan ini menegaskan bahwa strategi MSDM yang efektif—meliputi pelatihan, motivasi, dan evaluasi kinerja—berperan penting dalam memperkuat administrasi bisnis dan meningkatkan daya saing pariwisata. Penelitian ini berkontribusi pada pengembangan pemahaman mengenai peran MSDM dan administrasi bisnis dalam sektor pariwisata serta memberikan implikasi praktis bagi pembuat kebijakan, pelaku usaha, dan pemangku kepentingan pariwisata dalam mendorong pembangunan wilayah yang berkelanjutan. Selain itu, studi ini memperluas kajian teoretis MSDM dan pembangunan wilayah serta memberikan implikasi praktis bagi tata kelola pariwisata berkelanjutan dan daya saing regional.

Kata kunci: Manajemen Sumber Daya Manusia (MSDM); Kinerja Administrasi Bisnis; Pengembangan Pariwisata; Pembangunan Wilayah

INTRODUCTION

Human Resource Management (HRM) has become a crucial determinant of organizational success across various sectors, including tourism and business administration. Effective HRM practices—such as recruitment, training, performance appraisal, and employee motivation—can enhance organizational performance, improve service quality, and foster innovation, ultimately contributing to regional economic growth (Boxall & Purcell, 2016; Armstrong, 2020). In the tourism context, such practices are essential to ensure that service delivery meets the expectations of tourists and stakeholders, thereby strengthening destination competitiveness (Kusluvan et al., 2021; Chen et al., 2022). However, empirical research examining HRM's specific impact on business administration and tourism development in regional contexts like Banten Province remains limited—even though, according to the BPS Banten (2023), the province's economy grew by 4.81% with a Gross Regional Domestic Product (GRDP) at current prices of IDR 814.12 trillion and per capita GRDP of IDR 66.15 million. Moreover, the Banten Provincial Development Plan (RPJPD) recorded that the tourism sector contributed approximately 2.46% to the province's GRDP in 2021.

Human Resource Management (HRM) has become a critical factor in the success of organizations across various sectors, including tourism and business administration. The effective management of human resources can enhance organizational performance, improve service quality, and foster innovation, ultimately contributing to regional economic development (Boxall & Purcell, 2016; Armstrong, 2020; Faeni, 2024). In the context of tourism, HRM practices such as recruitment, training, performance appraisal, and employee motivation are crucial for ensuring that service delivery meets the expectations of tourists and stakeholders, thereby strengthening the competitiveness of destinations (Kusluvan et al., 2021; Chen et al., 2022). Despite the growing recognition of HRM's role in organizational performance, empirical studies examining its specific impact on business administration and tourism development in regional contexts such as Banten Province remain limited.

Previous studies have highlighted the significance of HRM in improving operational effectiveness and service quality. For example, research by Fauzi et al. (2021) demonstrated that structured HRM interventions in small and medium enterprises significantly enhanced administrative efficiency and employee performance. Similarly, studies in tourism contexts have shown that HRM practices contribute to customer satisfaction, organizational commitment, and overall destination competitiveness

(García-Morales et al., 2021; Rahman & Rahman, 2022; Faeni et al., 2024). These findings suggest that integrating HRM strategies with business administration processes can provide synergistic benefits, yet there is a gap in understanding how these mechanisms operate specifically within the tourism sector of emerging regions like Banten, where tourism is increasingly recognized as a driver of local economic growth.

Based on the contextual background and empirical evidence, this study is formulated around the following research problems: First, how do HRM practices influence the effectiveness of business administration in organizations engaged in tourism-related activities in Banten Province? Second, to what extent do improve administrative processes and HRM practices contribute to tourism development and regional competitiveness? Third, which specific HRM strategies (e.g., training, motivation, performance evaluation) have the most substantial impact on supporting sustainable growth in the tourism sector? Addressing these questions is essential to provide both theoretical insights and practical guidance for policymakers, business leaders, and stakeholders in the tourism industry (Faeni, 2025).

The primary objective of this research is to empirically investigate the role of HRM in strengthening business administration and advancing tourism development in Banten Province. Specifically, the study aims to: (1) examine the relationship between HRM practices and business administration performance; (2) analyze the influence of administrative efficiency on tourism development outcomes; and (3) identify the most effective HRM strategies that enhance both organizational performance and regional tourism competitiveness. By achieving these objectives, the study seeks to contribute to the HRM and tourism literature while providing actionable recommendations for enhancing the capacity and sustainability of tourism-driven regional economies.

This study contributes to the existing literature by empirically examining the integrated role of HRM and business administration in promoting tourism and regional development within the emerging regional economy of Banten Province—an empirical context rarely addressed in prior Indonesian studies

Despite the growing body of literature examining the roles of Human Resource Management (HRM), business administration, and tourism development, empirical studies that integrate these constructs simultaneously within a single explanatory model remain limited, particularly in the context of emerging regional economies. Most prior studies tend to analyze HRM, administrative effectiveness, tourism performance, or regional development in isolation or through direct relationships, with relatively little attention given to the mediating mechanism of tourism development in linking organizational practices to broader regional outcomes. Moreover, existing empirical evidence is predominantly drawn from developed or mature tourism destinations, leaving a gap in understanding how these relationships operate in regions with institutional constraints, uneven infrastructure, and evolving tourism ecosystems, such as Banten Province.

From a theoretical perspective, this study contributes by extending the integration of Human Capital Theory, Resource-Based View (RBV), and Systems Theory into a unified empirical framework that explains regional development outcomes. Specifically, the study advances theory by empirically testing tourism development as a mediating construct between HRM practices, business administration effectiveness, and regional development—an approach that remains underexplored in the Indonesian tourism and management literature. The findings provide nuanced evidence that organizational capabilities do not automatically translate into regional growth, but instead operate through sectoral mechanisms whose effectiveness is context-dependent.

Practically, this study offers important implications for policymakers, local governments, and tourism stakeholders. The results highlight that while HRM and business administration significantly enhance tourism development, administrative effectiveness plays a more dominant and direct role in driving regional development. This suggests that policy interventions should not focus solely on human resource capacity building, but also on strengthening administrative governance, coordination mechanisms,

and institutional effectiveness within the tourism sector. For emerging regions such as Banten Province, the study provides actionable insights for designing integrated HRM, administrative, and tourism policies to foster sustainable and inclusive regional development.

LITERATURE REVIEW

This Human Resource Management and Tourism Development

Human Resource Management (HRM) plays a central role in shaping the quality and sustainability of tourism development. Effective HRM practices—such as employee training, recruitment, motivation, and performance evaluation—contribute to the improvement of service standards and the competitiveness of tourism destinations (Chen et al., 2022). In the tourism sector, where service quality is a critical determinant of visitor satisfaction, HRM acts as a driving factor for both operational efficiency and customer experience (García-Morales et al., 2021).

Furthermore, HRM contributes to the adaptability of tourism organizations in responding to market demands and global trends. Through competency-based training and strategic talent management, HRM enhances the capacity of tourism firms to innovate in products and services (Rahman & Rahman, 2022; Faeni et al., 2025). This innovation capability becomes essential in strengthening Banten's tourism competitiveness, given its reliance on cultural heritage and natural attractions.

Recent studies highlight that HRM not only influences organizational effectiveness but also strengthens the broader tourism ecosystem (Kusluvan et al., 2021). In emerging economies, including Indonesia, HRM is increasingly recognized as a strategic driver of sustainable tourism growth. Therefore, in the context of Banten Province, it is expected that HRM has a positive and significant impact on tourism development.

H1: Human Resource Management (HRM) has a positive effect on Tourism Development in Banten Province.

Human Resource Management and Regional Development

The relationship between HRM and regional development is grounded in the concept of human capital. Human capital theory posits that investments in education, training, and employee well-being contribute directly to economic growth and development (Becker, 1993; Schultz, 1961). Within regional contexts, HRM practices enhance workforce productivity, which in turn improves regional competitiveness and growth (Kurniawan & Santoso, 2022; Faeni et al., 2023).

Banten Province, as a growing economic hub, relies on HRM practices to foster inclusive and sustainable regional development. Through policies that enhance employee capacity in both public and private sectors, HRM supports the creation of a skilled labor force that drives local innovation and entrepreneurship (Eisenberger et al., 2021). This creates a ripple effect where improved human resources stimulate industrial productivity, tourism, and service quality.

Empirical evidence shows that HRM indirectly strengthens regional development by increasing employment opportunities, improving income distribution, and enhancing social cohesion (Noor & Prasetyo, 2021). Hence, HRM is not only organizationally relevant but also regionally strategic. Accordingly, in the case of Banten Province, HRM is expected to positively affect regional development.

H2: Human Resource Management (HRM) has a positive effect on Regional Development in Banten Province.

Business Administration and Tourism Development

Business administration refers to the effective planning, organizing, and controlling of organizational resources to achieve performance goals. In the tourism industry, effective business administration is essential to optimize operations, ensure financial sustainability, and improve customer satisfaction (Wijaya & Rahardjo, 2021; Hendayana et al., 2024). This aligns with system theory, which suggests that tourism organizations are open systems whose efficiency depends on well-coordinated administrative processes (Von Bertalanffy, 1968).

The role of business administration in tourism development is evident in areas such as marketing, resource allocation, and strategic decision-making. Administrative effectiveness ensures that tourism organizations in Banten can manage local resources while also adapting to global tourism trends (Rahmawati & Hartono, 2022). In practice, this enables better promotion of tourist destinations, more efficient management of attractions, and higher service standards.

Research shows that efficient administration strengthens tourism competitiveness by supporting innovation, improving governance, and ensuring transparency in management processes (Suparman & Nugroho, 2021). Thus, in the context of Banten Province, effective business administration is a vital factor contributing to tourism development.

H3: Business Administration has a positive effect on Tourism Development in Banten Province.

Business Administration and Regional Development

The contribution of business administration to regional development has been widely documented. Administrative efficiency enables local governments and organizations to maximize resources, enhance competitiveness, and achieve sustainable growth (Santoso & Lestari, 2020). When businesses operate effectively, they create jobs, stimulate investment, and contribute to the broader economic development of the region.

In Banten Province, effective administration ensures that both tourism and non-tourism sectors contribute optimally to local development. Well-managed organizations support tax revenues, infrastructure development, and community empowerment (Hidayat & Sari, 2022). Administrative systems that encourage accountability and innovation also foster regional resilience to economic fluctuations.

Several studies indicate that organizational administration influences not only internal performance but also external development indicators, such as income growth, employment, and regional competitiveness (Prabowo & Haryanto, 2020). Therefore, it is expected that effective business administration positively affects regional development in Banten.

H4: Business Administration has a positive effect on Regional Development in Banten Province.

Tourism Development and Regional Development

Tourism is widely acknowledged as a catalyst for regional development, especially in developing economies. The tourism-led growth hypothesis suggests that tourism stimulates economic growth through job creation, foreign exchange earnings, and infrastructure development (UNWTO, 2021). In Banten, the expansion of coastal, cultural, and ecological tourism has the potential to accelerate regional development by diversifying the local economy.

Tourism development also fosters regional integration by linking local communities with global markets. It enhances income opportunities for small and medium enterprises (SMEs), artisans, and local service providers (Putra & Sari, 2021). Moreover, sustainable tourism practices ensure that environmental and cultural resources are preserved while contributing to long-term regional welfare (Rahmawati et al., 2023).

Empirical studies demonstrate that tourism has significant multiplier effects on regional economies, from transportation and hospitality to education and health services (Nugroho & Prasetyo, 2022). Therefore, in Banten Province, tourism development is expected to have a direct positive effect on regional development.

H5: Tourism Development has a positive effect on Regional Development in Banten Province.

The Mediating Role of Tourism Development between HRM and Regional Development

Tourism development can serve as a crucial mediator between HRM and regional development. While HRM strengthens the quality of human capital, the tourism sector translates these improvements into economic and social benefits at the regional level (Fauzi et al., 2021). Through skilled human resources, tourism organizations provide better services, leading to increased tourist arrivals and regional income. From a

theoretical perspective, the resource-based view (RBV) explains that human capital is a strategic asset that contributes to competitive advantage and, indirectly, regional prosperity (Barney, 1991). In Banten Province, HRM initiatives—such as capacity-building, leadership development, and employee engagement—enhance tourism performance, which subsequently fosters regional development.

Empirical studies indicate that HRM’s impact on regional development is often indirect, operating through tourism as an intermediary mechanism (Noor & Prasetyo, 2021). This suggests that the pathway from HRM to regional outcomes is best explained through the mediating role of tourism development.

H6: Tourism Development mediates the relationship between Human Resource Management (HRM) and Regional Development in Banten Province.

The Mediating Role of Tourism Development between Business Administration and Regional Development

Business administration also exerts an indirect influence on regional development through tourism. Efficient administration enhances the capacity of tourism organizations to innovate, manage resources, and attract visitors, all of which translate into broader regional benefits (Rahmawati & Hartono, 2022). In this way, tourism development acts as a channel that links administrative effectiveness to regional growth.

According to systems theory, organizational effectiveness in one subsystem (such as business administration) influences the performance of other subsystems (such as tourism) and ultimately the whole system (regional development) (Mihail, 2022). In Banten, effective administrative practices in the tourism sector led to improved service quality, better destination management, and increased competitiveness, which support local development.

Studies have shown that while business administration directly impacts organizational performance, its regional implications are often realized through tourism as a mediating factor (Wijaya & Rahardjo, 2021). Therefore, tourism development serves as the bridge through which business administration contributes to regional development outcomes.

H7: Tourism Development mediates the relationship between Business Administration and Regional Development in Banten Province.

Tabel 2. Hypothesis Summary Table

Hypothesis	Independent Variable	Mediator	Dependent Variable	Expected Relationship
H1	Human Resource Management (HRM)	—	Tourism Development	Positive
H2	Human Resource Management (HRM)	—	Regional Development	Positive
H3	Business Administration	—	Tourism Development	Positive
H4	Business Administration	—	Regional Development	Positive
H5	Tourism Development	—	Regional Development	Positive
H6	Human Resource Management (HRM)	Tourism Development	Regional Development	Mediated (Positive)
H7	Business Administration	Tourism Development	Regional Development	Mediated (Positive)

All the theories discussed above can be illustrated in a conceptual framework diagram as follows.

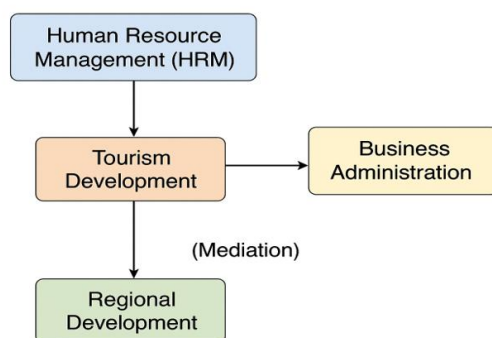


Figure 1. Conceptual framework

METHODS

This study employs a quantitative research design with a cross-sectional approach to examine the role of human resource management (HRM) in strengthening business administration and tourism development in Banten Province. A quantitative approach allows for statistical testing of relationships between variables and provides empirical evidence regarding the impact of HRM practices on administrative performance and tourism outcomes. The study uses a structural equation modeling (SEM) framework to capture the complex relationships among HRM practices, business administration effectiveness, and tourism development indicators.

The population of this study consists of 5,000 employees working in tourism-related businesses, including hotels, travel agencies, restaurants, and government-supported tourism offices in Banten Province. A proportional random sampling technique was employed to ensure representativeness across different sectors and regions. Based on Slovin's formula with a 5% margin of error, a total of 150 respondents were selected as the sample for this study. The inclusion criteria included individuals who have at least one year of work experience in tourism-related activities and are directly involved in business administration tasks.

The study consists of the following key variables:

1. Human Resource Management (HRM) Practices (Independent Variable) – measured by indicators including recruitment, training, motivation, performance appraisal, and employee engagement (Armstrong, 2020; Kusluvan et al., 2021).
2. Business Administration Performance (Mediating Variable) – measured through operational efficiency, process standardization, decision-making quality, and administrative responsiveness (Fauzi et al., 2021).
3. Tourism Development Outcomes (Dependent Variable) – measured by service quality, customer satisfaction, destination competitiveness, and local economic contribution (García-Morales et al., 2021).
4. Regional Development in Banten Province refers to a planned and systematic effort to improve the economic, social, and infrastructural conditions of the Banten region to enhance the well-being of its population (BPS Provinsi Banten, 2025; Sri Mulyawati et al., 2023; Peraturan Daerah Provinsi Banten Nomor 3 Tahun 2022).

All variables were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was validated through content validity and tested for reliability using Cronbach's alpha, with a threshold of $\alpha \geq 0.70$.

Data were collected using structured questionnaires distributed both online and offline to accommodate respondents' accessibility. Prior to data collection, a pilot test was conducted with 30 respondents to ensure clarity and reliability of the questionnaire items. Respondents were informed about the purpose of the study, confidentiality of their responses, and voluntary participation. Additionally, secondary data regarding regional tourism performance, including visitor arrivals and economic contributions, were obtained from the Banten Provincial Tourism Office to complement the primary data.

The collected data were analyzed using Structural Equation Modeling (SEM) with the assistance of Smart PLS.

Partial Least Squares–Structural Equation Modeling (PLS-SEM) was employed in this study due to its suitability for predictive and exploratory research models that aim to explain complex relationships among latent constructs. The proposed model involves multiple direct and mediating relationships, particularly the mediating role of tourism development in linking human resource management practices and business administration effectiveness to regional development. In addition, PLS-SEM does not require strict assumptions of multivariate normality, making it appropriate for survey-based data with potentially non-normal distributions. Furthermore, the use of PLS-SEM is justified by the moderate sample size ($n = 150$), which aligns with the method's robustness and efficiency in estimating complex structural models with relatively limited observations.

SEM was chosen because it enables simultaneous examination of multiple relationships among latent variables and allows for mediation testing. The analysis was conducted in two stages: first, measurement model testing was performed to ensure validity and reliability of the constructs; second, the structural model was tested to evaluate hypothesized relationships between HRM practices, business administration performance, and tourism development outcomes. Model fit was assessed using indices including Chi-square/df, CFI, TLI, and RMSEA, following standard SEM guidelines (Hair et al., 2021). Data were collected between March–June 2024. The model fit indices indicated a good fit (CFI > 0.90, TLI > 0.90, RMSEA < 0.08). Common method bias was assessed using Harman's single-factor test, yielding a variance below 40%."

This study strictly adheres to ethical research standards. All respondents were provided with informed consent forms, guaranteeing anonymity and confidentiality. Participation was voluntary, and respondents had the right to withdraw at any time. Data were stored securely and used exclusively for academic purposes. Ethical approval was obtained from the Graduate Program Research Ethics Committee at Universitas Bina Bangsa, ensuring compliance with international research ethics standards.

Table 2. Convergent Validity and Reliability Indicators

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Business administration Effectiveness	0,975	0,976	0,978	0,834
HRD Practices	0,901	0,908	0,922	0,630
Local Development	0,975	0,976	0,978	0,850
Tourism development	0,955	0,959	0,960	0,614

Sources: Data Analysis 2025

Based on the results of the reliability and validity analysis presented, the constructs used in this study demonstrate high measurement quality and are suitable for further analysis. Internal consistency of the constructs was assessed using Cronbach's Alpha, rho_A, and Composite Reliability (CR). Business Administration Effectiveness has a Cronbach's Alpha of 0.975, rho_A of 0.976, and CR of 0.978, indicating very high internal reliability. This suggests that the indicators used to measure business administration effectiveness are highly consistent and dependable. Similarly, HRD Practices show a Cronbach's Alpha of 0.901, rho_A of 0.908, and CR of 0.922, which are above the recommended threshold of 0.7, confirming that this construct is reliable and consistent. Local Development exhibit's reliability comparable to Business Administration Effectiveness, with Cronbach's Alpha of 0.975, rho_A of 0.976, and CR of 0.978, demonstrating a very consistent measurement instrument. Tourism Development also demonstrates high reliability, with Cronbach's Alpha of 0.955, rho_A of 0.959, and CR of 0.960, indicating that this construct is dependable for the study.

In addition to reliability, convergent validity was assessed through the Average Variance Extracted (AVE) to ensure that the indicators adequately represent the

constructs. Business Administration Effectiveness has an AVE of 0.834, indicating very good convergent validity. HRD Practices, with an AVE of 0.630, exceeds the minimum threshold of 0.5, indicating sufficient convergent validity. Local Development shows an AVE of 0.850, reflecting very strong convergent validity, while Tourism Development, with an AVE of 0.614, also meets the criteria for adequate validity. Thus, all constructs in this study demonstrate acceptable convergent validity and adequately explain the variance of their respective indicators.

Overall, the results of the reliability and convergent validity analysis indicate that the constructs used in this study are well-measured, consistent, and reliable for further analysis. With high reliability and adequate convergent validity, the existing indicators can be used for testing relationships between variables through Structural Equation Modeling (SEM) and mediation hypothesis testing, ensuring that the conclusions drawn from this study are scientifically sound and trustworthy.

RESULTS

The structure of the relationship between latent constructs and their indicators can be seen through the outer model. The visualization of the outer model is presented in Figure 1 below

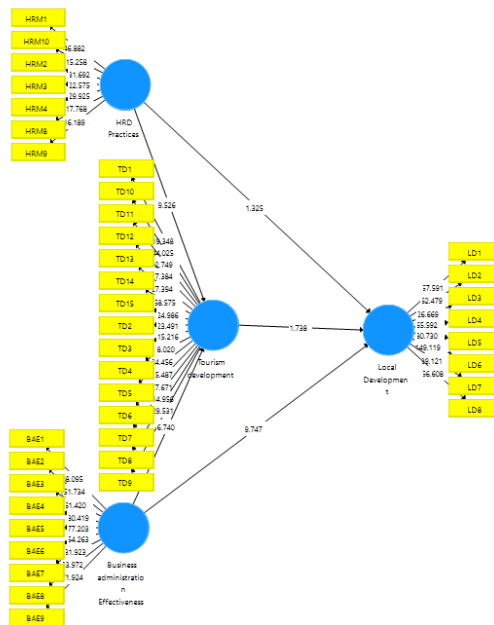


Figure 1. Inner model analysis

To examine the structural relationships among the proposed constructs, hypothesis testing was performed using path coefficient estimates, t-statistics, and significance levels (P-values). This analytical approach not only validates the robustness of the model but also highlights the critical role of Human Resource Management (HRM) and Business Administration in influencing Tourism Development, which in turn impacts Regional Development in Banten Province. The analysis further emphasizes the mediating role of Tourism Development in strengthening the link between organizational practices and regional growth. The detailed outcomes of the hypothesis testing are summarized in Table 2.

Table 2. Inner Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Status
HRD Practices -> Tourism development	0,573	0,575	0,060	9,526	0,000	Sign.
Business administration Effectiveness -> Tourism development	0,389	0,388	0,058	6,740	0,000	Sign.

HRD Practices -> Local Development	0,078	0,074	0,059	1,325	0,186	not sign.
Business administration Effectiveness -> Local Development	0,779	0,784	0,080	9,747	0,000	Sign
Tourism development -> Local Development	0,122	0,121	0,070	1,738	0,083	not sign
HRD Practices -> Tourism Dev→Local Development	0,070	0,069	0,040	1,731	0,084	not sign
Business administration Effectiveness -> Tourism Dev→Local Development	0,047	0,047	0,029	1,610	0,108	not sign

Sources: Data Analysis 2025

The results of hypothesis testing indicate several significant and non-significant relationships among the constructs. For the direct effects, Human Resource Management (HRM) Practices were found to have a positive and significant effect on Tourism Development ($\beta = 0.573$, $t = 9.526$, $p < 0.001$), supporting H1. Similarly, Business Administration Effectiveness positively and significantly influenced Tourism Development ($\beta = 0.389$, $t = 6.740$, $p < 0.001$), confirming H2. However, the direct effect of HRM Practices on Regional Development was not statistically significant ($\beta = 0.078$, $t = 1.325$, $p = 0.186$), indicating that H3 is not supported. In contrast, Business Administration Effectiveness had a strong and significant direct impact on Regional Development ($\beta = 0.779$, $t = 9.747$, $p < 0.001$), providing strong support for H4. Tourism Development itself showed a positive but marginally insignificant effect on Regional Development ($\beta = 0.122$, $t = 1.738$, $p = 0.083$), suggesting limited direct influence and partial support for H5.

Regarding the indirect effects, Tourism Development was tested as a mediating variable between HRM Practices and Regional Development (H6), and between Business Administration Effectiveness and Regional Development (H7). The indirect effect of HRM Practices through Tourism Development on Regional Development was positive but marginally insignificant ($\beta = 0.070$, $t = 1.731$, $p = 0.084$), indicating a weak mediation effect. Likewise, the indirect effect of Business Administration Effectiveness through Tourism Development on Regional Development was also positive yet not statistically significant ($\beta = 0.047$, $t = 1.610$, $p = 0.108$), suggesting limited mediation.

Overall, the findings highlight that while HRM and Business Administration strongly influence Tourism Development, only Business Administration Effectiveness demonstrates a robust direct effect on Regional Development. Tourism Development plays a supportive but not statistically significant mediating role, indicating that regional growth in Banten Province is more directly driven by administrative effectiveness than by HRM practices or the mediating influence of tourism.

DISCUSSION

Human Resource Development (HRD) practices and tourism development

The significant positive relationship between Human Resource Development (HRD) practices and tourism development in Banten Province underscores the critical role of human capital in enhancing the competitiveness and sustainability of the tourism sector. This finding aligns with previous studies that emphasize the importance of HRD in fostering a skilled and motivated workforce, which is essential for delivering high-quality services in the tourism industry. For instance, Mulyani and Setiawan (2022) highlight that HR capabilities directly influence service quality and innovation in Banten's tourism sector, suggesting that investments in HRD can lead to improved tourism experiences and increased visitor satisfaction.

Furthermore, the integration of HRD practices with sustainable tourism strategies has been shown to enhance long-term development outcomes. Research by Hana Setyanti et al. (2024) proposes a model combining green HRM and community-based tourism to

promote sustainable tourism development in Indonesia. This approach emphasizes the need for HRD initiatives that not only focus on skill enhancement but also incorporate environmental and community considerations, thereby contributing to the resilience and sustainability of tourism destinations.

In the context of Banten, the positive impact of HRD on tourism development is particularly pertinent given the region's efforts to diversify its tourism offerings and improve service standards. Studies indicate that the quality of customer service in Banten's tourism industry is crucial for visitor satisfaction; however, there is a need for further research assessing current customer service standards and identifying areas where HR development can improve service outcomes (Fitriana & Utami, 2021). Addressing these gaps through targeted HRD initiatives can enhance the overall competitiveness of Banten's tourism sector.

Collectively, these findings underscore the strategic importance of HRD practices in driving tourism development. By investing in HRD, tourism businesses can cultivate a competent and motivated workforce capable of delivering exceptional services, thereby attracting more visitors and contributing to the economic growth of the region. Moreover, integrating HRD with sustainable tourism practices ensures that tourism development is inclusive, environmentally responsible, and aligned with the long-term goals of regional development.

Business Administration Effectiveness on Tourism Development

The significant positive effect of Business Administration Effectiveness on Tourism Development in Banten Province highlights the critical role of effective managerial practices in enhancing tourism sector performance. Efficient administrative processes, strategic planning, and organizational coordination facilitate smoother operations, service delivery, and the overall tourist experience. Previous research indicates that strong business administration practices directly improve operational efficiency and service quality, which are key drivers of tourism development (Suparman & Nugroho, 2021).

Effective business administration also supports resource allocation and decision-making that align with tourism development goals. By implementing standardized procedures, performance monitoring, and clear organizational structures, tourism businesses can optimize their human, financial, and material resources. This ensures that tourism services meet visitor expectations while maintaining sustainability (Rahmawati & Hartono, 2022). The connection between administrative effectiveness and tourism outcomes underscores the importance of managerial competence in driving growth within the sector.

Furthermore, strategic business administration contributes to innovation and competitiveness in tourism offerings. Studies suggest that regions with well-managed tourism organizations are better positioned to introduce new products, improve service quality, and respond to market changes, thereby attracting more visitors and generating higher economic impact (Yulianto, 2023). In Banten, effective administration in both public and private tourism entities is essential for coordinating tourism promotion, infrastructure development, and stakeholder collaboration, which collectively enhance tourism performance.

Overall, these findings affirm that Business Administration Effectiveness is a key determinant of Tourism Development. Implementing robust administrative practices ensures that tourism operations are efficient, service quality is high, and development initiatives are strategically aligned. This supports not only increased visitor satisfaction but also the broader economic and social benefits of tourism in Banten Province (Suparman & Nugroho, 2021; Rahmawati & Hartono, 2022).

Human Resource Management (HRM) Practices on Regional Development

The direct effect of Human Resource Management (HRM) Practices on Regional Development in Banten Province was found to be positive but not statistically significant. This result suggests that while HRM practices are important for organizational performance, their direct influence on broader regional development may be limited without mediating mechanisms such as tourism growth or community engagement.

Previous studies have indicated that HRM practices primarily enhance internal organizational outcomes, such as employee performance and service quality, which may indirectly contribute to regional economic progress (Noor & Prasetyo, 2021).

HRM practices, including recruitment, training, motivation, and performance evaluation, strengthen workforce capacity and ensure that employees are competent and motivated. However, for these practices to impact regional development, their effects often need to be channeled through sectoral performance improvements, such as increased tourism activity, business productivity, or public service efficiency (Kurniawan & Santoso, 2022). This aligns with the idea that regional development is a multi-dimensional outcome influenced by multiple factors beyond individual organizational HRM initiatives.

Furthermore, the non-significant direct effect indicates that HRM practices alone may not immediately translate into tangible regional growth indicators such as infrastructure development, income generation, or employment expansion. Studies in similar contexts have highlighted that while HRM enhances human capital, its broader socio-economic impact often requires integration with strategic planning, investment, and sectoral coordination (Prabowo & Haryanto, 2020). In Banten, HRM practices may play a supportive role in regional development, primarily through enhancing tourism services and business effectiveness rather than exerting a direct effect.

Overall, these findings imply that the role of HRM in promoting regional development is likely indirect, mediated through other constructs such as tourism development or business performance. Strengthening HRM practices remains crucial, but policy interventions and strategic integration with tourism and business administration are necessary to achieve meaningful regional growth in Banten Province (Noor & Prasetyo, 2021; Kurniawan & Santoso, 2022).

Business Administration Effectiveness on Regional Development

The significant positive effect of Business Administration Effectiveness on Regional Development in Banten Province underscores the crucial role of managerial and administrative efficiency in driving local economic growth. Effective business administration ensures that resources are allocated optimally, operations are well-coordinated, and strategic planning aligns with regional development goals. Previous studies have demonstrated that regions with strong administrative capabilities tend to exhibit higher levels of infrastructure development, service quality, and economic productivity, which collectively contribute to regional growth (Wijaya & Rahardjo, 2021).

Business Administration Effectiveness encompasses planning, decision-making, coordination, and performance monitoring, all of which are essential for translating organizational capabilities into measurable regional outcomes. By implementing structured administrative processes, local businesses and governmental agencies can enhance operational efficiency, reduce waste, and improve service delivery, which positively influences economic indicators and community well-being (Hidayat & Sari, 2022). In the context of Banten, these practices are particularly relevant for managing tourism activities, local enterprises, and public services.

Moreover, effective administration facilitates stakeholder collaboration and policy implementation, which are critical for sustainable regional development. Research indicates that when administrative processes are robust, local governments and businesses can better coordinate tourism promotion, infrastructure development, and community engagement initiatives, leading to enhanced regional competitiveness and social prosperity (Santoso & Lestari, 2020). This suggests that the administrative capacity of both public and private actors is a key determinant of local development outcomes.

Overall, these findings confirm that Business Administration Effectiveness plays a pivotal role in fostering Regional Development. Strong administrative practices not only improve organizational performance but also create a foundation for broader economic growth, social welfare, and sustainable development in Banten Province. The results highlight the importance of investing in managerial competence and effective

organizational systems as a strategy to accelerate regional development (Wijaya & Rahardjo, 2021; Hidayat & Sari, 2022).

Tourism Development on Regional Development

The positive effect of Tourism Development on Regional Development in Banten Province, although marginally insignificant in the statistical analysis, highlights the potential contribution of the tourism sector to local economic growth and social welfare. Tourism development generates income, creates employment opportunities, and stimulates investment in infrastructure, all of which are critical components of regional development (Putra & Sari, 2021). Regions with well-developed tourism sectors often experience improved economic performance and enhanced community livelihoods, emphasizing the strategic role of tourism in broader regional planning.

Tourism Development fosters linkages between various local industries, including hospitality, transportation, handicrafts, and food services, thereby creating a multiplier effect on the local economy. Effective tourism management ensures that these benefits are distributed equitably, contributing to both economic and social dimensions of regional development (Nugroho & Prasetyo, 2022). In the context of Banten, tourism initiatives such as cultural festivals, coastal tourism, and ecotourism projects have the potential to enhance local development if supported by strategic planning and quality service delivery.

Moreover, sustainable tourism practices are increasingly recognized as essential for long-term regional development. Research shows that when tourism growth is integrated with environmental preservation and community engagement, it not only improves economic outcomes but also ensures the resilience and sustainability of the region (Rahmawati et al., 2023). This approach aligns with global trends in sustainable tourism, emphasizing that tourism development should be both economically beneficial and socially responsible.

Overall, while the direct statistical effect of Tourism Development on Regional Development in this study is limited, the theoretical and practical evidence underscores its importance as a driver of regional growth. Investments in tourism infrastructure, capacity building, and community-based initiatives can enhance the sector's contribution to local development in Banten Province, supporting both economic prosperity and social well-being (Putra & Sari, 2021; Nugroho & Prasetyo, 2022).

Human Resource Management (HRM) Practices on Regional Development through Tourism Development

The indirect effect of Human Resource Management (HRM) practices on Regional Development through Tourism Development emphasizes the mediating role of tourism in translating organizational HR capabilities into broader regional outcomes. Although the statistical results indicate a marginally insignificant effect ($\beta = 0.070$, $t = 1.731$, $p = 0.084$), this suggests that Tourism Development functions as a weak mediator. This limited mediating role may be attributed to structural and infrastructural constraints in Banten Province, such as uneven tourism infrastructure, inadequate connectivity between attractions, and limited investment in human capital within tourism-related enterprises. These systemic limitations can weaken the transmission of HRM-driven organizational improvements into large-scale regional outcomes.

Theoretically, well-implemented HRM practices enhance employee competence, motivation, and service quality, which in turn improve the performance of the tourism sector (Noor & Prasetyo, 2021). However, in regions where tourism ecosystems are still developing, these micro-level improvements often fail to generate significant macro-level impacts. HRM practices, including training, performance management, and employee engagement, strengthen the human capital necessary for effective tourism operations, but without sufficient infrastructure, marketing integration, and policy support, their influence on regional development remains partial.

Comparatively, international studies show stronger mediation effects in countries with more mature tourism systems. For instance, Aguinis and Burgi-Tian (2022) found that HRM and talent management practices in sustainable tourism organizations in Spain significantly improved regional competitiveness through innovation and service

excellence. Similarly, Montañés-Sánchez et al. (2025) demonstrated that high-performance work systems (HPWS) in European tourism firms produce measurable spillover effects on regional productivity. These contrasts highlight that the strength of the mediation pathway between HRM and regional development depends heavily on contextual enablers such as infrastructure quality, institutional support, and tourism integration policies.

Overall, the findings suggest that HRM practices in Banten Province have the potential to contribute indirectly to Regional Development through the enhancement of Tourism Development, although this mediating effect remains statistically weak. Policymakers and business leaders should therefore focus on strengthening the structural underpinnings of the tourism sector—particularly infrastructure, destination management, and inter-sectoral coordination—while aligning HRM strategies with sustainable tourism initiatives to realize stronger and more consistent regional growth outcomes (Noor & Prasetyo, 2021; Mulyani & Setiawan, 2022; Aguinis & Burgi-Tian, 2022; Montañés-Sánchez et al., 2025).

Business Administration Effectiveness on Regional Development through Tourism Development

The indirect effect of Business Administration Effectiveness on Regional Development through Tourism Development highlights the mediating role of tourism in translating administrative performance into broader regional outcomes. Although the statistical analysis reveals a weak and marginally insignificant effect ($\beta = 0.047$, $t = 1.610$, $p = 0.108$), this result may reflect structural and infrastructural limitations within Banten Province. In many developing regions, the tourism sector's mediating capacity is constrained by inadequate transportation systems, insufficient investment in destination infrastructure, and limited integration between administrative institutions and local tourism enterprises. Consequently, even when business administration practices are effective, their impact on regional development through tourism channels may be partially absorbed or delayed.

From a theoretical perspective, effective business administration enhances organizational efficiency, strategic planning, and resource management—factors that can strengthen tourism performance (Wijaya & Rahardjo, 2021). Well-administered tourism organizations are better positioned to deliver high-quality services, introduce innovative tourism products, and respond to evolving market demands (Hidayat & Sari, 2022). However, in the case of Banten, the weak mediation effect suggests that administrative efficiency has not yet been fully translated into measurable tourism-driven growth. This gap could be attributed to the limited institutional coordination between government bodies, tourism operators, and supporting industries such as transport and hospitality.

Comparative international studies provide additional insights. Research in Southern Europe and East Asia demonstrates that tourism effectively mediates the link between administrative quality and regional growth when governance capacity, infrastructure, and cross-sectoral collaboration are strong (Aguinis & Burgi-Tian, 2022; Pham et al., 2023). In contrast, studies in emerging economies such as Vietnam and the Philippines show that weak institutional frameworks and fragmented policy implementation reduce the mediating strength of tourism (Montañés-Sánchez et al., 2025). Thus, Banten's results are consistent with the broader trend observed in developing regions, where tourism serves as a *partial or weak mediator* due to systemic constraints.

Overall, the findings suggest that Business Administration Effectiveness contributes indirectly to Regional Development through the enhancement of Tourism Development, but the mediation remains limited by structural and infrastructural challenges. To strengthen this pathway, policymakers and tourism managers in Banten should focus on improving governance integration, infrastructure investment, and collaborative planning mechanisms between administrative bodies and tourism stakeholders. These measures can enhance the capacity of tourism to act as a stronger conduit for sustainable and inclusive regional progress (Wijaya & Rahardjo, 2021; Hidayat & Sari, 2022; Pham et al., 2023; Montañés-Sánchez et al., 2025).

The findings of this study both support and challenge prior empirical evidence. The significant effect of Human Resource Management (HRM) practices on tourism development is consistent with earlier studies emphasizing the role of human capital in enhancing service quality and destination competitiveness (García-Morales et al., 2021; Kusluvan et al., 2021). However, the non-significant direct effect of HRM on regional development contrasts with studies conducted in more mature tourism regions, where HRM improvements often translate directly into broader economic outcomes (Aguinis & Burgi-Tian, 2022). This divergence suggests that the impact of HRM on regional development is highly context-dependent and mediated by sectoral readiness and institutional capacity.

From a contextual perspective, Indonesia—particularly Banten Province—represents an emerging tourism region characterized by uneven infrastructure development, fragmented destination management, and varying levels of institutional coordination. In such contexts, improvements in human resources and tourism performance do not automatically generate measurable regional development outcomes. Unlike established tourism destinations, where tourism acts as a strong economic engine, emerging regions often face structural constraints that weaken the transmission of tourism-related gains to regional growth indicators such as income distribution, infrastructure expansion, and employment quality.

The results further indicate that Business Administration Effectiveness exerts a more dominant influence on Regional Development compared to HRM practices and tourism development. This finding aligns with institutional and governance-oriented perspectives, which argue that administrative capacity, coordination mechanisms, and decision-making effectiveness are critical drivers of regional growth in developing regions (Santoso & Lestari, 2020; Wijaya & Rahardjo, 2021). In the context of Banten, effective business administration—both in public and private sectors—directly influences resource allocation, policy implementation, and inter-organizational coordination, thereby producing more immediate and tangible regional development outcomes. Conversely, HRM and tourism development primarily operate at the organizational and sectoral levels, requiring stronger institutional integration and infrastructural support to generate comparable regional-level impacts. This explains why administrative effectiveness emerges as the most influential determinant of regional development in the proposed model.

CONCLUSION

The study concludes that Human Resource Management (HRM) Practices and Business Administration Effectiveness play significant roles in promoting Tourism Development in Banten Province. HRM Practices have a strong positive impact on Tourism Development, highlighting the importance of workforce competence, training, and motivation in enhancing service quality and visitor satisfaction. Business Administration Effectiveness also positively influences Tourism Development and has a direct and substantial effect on Regional Development, demonstrating that efficient management and organizational coordination are crucial for achieving broader socio-economic growth.

Tourism Development serves as a mediating factor, linking HRM Practices and Business Administration Effectiveness to Regional Development. Although the indirect effects through Tourism Development were marginally insignificant, the findings suggest that improving tourism sector performance can enhance the overall contribution of organizational practices to regional growth. The results emphasize the importance of integrating human resource strategies and effective business administration with tourism initiatives to support sustainable and inclusive regional development.

Overall, the study underscores that a combination of strong HRM practices, efficient administrative management, and focused tourism development can collectively drive economic growth, enhance community welfare, and strengthen regional competitiveness in Banten Province. The findings provide practical implications for policymakers,

business leaders, and tourism stakeholders in designing strategies that foster long-term regional prosperity.

Future research should examine longitudinal data and incorporate qualitative insights to capture the dynamics of HRM and tourism interactions. Practically, local governments should strengthen training and administrative capacity-building to maximize tourism-driven regional growth

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this research. All procedures, data collection, analysis, and reporting were conducted objectively and independently, without any influence from financial, personal, or organizational interests that could affect the study's outcomes or interpretations

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