

The Impact of Human Resource Development on the Management of Island Tourism Destination. The Mediation Role of Adaptability and Innovation Speed

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Abstract

Tourists choose island destinations with natural landscapes that can uniquely appeal to tourist destinations. Therefore, it takes the role of human resources (HR), who can manage small islands as tourist destinations. The purpose of this study is to examine the direct impact of human resource development on the management of island tourist destinations, followed by the indirect impact of the adaptability and speed of innovation to HR development on the management of tourist destinations on the islands of Dodola, Maitara, Ternate, and the islands in the Tobelo bay in Eastern Indonesia. Data were obtained using a questionnaire, and 162 respondents met at government offices and managed island tourism. The analytical method used is inferential with the SEM-PLS approach. The analysis results show that HR development influences the management of tourist destinations, adaptability, and innovation speed. Adaptability and innovation speed can mediate HR development in managing island tourist destinations.

Keywords: Human resource development; island destinations; adaptability; innovation speed

Introduction

The tourism region has been developing each day; enabling nations to earn profits due to the expenditures made through human beings for various purposes of their travels and has emerged as a crucial profits object within the country's economic system. As an end result, countries are in competition with other nations in the area of tourism and affect each other, and they gain or be afflicted by this interplay economically (Baghirov & Sarkhanov, 2023). Tourism is believed to stimulate life and provide new energy. Therefore, visiting island destinations is very important for tourists to increase the creativity and imagination of romantics (Yaghoubi et al., 2022; Abdul haji et al., 2022). The availability of supporting facilities and human resources on the destination island is believed to be very important to support the convenience of tourism.

In the modern digital era, information about places can be easily found on gadgets such as photos and videos on social networks. This makes it easier for tourists to visit a destination. Therefore, identifying tourist images from all regions is very important to improve good tourism management because unknown destinations are obstacles to improving the image of a tourism destination (Abdulah et al., 2021; Paul i Agustí, 2022). Remote and easily accessible island destinations have their own charm to visit. Perceived remoteness can be in the form of smaller island sizes, slower development of people's lives, different cultures, wildlife, and exotic and natural environments are some of the island bases that can shape the tourist experience (Heagney et al., 2018).

Planning, expanding tourism, and debating the HR required for correct and efficient tourism activities frequently need more attention. It led to the formation of significant issues in the tourist sector and made it possible for local community engagement in economic activities derived from tourism development to be inhibited (Setiawan, 2016). The ability of human resources that are owned to manage island tourism will provide easy access to information and reach of transportation to tourists. However, access to information and adequate transportation coverage has yet to motivate people to travel to a tourist destination optimally. Destinations with special appeal or image must have major and unique strengths as differentiating factors from other destinations, such as natural attractions. These cultural attractions include the traditional values of the local community, the hospitality of the local community, and various other attractions of historical heritage sites. It becomes essential in efforts to develop the potential of island tourism resources which are the main force for building the image of an island destination in the minds of tourists.

Island tourist destinations are a particular tourism category, and island destinations are currently in great demand by national and international tourists. Tourists choose island destinations with landscapes that can provide a unique appeal compared to tourist destinations in general. Islands are significant for developing the romantic tourism imagination (Harrison, 2004). On the other hand, the characteristics of this island destination often become obstacles in the development of island tourism, such as remoteness, inconvenient transportation, and inadequate infrastructure. An island characterized by geographic distance and isolation can maintain its extraordinary landscape and culture. Tourists find an island's unique physical conditions and social environment to influence their subjective evaluation of the tourist experience.

North Maluku Province is an area resulting from the division of Maluku Province, which was officially separated on October 12, 1999. The area of North Maluku Province is 145.801,10 km², consisting of an ocean area of 113.796,53 km² or 69,08 percent and a land area of 32.004,57 km² or 30,92 percent. It shows that the tourism potential of small islands, if well developed, will contribute to improving the regional economy. Developing island tourism requires HR with competence in tourism and the ability to adapt to rapid changes in the global environment.

Various previous research has examined the effect of human resource development and tourism, such as a study conducted by Rekha and Reddy (2013), the research results indicate that skills shortages in the tourism industry result from short-term management. The tourism workforce appears to be uneducated, unmotivated, untrained, and unskilled. Therefore, it is necessary to improve the image of industry players through unproductive management in a more productive direction, and the development of standardized human resources, and requires cooperation from people involved in the tourism business. A results study by Pajriah (2018) indicates that human resources are crucial to the growth of the tourism industry.

Indonesia as an archipelagic country has many small island tourist destinations, but most research on tourism is focused more on the central and western regions, especially on the island

of Bali. So, this research is focused on Eastern Indonesia, especially in North Maluku Province which has several unique islands. This research stands out because the model it builds focuses more on the influence of human resource competence on island tourism management mediated by adaptability and speed of innovation which has barely been explored in previous studies.

Theoretical review

This study is guided by resource-based view theory which is operationalized on understanding sources of sustainable competitive advantage focused on human capital resources (Barney, 1991).

Human resource development and island tourism

Archipelago areas generally have terrestrial, aquatic characteristics (sea areas are more significant than land areas), distinguishing them from terrestrial and terrestrial areas. Islands should develop a spatial model based on river and sea waters. Based on the relationship of the Indonesian archipelago and its relation to urban and rural spatial connections (Prayitno, 2003) that there is a close relationship between small islands and mainstay areas and coastal areas on large islands, this linkage can be a model for the development of cities in Indonesia with an archipelagic perspective.

Today's tourism activities are a basic human need to eliminate the boredom of monotonous daily activities. In contrast, people who carry out tourism activities are also called tourists. According to Sunaryo (2013), Tourism is the whole phenomenon of tourism activities carried out by tourists. The words tourism is the temporary migration of people to locations other than their usual places of employment and abode, the activities they engage in while there, and the infrastructure built to accommodate them. "Needs" was used by Mathieson and Wall (1982) as a different definition of the term. All related activities that are multidimensional and multidisciplinary that emerge as a manifestation of the needs of each person and country as well as interactions between tourists and the local community, fellow tourists, the Government, regional governments, and entrepreneurs is how tourism is defined. The tourism industry comprises some tourism-related businesses that collaborate to provide goods or services that cater to the demands of tourists. Tourism HR is all human components supporting tangible and intangible tourist activities to meet visitor needs, enhance the local economy and welfare, and promote environmental and cultural sustainability. Tourism can only function with tourist interest and incentive to visit tourist attractions.

Archipelago is a destination that provides a form or type of tourism different from the mainland. Because the geographical conditions of these islands are unique. According to (Gunn, 1994), two essential aspects need attention, namely aspects of supply (product supply) and aspects of demand (market demand). Components of product offerings (supply) are components consisting of attractions, services, promotions, information, and transportation. The demand component in question is the demand from the tourist market. Meanwhile, according to Inskip (1991), several things need to be recognized from the destination components, including: 1) Regional access and internal transportation network that connects objects, facilities, and other services; 2) The type and location of attractions include a description of the area, natural environment, features, and related activities; 3) Number, type, and location of accommodation, service facilities, and other services.

In this theory, Inskip involves aspects of destinations such as; attractions, transportation, accommodation, other facilities and services, related institutions, supporting infrastructure, tourist markets, and communities that take advantage of these various aspects. The human resources required to adequately and efficiently support tourism operations should place greater emphasis on tourism planning and development in many countries. If this factor

is ignored it can cause significant problems in the tourism sector and allow the participation of local communities in economic activities resulting from tourism development to be hampered. The role of HR specialists as employees in government institutions also serves as business owner that determines employee satisfaction and quality and has the expertise to monitor, manage, and improve the standards of tourism and people's lives. The comfort and pleasure of visitors to the area are also influenced by factors in and surrounding tourist sites not covered by the categories above.

People are an important resource in most service-based tourist destinations, and human resource management (HR) is indispensable to ensure quality and productivity when services are provided in the tourism sector (Evans et al., 2003; Hanzaee & Mirvaisi, 2011; Emmanuel et al., 2021). In the tourist sector, where businesses rely significantly on their customers' ability to stimulate interest and find enjoyment and comfort, people have direct and indirect relationships with customers. It means that the tourist attractions at a site determine whether or not visitors (tourists) will have an excellent overall experience and return.

Today's challenges for the development of human resources in the tourism industry span national, regional, and continental boundaries and require global solutions. One solution that needs to be addressed is improving the standard of proper education and training to increase the competency of a country's human resources, including those in Indonesia. As a result of the justification above, it can be inferred that HR plays a variety of essential roles in the tourism industry, including acting as a catalyst for industrial sustainability, the primary creator of the industry's core offering (experience), and a factor in the sector's ability to compete on a global level.

H1. HR development influences the management of island tourism destinations positively and significantly

The management of island tourism destinations is impacted by adaptability

The tourism business is heavily reliant on people. The interplay of consumers who travel, such as parties on tours or tourists, and producers who travel, like parties who provide goods and services, is how tourism is realized. So that one of the human factors catalyzes the survival of a nation's travel and tourism sector. As a result, managing island tourist attractions requires human resources capable of adjusting to changing conditions and visitor preferences. A person's ability to adapt is evidenced by how quickly they are willing to learn new things. A person can improve his ability to adapt by forcing himself to try new things and find solutions to issues in diverse situations. An adaptability is a form of soft skill that needs some other soft skills to be used appropriately (Sabuhari et al., 2023).

The ability to work and change is implied by the term "adaptation" for a community group or an individual. A person's capacity to adjust to changes in his environment is called the adaptation process or adjustment (Handayani, 2014). The island tourism managers need a staff that is adaptable, open to new ideas, and capable of resolving issues that arise when things do not go as planned, one of which is dealing with changes in tourist preferences due to the rapid growth of technology and significant social diversity. Everyone's adaptability is always unique and largely stable, according to Ployhart and Bliese (2006), and this might impact how a person notices and responds to an environmental condition outside of himself. The degree of efficacy in handling diverse difficulties and adapting to numerous changes that must be made is demonstrated by adaptability. Work flexibility, information accessibility, responsiveness, inventiveness, and invention are indicators that can be used to assess adaptation (Sabuhari et al., 2020; Do et al., 2016; Denison & Mishra, 1995).

H2. HR development has a positive and significant effect on adaptability

H3. Adaptability has a positive and significant effect on the management of island tourist destinations

H4. Adaptability mediates the influence of human resource development on the management of island tourist destinations

The speed of innovation influences the management of island tourism destinations

Innovation is the adoption or development of novel goods, services, operational strategies, and managerial practices to enhance a firm's competitiveness (Drucker, 2014). Innovation demands the capacity to adapt to changing circumstances (Calantone et al., 2002). Various categories, including those for management, process, and product innovation, can be used to classify innovation criteria (Liao et al., 2010). Innovation was divided into two categories: innovation speed and innovation quality (Wang et al., 2016). The efficiency with which a business can produce, or process relatively new goods and services is measured by its rate of innovation (Allocca & Kessler, 2006). The level of innovation represents a company's ability to innovate, enhance management and processes, and produce new, higher-quality goods and services (Wang et al., 2016; Haner, 2002). This classification is selected because the quickness and quality of innovation reflect two essential elements of successful innovation in a problematic corporate setting (Wang et al., 2016).

Due to the development of a competitive environment, the speed of innovation is crucial to ensuring the company's existence (Hinterhuber & Liozu, 2014; Campos & de Pablos, 2004). In general, one of the most crucial elements for long-term company success, particularly in dynamic marketplaces, is innovation, which aids organizations in adapting to the uncertainties of the external environment (Balkin et al., 2000; Baker & Sinkula, 2002; Soleman et al., 2023). According to Wang and Wang (2012), innovation enables businesses to fully utilize existing resources, boost efficiency and potential value, and introduce new intangible assets into the firm. Companies can gain a competitive advantage by utilizing innovation to improve market performance, maintain market share, speed up production, and develop new products (Tidd & Bessant, 2009;), operational efficiency and service quality and meeting customer needs, developing new capabilities, performance, and superior profitability (Le & Lei, 2018; Ha et al., 2019; Parasuraman, 2010; Sadikoglu & Zehir, 2010). Creating new ideas, introducing new products, developing new products, processing new products, and resolving issues are all indicators of innovation pace (Parasuraman, 2010; Le & Lei, 2018). The following formulation of the hypothesis can be made based on the description given above:

H5. HR development has a positive and significant effect on the speed of innovation

H6. The speed of innovation has a positive and significant effect on the management of island tourist destinations

H7. The speed of innovation mediates the influence of human resource development on the management of island tourism destinations significantly

Based on the study of theory and the development of hypotheses, the research model can be described as follows.

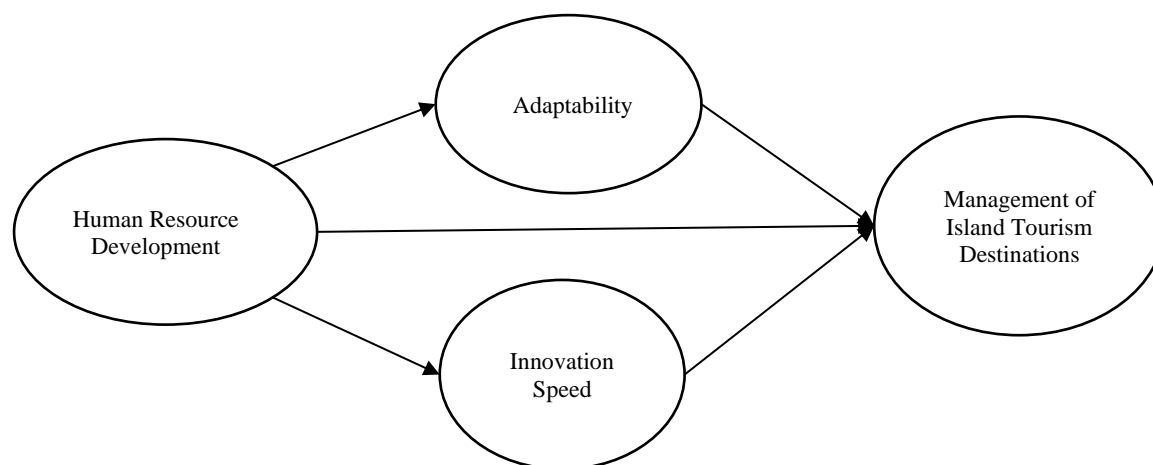


Figure 1. Research concept framework model

Methods

Population and sample

In this study, the type of research used is explanatory or causal, which aims to explain the relationship and influence between the observed variables through hypothesis testing. The quantitative approach used in this study is to solve problems and test hypotheses according to the research objectives. A population is a group, people, events, or things that are the focus of research, determined by elements, area boundaries, and time limits according to the objectives and scope of the study so that conclusions can be drawn based on sample statistics (Sakaran & Bougie, 2016). The population used in this study is tourism coaches and managers of small islands in island tourist destinations spread across North Maluku and is also used as a sample for a research analysis unit. The sample in this research is island tourism managers who carry out activities in small island destinations spread across North Maluku Province, Indonesia. The local government, local communities, and private parties manage both.

The researchers used a questionnaire as a research instrument to facilitate data collection and analysis. Questionnaires were distributed to respondents who were met at government offices and managed island tourism in Ternate, Maitara, Tobelo Bay, and Dodola Morotai island. 170 respondents returned the questionnaire's answers as a research sample. Eight questionnaires needed to be completed so that they could not be analyzed. 162 questionnaires were analyzed and declared as valid and reliable data. The results of data tabulation obtained 44.6% were male, and 55.4% were female. Most respondents were aged between 31 to 40 years (66.6%), and the remaining 33.4% were more than 40 years. Furthermore, regarding the respondents' work, there are tourism entrepreneurs 42.5%, State Civil Apparatus 31.7%, and experts observing tourism 25.8%. The education level of the respondents was 1.8% Masters graduates, 16.5% Bachelor's, 2.1% Diplomas, 56.3% high school graduates, and 23.3% junior high school graduates. Respondents' identities analyzed, including length of work, were 1-10 years, as much as 83.1%, 11-20 years, 10.5%, and more than 20 years, 6.4%.

Measurement

A five-point Likert scale was used to measure the characteristics that respondents responded to (strongly disagree = 1 to agree = 5 strongly). The study's four primary variables are the management of island tourism sites, human resource development, the rate of innovation, and adaptation. The questionnaire was used to assess respondents' answers, which were based on direct quotations from the literature utilized as a source and a prior study's reference. To assess



the validity of the questionnaire, use the outer model test with convergent and discriminant validity measurements. In the first stage, inaccurate item values were eliminated from the data, allowing for the subsequent acquisition of accurate and dependable item values for additional analysis.

Result and discussion

This study analyzed data using statistical analysis of the Partial Least Square model test, namely:

Validity, reliability, and hypothesis testing

Convergent validity, discriminant validity, and reliability tests are performed to determine whether the instrument being used satisfies the criteria for a suitable measuring instrument. The instrument employed passed the validity tests, which required a correlation of at least 0.50 and a Cronbach alpha value of at least 0.60 for each variable, according to the findings of the validity and reliability tests. Table 1 displays the test outcomes. The purpose of hypothesis testing is to determine whether the suggested hypothesis is true. The significance level of the hypothesis test is set at $\alpha = 0.05$ when the p-value is less than 0.05. Hence, accept the hypothesis if the p-value (actual level of significance) is higher than the value (limit level of significance), or p-value $>$, and reject the hypothesis if the p-value. Using the structural equation model, the following results of assessing human resource development, speed of innovation, and adaptability impact the management of island tourism attractions in North Maluku Province.

Table 1. Construct reliability and validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Human Resource Development	.832	.878	.591
Adaptability	.779	.868	.612
Innovation Speed	.846	.885	.798
Management of Island Tourism Destinations	.830	.876	.586

Source: Output SmartPLS 3.0 (2023)

The validity and reliability tests can be continued in the hypothesis test, as shown in Table 1. The validity and reliability tests have met the specified requirements, specifically that Cronbach's alpha is more than 0.70, and the average variance extracted is more than 0.50. The t-statistical value of more than 1,96 and the P-Value of less than 0,05 demonstrate this. This investigation's findings demonstrate a favorable and significant influence on the growth of human capital, the rate of innovation, and the capacity for adaptation to the management of island tourist sites.

Table 2. Final result path coefficients

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Speed of innovation -> Management of island tourism destinations	.368	.267	.077	3.883	.000
Adaptability -> Management of island tourism destinations	.568	.569	.059	9.568	.000
HR Development -> Management of island tourism destinations	.272	.179	.073	1.986	.025
HR Development -> Speed of innovation	.467	.365	.061	3.983	.000
HR Development -> Adaptability	.388	.599	.049	9.678	.000

Source: Output SmartPLS 3.0 (2023)

The speed of innovation and adaptation are intervening/mediating variables in this study. Intervening factors, also known as mediating variables, moderate the relationship between the explanatory variable and the dependent variable, according to Solimun (2016). Regarding the technique created by Preacher and Hayes (2004), the VAF technique is more appropriate because it does not call for any presumptions regarding the distribution of the variables, allowing it to be used with small sample sizes. Table 3 details the process for evaluating mediation in PLS. the following

Table 3. Specific indirect effects

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
HR	Development->Innovation speed->Management of island tourism destinations	.338	.237	.063	3.684	.000
HR	development->adaptability->Management of island tourism destinations	.528	.335	.043	2.984	.001

Source: Output SmartPLS 3.0 (2023)

The analysis's empirical findings support hypothesis H4, which claims that the impact of human resource development on the management of island tourist destinations is mediated by the rate of innovation. According to H7, it is believed that flexibility mediates how human resource development affects the management of island tourist destinations. The sum of direct and indirect effects is the real influence. VAF of more than 80% indicates complete mediation, if 20% VAF is 80%, then partial mediation has occurred, and it can be argued that there is no mediating impact if VAF is less than 20% (Hair, et al., 2014). Table 4 below outlines the function of mediating variables.

Table 4. The role of mediating variable

	Indirect Effect	Direct Effect	Total Effect	VAF	Percent
HR Development->Innovation speed->Management of island tourism destinations	.338	.272	.610	.554	55.4
HR development->adaptability->Management of island tourism destinations	.528	.272	.800	.66	66.0

Source: Output SmartPLS 3.0 (2023)

Table 4 demonstrates that the influence of human resource development on the management of island tourist destinations can be partially mitigated by innovation speed to the extent of 55.4%. The impact of HR development on managing island tourism destinations can be partially mitigated by flexibility by 66%. The outcomes of the tests mentioned above, directly and indirectly, demonstrate the Hypothesis, necessitating a definition of the hypothesis statement. It fits the following description:

a. Hypothesis first states that human resource development influences the management of island tourist destinations. The calculation results show that the path coefficient value is 0.272 with a t-statistic = 1.986 and a p-value = 0.025, so it can be significant. It denotes that Hypothesis one is supported by sufficient empirical evidence and that the administration of island tourist attractions will improve as human resources are better developed. The one-way nature of the one-way influence of human resource development on the management of island tourism sites is indicated by the positive path coefficient (0.272), which places the connection in the moderate category. Accordingly, the improvement of some measures that are used to

support better management of island tourism sites and have a significant impact on human resource development.

b. According to Hypothesis second, adaptability is significantly impacted by HR development. According to the calculations, the path coefficient = 0.388, the t-statistic = 9.678, and the p-value = .000, making it significant. The positive path coefficient shows adequate empirical support for the second Hypothesis. It indicates that HR development is recognized as an excellent category and can lead to a considerable rise in adaptability.

c. According to Hypothesis third, flexibility significantly impacts how island tourist sites are managed. It may be concluded that the calculation's results are significant because the path coefficient = .586, t-statistic = 9,568, and the p-value = .000. The final Hypothesis, that flexibility has a considerable impact on the management of island tourism destinations, is thus supported by enough empirical data to be accepted. Positive path coefficients indicate that factors influence one another in the same manner. It indicates that adaptation, including a number of the above-described indicators, can significantly improve the management of island tourist attractions.

d. According to Hypothesis fourth, flexibility serves as a mediator for the considerable and favorable impact of human resource development on the administration of island tourism sites. It may be concluded that the calculation's results are significant because the path coefficient = .528, t-statistic = 2.986, and the p-value = .002. It indicates that there is sufficient empirical support for the fourth Hypothesis.

e. According to Hypothesis fifth, the rate of innovation is significantly impacted by HR development. According to the calculations, the path coefficient = .467, t-statistic = 3.983, and the p-value = .000, making it significant. The positive path coefficient indicates enough empirical support to accept the fifth Hypothesis. HR development is known to have an excellent category and can lead to a substantial rise in the speed of innovation.

f. According to hypothesis number six, the management of island tourist sites is significantly impacted by the rate of innovation. According to the calculations, the path coefficient = .368, the t-statistic = 3.883, and the p-value = .000, making it significant. The sixth Hypothesis that the pace of innovation substantially impacts the management of island tourism destinations is therefore supported by enough empirical data to be accepted. Positive path coefficients indicate that factors influence one another in the same manner. The speed of invention, measured by the many metrics listed above, can therefore result in considerable gains in managing island tourism destinations.

g. The development of human resources positively and significantly impacts, according to Hypothesis seventh, the administration of island tourism sites. According to the calculations, the path coefficient = .388, the t-statistic = 3.684, and the p-value = .000, making it significant. So, the seventh Hypothesis can be accepted based on sufficient empirical data.

Discussion

According to the model test's findings, human resource development significantly and positively impacts the administration of island tourist attractions. Tourism managers, particularly those of small island destinations, see the skills acquired through the human resource development process as having gone well and having the potential to enhance the management of island tourist destinations significantly. The goal of implementing HR development is to speed up adapting to changes in the external environment and tourist services, enabling tourism managers on an island to maintain their business continuity in various situations and difficult-to-predict changes in tourist preferences.

The empirical study, respondents' perceptions of the HR development variable indicate that education, training, HR management, self-development, and cooperation are the most

critical indicators contributing to the measurement of the HR development variable. It shows that business managers of North Maluku based island tourism destinations have taken HR development seriously. It demonstrates that managers of businesses are capable of implementing any adjustments and adapting to changing tourist demands to enhance the management of island tourist destinations.

For the variable management of island tourism destinations, the results of the measurement model test show that the dimensions of attractions, transportation to tourist islands, accommodation, available basic needs facilities, culinary services, the role of related institutions, supporting infrastructure, the tourist market, and the role of the surrounding community are dimensions that are capable of plays a role in measuring the management of island tourist destinations because it has an average value perceived by respondents in the excellent category, only for indicators of the role of related institutions that have an average value of respondents answers less than 4.0; therefore it is expected that island tourism destination managers must pay attention to these indicators because they have a vital role to maintain the sustainability of the tourism business. The results of this study prove that human resource development has a positive and significant effect on the management of island tourist destinations, contributing to the repertoire of established theories in human resource management that manage businesses in the service sector. It also proves that if tourism business managers can develop human resources properly, they can improve the management of island tourist destinations. HR development plays a crucial role in driving competitiveness and improving marketing performance.

HR development has a significant effect on adaptability. It implies that managers of island tourist destinations understand the importance of HR development and understand well because it can increase their adaptability in a significantly positive way. The HR development model emphasizes the importance of the leader's role in identifying and understanding any changes in tourist behavior to carry out the responsibility of maintaining business continuity. HR development creates confidence, inspiration, and creative endeavors and supports innovation. Knowledge of HR development indicators is an essential factor in adaptive behavior at the individual and organizational levels. This study uses indicators of flexible work culture, interacting with tourists, providing correct information, being open to criticism and suggestions, adapting to tourist tastes, being responsive to changes, increasing creativity, and developing skills to measure adaptability. Respondents empirically perceive this in a suitable category, that adaptability has a significant direct and indirect influence on the management of island tourism destinations.

The managers of island tourist destinations must understand the importance of HR to increase the speed of innovation. The innovation speed model emphasizes the vital role of tourist destination managers in identifying and understanding any changes in tourist behavior. The speed of innovation creates creative efforts and supports innovation for realizing the management of island tourist destinations in North Maluku Province. Knowledge of changes in human resource development is an essential factor in innovative behavior, both at the individual and organizational levels. This study confirms the statement of Calantone et al. (2002) that an unstable environment requires creativity and speed of innovation so that organizations can survive.

Conclusion

HR development and its impact on the management of island tourist destinations and testing the mediating effect of adaptability and speed of innovation are essential variables analyzed in this study. HR development can be appropriately implemented by tourism business managers so that they can significantly improve their skills in managing island tourist destinations. This

research empirically proves that the existence of a human resource development program impacts the better management of island tourist destinations. The HR development program also increases adaptability. Managers of island tourism destinations understand the importance of human resource development well because it can increase adaptability, especially in adapting to tourist tastes, being responsive to change, increasing creativity, and developing new skills. The study's results also prove that adaptability can improve the management of small island tourist destinations in North Maluku Province. It means that the contribution of human resource development can improve the management of island tourist destinations directly or through adaptability.

HR development also contributes to the speed of innovation and its impact on island destination management. The speed of innovation is an activity to find new ideas, create new products, develop existing products, use the right technology, and solve problems quickly. If done correctly, it can improve the management of island tourist destinations. Empirically it was found that human resource development contributes to the management of island destinations through the speed of innovation. Tourism business managers must re-identify the factors that cause fluctuations in adaptability and strive to create conditions that can keep tourists loyal. Because in this study, adaptability can improve the management of island tourist destinations but is still in the good category. Future researchers can modify a broader conceptual model and use different analytical methods so that they can make more accurate predictions, especially on the adaptability variable, in order to be able to test and analyze different areas of the organization using a larger sample.

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