TOURISM SUPPLY CHAIN OPTIMIZATION THROUGH COLLABORATION OF HUMAN RESOURCE MANAGEMENT AND INFORMATION TECHNOLOGY: A GLOBAL STUDY TO IMPROVE TRAVELER SATISFACTION

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Abstract. *The global tourism industry continues to grow rapidly, thus demanding more effective and efficient supply chain management to increase tourist satisfaction. This study aims to systematically analyze how collaboration between human resource management (HRM) and information technology can optimize the tourism supply chain. Using a qualitative method through Systematic Literature Review (SLR), this study examines various literatures related to HR management practices, information technology implementation, and supply chain dynamics in the tourism sector. The results of the analysis are expected to identify synergy mechanisms between HR and information technology that can improve coordination, communication, and integration in the tourism supply chain. In addition, this research aims to formulate a collaborative conceptual model that can be used as the basis for developing adaptive and innovative supply chain management strategies. The expected findings will make a significant contribution to the academic literature and become a practical guide for tourism industry players in improving operational efficiency Through real-time, responsive, and data-driven coordination, the implementation of digital platforms such as access tour or UAV system integration and tourist satisfaction through utilization of human resources and information technology that can improve internal efficiency, speed up response times, reduce uncertainty, and make service systems more flexible to changes in demand optimal utilization of human resources and information technology.*

Keywords: *Collaboration, Operational Integration, Supply Chain, Tourism.*

1. INTRODUCTION

The development of international tourism worldwide has made a significant contribution to economic growth (Haini et al., 2024). Serving as a key pillar of the economy with substantial contributions to Gross Domestic Product (GDP) and job creation (Hermawati, 2020). The global travel industry has experienced rapid growth, reflected in the number of international tourists reaching 1.8 billion individuals, driven by rising incomes and the development of the middle class in developing countries. However, this growth rate also presents new challenges, including overtourism, negative impacts on local ecosystems and cultures, and the need for more sustainable tourism sector management through the implementation of regulations and strategies for more equitable tourist distribution (Ahmad et al., 2020). To survive and thrive in the face of intense global competition, organizations in the tourism sector must regularly align their service standards with those of tourists through data collection and continuous improvement efforts. Service quality in the tourism industry plays a crucial role in meeting and even exceeding the ever-increasing expectations of tourists, which ultimately influences satisfaction levels, loyalty, and the competitiveness of tourist destinations (Gajić et al., 2020).

Competition among tourist destinations worldwide is intensifying as advances. This requires each region to creatively combine creative industries in innovative ways. The

goal is to produce distinctive and competitive tourism products and services that can attract tourists and investment (Synytsia, n.d.). The tourism supply chain is characterized by weak coordination due to high interdependence among stakeholders, resulting in vulnerability to external disruptions and reduced efficiency and tourist satisfaction (Pelechano-barahona, 2020). Weaknesses in supply chain coordination in the tourism sector, such as low operational efficiency, limited information integration, and constraints in responding to external disruptions, can be addressed through strategic collaboration between information technology and labor (Ku, 2024). This collaboration can enhance operational agility, decision-making accuracy, and service continuity, thereby creating a more responsive, integrated, and competitive supply chain in the tourism sector (Yamin et al., 2024).

Research specifically examining the relationship between information technology and human resources in the context of supply chain management and optimization within the tourism sector remains scarce. Most studies tend to prioritize the production or general services sectors (Sheng, 2024). Existing research tends to focus more on the perspectives of executives or top management. Meanwhile, the role of non-managerial staff, particularly in the context of daily operations, is rarely discussed, despite their significant contributions to the practical application and utilization of IT across various parts of the supply chain, including in the tourism industry (Alqarni et al., 2023).

Thus, this study aims to investigate the collaborative interaction between HRM and information technology in the tourism industry, to improve supply chain efficiency and visitor satisfaction, while contributing both practically and theoretically to tourism research.

2. LITERATURE REVIEW
2.1 Human Resource Management (HRM) in Tourism
Human resources play a crucial role in supporting the agility of the supply chain in the tourism sector, where human resource management methods such as careful recruitment processes, training, and skill development are important elements in building competitive advantage through good collaboration between internal and external parties in the tourism sector (Magova & Kessy, 2020). Skilled and strategically connected human resources are the primary factors in ensuring operational sustainability, efficiency, and service quality within a labor-intensive, service-focused tourism supply chain (Llorens, 2018).

Human resource management in the tourism sector plays a crucial role across various sectors, including healthcare workers, travel agents, and service coordinators, to ensure that the tourism supply chain is well-integrated (Rahman & Zailani, 2017). This is achieved through the implementation of health standards, enhancing crew members' capabilities, and establishing clear communication to build consumer trust and strengthen the resilience and sustainability of the tourism sector (Lin et al., 2022). High-quality human resources align with the Resource-Based View (RBV) theory, and this advantage can create a tourism value chain (Serafini, 2022).

2.2 The Role of Information Technology in Optimizing the Tourism Supply Chain
The use of information technology, including digitization, big data, artificial intelligence, and cloud computing, is crucial in enhancing the efficiency, integration, and competitiveness of the current tourism industry supply chain (Chen & Wu, 2025) The application of digital technology in the tourism sector substantially improves the tourism supply chain through improvements in operational efficiency and local community participation (Vu et al., 2025). Information technology, combined with massive amounts of data, plays a vital role in supply chain management by providing data analysis that enhances decision-making processes and adds value for customers (Brinch, 2018). Data transmitted through digital technology plays a crucial role in the tourism supply chain by enhancing accessibility, stakeholder engagement, and transparency and accountability

in destination management (Karsokiene et al., 2025).

2.3 Supply Chain in the Tourism Industry

Strengthening the supply chain in the tourism sector requires cooperation through the pooling of resources, the establishment of mechanisms for regional development, and the creation of tourist routes to produce a complementary system between sustainable supply and demand (Liu & Luo, 2024). The rapid growth of the tourism industry worldwide, driven by globalization and increased accessibility, indicates that the tourism supply chain involves not only the distribution of goods but also integrated services such as transportation, accommodation, food, and cultural experiences that collectively form the value of the experience for tourists (Fang et al., 2021).

The distribution of profits and centralized decision-making in the tourism industry supply chain can enhance collaboration among business actors, optimize prices and service quantities, and reduce conflicts to achieve efficiency and sustainability in the sector (Liu et al., 2020).

2.4 Synergy between HRM and Information Technology

Collaboration between Human Resource Management and the latest technology from Industry 4.0 in the tourism sector has led to strategic changes, including the automation of processes, enhanced operational efficiency, and improved employee experience through a business-to-employee model (Seo, 2025). Collaboration in the tourism sector is reflected in improved service quality by all parties in the supply chain, supported by data-driven coordination systems and contracts, to enhance the sustainable competitiveness of tourist destinations (X. Wang et al., 2022). Synergy between human resource management and information technology in the hospitality and tourism sector drives innovation in services, improves operational efficiency, and creates competitive advantages (Lee & Lee, 2025).

This requires direct participation from the workforce in implementing and managing the technology to deliver a comprehensive, environmentally friendly, and creative tourism experience (Michopoulou & Pappas, 2025). The success of this technology implementation heavily depends on the readiness and participation of human resources, both from service providers and users, in understanding, accepting, and managing the technology effectively (R. Wang & Chan, 2025). The combination of skilled human resources and appropriate information technology will support the development of a more friendly, efficient, and fair tourism ecosystem for all parties (Teixeira et al., 2025).

2.5 Tourist Satisfaction as the Ultimate Goal

Tourist satisfaction is the primary goal in the tourism industry, where positive perceptions, enjoyable emotional experiences, and the fulfillment of travelers' motivations significantly enhance perceived value and foster a desire for repeat visits (Y. Zhao et al., 2025). Visitor satisfaction as the desired outcome can be achieved through strategic alignment between supply chain management and marketing, enabling service coordination, product availability, and data-driven decisions to meet visitor expectations (Holloway, 2024).

Visitor satisfaction is manifested in friendly, high-quality, and well-maintained services (As et al., 2023). Service characteristics that are not fundamental, focus on direct experiences, and depend on the destination's atmosphere and perceptions of safety. Therefore, the consistency and quality of the tourism supply chain are crucial for building trust and attracting tourists to return (Bai & Ran, 2022).

3. RESEARCH METHODS

The method used in this study was a Systematic Literature Review (SLR) (J. Zhao et al., 2024), to identify and analyze literature discussing the collaboration between human resource management and information technology in the context of the tourism supply

chain. The articles studied were published between 2020 and 2024 and were relevant to the research title. The figure below shows the research flow:

Figure 1. Research Process (Source: Authors, 2025)

4. RESULTS AND DISCUSSION

Table 1**.** Mapping Articles on Optimization of Tourist Satisfaction

No	Article Title	Tourism Supply Chain Optimization	Role of Tourist Satisfaction
1	Transglobal Leadership (Hermawati, 2020)	Integration of HRM and marketing is responsible	More ethical and socially valuable services for tourists
2	Big Data in SCM (Brinch, 2018)	Utilization of big data in SC decision making	A more personalized and responsive travel experience
3	HRM Practices in Tourist Hotels (Magova & Kessy, 2020)	Recruitment and job security increase SC flexibility	Consistent services and a more stable workforce
4	Smart Tourism SC (Ku, 2024)	Digital transformation and technology interoperability	Improved comfort and ease of access to tourist attractions
5	Muslim-Friendly Touris SC (Rahman & Zailani, 2017)	Halal adaptation in medical services and consumption	Increased satisfaction among Muslim tourists through trust in services
6	Forest Health Tourism (Zhao et al., 2025)	Value-based development and natural tourism needs	Emotional experiences and expectations fulfilled
7	Tourism Supply & Demand in Yangtze (Liu & Luo, 2024)	CCD adjustment with basic services & innovation	Services that meet the expectations of local and foreign tourists
8	Smart HRM 4.0 in Tourism (Seo, 2025)	Strengthening human resource performance through 4.0 technology	Efficient services and satisfaction among staff and tourists

9	Enhancing Destination Endurance (Karsokiene et al., 2025)	User data-based inclusive supply chain model	Improved tourism accessibility for all segments
10	Technology-Enabled Experiences (Michopoulou & Pappas, 2025)	Adoption of AI and pricing algorithms in tourism services	Personalized services and higher comfort levels
11	Supply Chain & Marketing Integration (Holloway, 2024)	SC and IT-based marketing integration	Enhanced service quality and tourist loyalty
12	Tourism Digital Transformation (Vu et al., 2025)	Digitization of rural destinations and communities	Sustainable tourism and locally-based satisfaction
13	ChatGPT in Hospitality (Michopoulou & Pappas, 2025)	AI assistants help improve the efficiency of tourism staff	Quick response and efficient interaction with guests
14	Payment Systems in Tourism (Wang & Chan, 2025)	Digital payment methods support SC efficiency	Convenience and comfort in tourism transactions

(Source: Authors, 2025)

Tabel 2. The Role of Human Research Management in The Tourism Supply Chain

| No	Article Title	Role of Human Research Management	Contribution
1	Transglobal Leadership Approach (Hermawati, 2020)	HR improves competitiveness through ethics and social responsibility.	Improving marketing performance and sustainable tourism competitiveness
2	HRM Practices on SC Flexibility (Magova & Kessy, 2020)	Recruitment and job security increase supply chain flexibility	Supporting the responsiveness of tourism hotel networks
3	The Strategic Role of HRM in Tourism (Seo, 2025)	Digital HRM improves participation and efficiency.	Digital transformation of HRM drives operational excellence
4	The Role of HRM in Hospitality & Tourism (Llorens, 2018)	Staff training and retention improve services.	Ensuring service quality and supply chain sustainability
5	Driving SC Performance Through Digital HRM (Teixeira et al., 2025)	Digital HRM as a mediating factor in SC performance	Enhancing efficiency through green orientation

(Source: Authors, 2025)
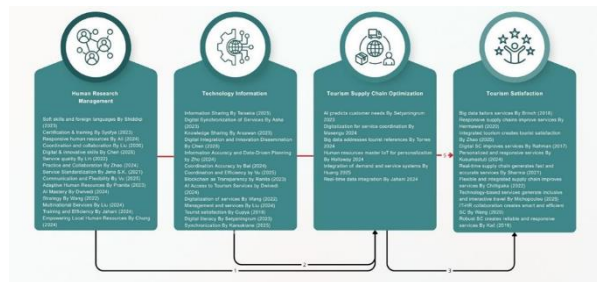
Figure 2. Result of Mapping Literature (Source: Authors, 2025)

The results of the literature review indicate that collaboration between human resources (HR) and information technology is key to optimizing a flexible and resilient tourism supply chain. According to several studies (Masengu et al., 2024), responsive, real-time, and data-driven coordination can be achieved through the integration of digital technology systems and a competent workforce. This is a prerequisite for modern tourism services. HR plays a strategic role in this regard, including the development of digital skills, on-the-job training, and the ability to integrate AI, big data, and blockchain-based systems into tourism service operations (Dwivedi et al., 2024). Conversely, the coordination tools provided by information technology enable stakeholders such as tour operators, hotels, transportation providers, and travel agencies to collaborate within an integrated service ecosystem. For example, it has been proven that better serving tourists using digital platforms such as access@tour (Teixeira et al., 2025) or integrating UAV systems can improve transparency, response speed, and operational efficiency (Jahani et al., 2024). Such collaboration addresses key issues in the tourism supply chain, including information imbalance or asymmetry, process fragmentation, and high interdependence among stakeholders. These issues have long been major obstacles to service efficiency. The ability of human resources to strategically leverage technology—not merely as an operational tool—as a key component in building adaptive and personalized service systems is the cornerstone of this integration's success. According to research conducted by (Chen & Wu, 2025) the digital capabilities of human resources can enhance the competitiveness of tourism companies by increasing innovation, efficiency, and flexibility. In other words, this collaboration lays the foundation for a fast and customer-focused supply chain in the tourism industry.

In addition, it was found that tourist satisfaction increases when the tourism supply chain is integrated with IT and human resources. Fast, accurate, and personalized service is essential to tourists (Fan & Zhang, 2022). Tourism organizations can predict tourist needs and adjust their services in real time by utilizing technologies such as big data, AI, and the Internet of Things (Gupya, 2018). These technologies enhance internal efficiency, accelerate response times, reduce uncertainty, and make service systems more flexible in response to changing demand. Conversely, the ability of human resources to create positive customer experiences through professional, friendly, and customer-focused front- end services is evidence of the contribution of human resources (As et al., 2023). Continuous training and capacity building are crucial to ensure that employees can effectively implement existing technology systems while maintaining consistency and quality of service across diverse cultures and destinations (Lv & Shang, 2023).

Additionally, a digitized supply chain system can integrate all aspects of the travel experience, including booking, transportation, accommodation, and local tourist activities. All of this impact tourist loyalty and the likelihood of repeat visits. This collaborative strategy will heavily depend on the ability of tourism organizations to overcome cross- cultural barriers, local technological limitations, and labor availability at each destination worldwide. Therefore, in addition to improving supply chain efficiency at the micro level, the integration of technology and human resources also enhances the competitiveness of tourist destinations in an increasingly competitive and dynamic global

market.

CONCLUSION

Based on the review and discussion of the literature, strategic collaboration between human resources (HR) and information technology (IT) is crucial for optimizing the global tourism supply chain. The collaboration between the two demonstrates that it accelerates service processes, enhances operational efficiency, and creates a responsive system that prioritizes the needs of tourists. While HR ensures adaptive, professional, and high-quality service, IT facilitates real-time data and system coordination. This collaboration addresses supply chain coordination issues and enhances tourist satisfaction. Therefore, to strengthen a destination's competitiveness in the global market, all stakeholders in the tourism industry must prioritize the development of HR's digital skills and the appropriate use of technology.

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